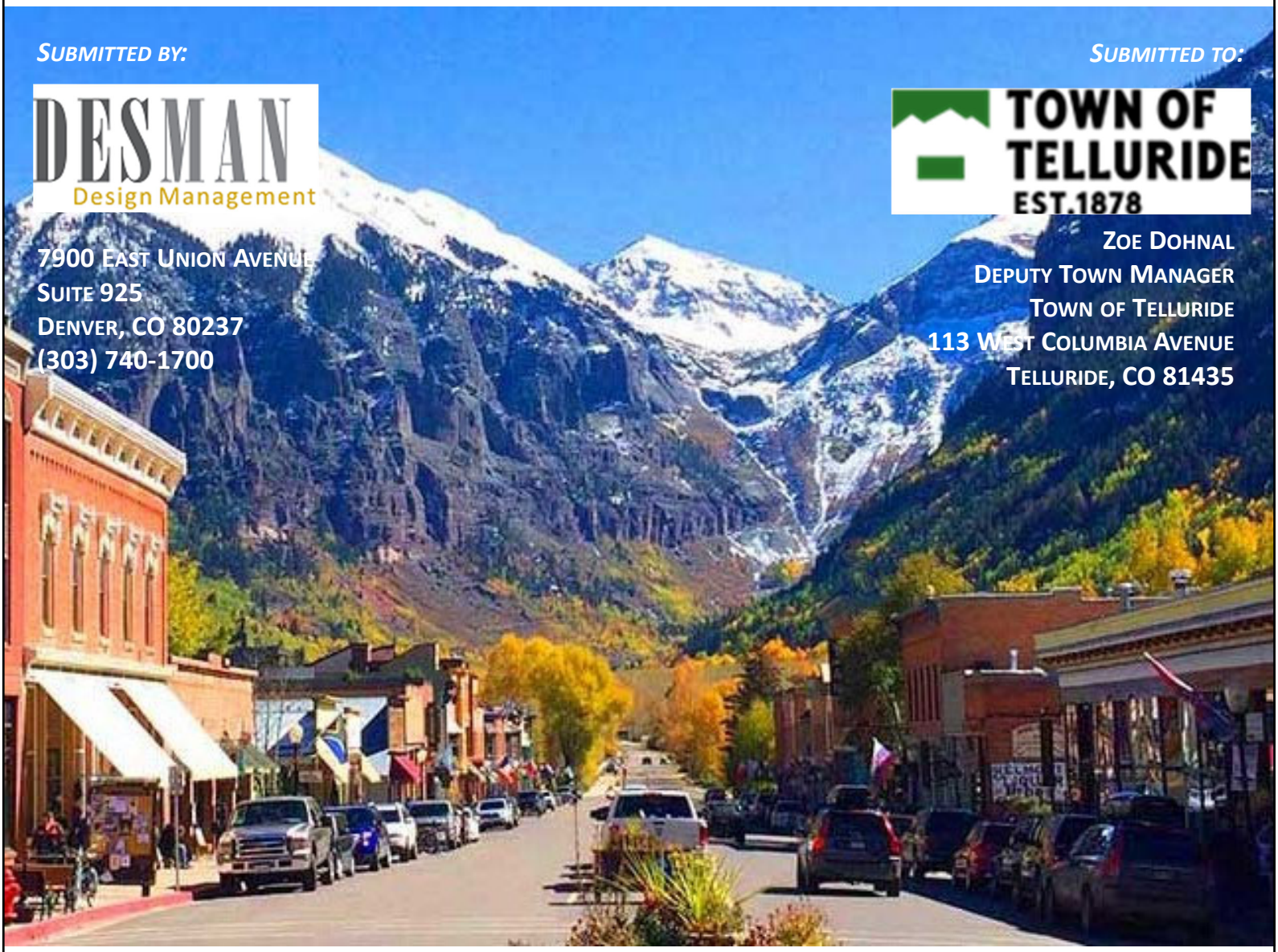
2024 PARKING ANALYSIS

TOWN OF TELLURIDE

SUBMITTED ON THE 24TH DAY OF JUNE, 2024



SUBMITTED BY:

DESMAN
Design Management

7900 East Union Avenue
Suite 925
Denver, CO 80237
(303) 740-1700

SUBMITTED TO:

TOWN OF TELLURIDE
EST.1878

Zoe Dohnal
Deputy Town Manager
Town of Telluride
113 West Columbia Avenue
Telluride, CO 81435

TOWN OF TELLURIDE
EST.1878

2024 Parking Analysis

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1. Executive Summary

The Town of Telluride has become a year-round destination resort community. Home to approximately 2,600 full-time residents, the Town's swells to approximately 12,000 during peak visitor periods (e.g., Christmas, summer festivals). Similar to other mountain resort communities, Telluride experiences considerable parking demands from visitors, residents, and commuters. It was for this reason that DESMAN was retained by the Town of Telluride to provide a operational assessement of the current public parking system with a focus on:

- Identifying opportunities to simplify operations, reduce inefficiencies, and/or enhance operations to improve the Parking Enterprise Fund.
- Benchmarking current operations against comparable communities to assess Telluride's parking system against its peers.
- Where appropriate, make recommendations to address specific issues or challenges identified by Town staff and stakeholders.

Presently, the parking program is comprised of three primary components;

- Fee-for-use (e.g. "paid") parking around the commercial core of approximately 450 metered spaces on-street, of which roughly 300 are shared with permit holders, and the 70-space Silver Jack underground garage.
- On-Street areas set aside for permit parking (resident and businesses) totaling over 1,600 spaces. Roughly 66% of these spaces are also open for use by the public on a time-limited basis. Based on records provided by town officials, DESMAN estimates there are roughly 1,500 active permits currently issued, inclusive of all permit types for residents, residences, guests, businesses, and service vehicles, but excluding construction vehicles.
- Free commuter/public parking lots totaling approximately 600 spaces which are shared with abutting land uses and served by free, regular in-town transit service.

There are numerous challenges facing the existing parking system that this report goes into into great detail. Of particular focus were the following:

Meter Rates

Common best practices for municipal parking management hold that areas which demonstrate regular utilization over 85% are in need of additional controls to mitigate some of that demand. In metered areas, this means that the rates may need to be increased; for time-limited areas, the introduction of pay-for-use parking may be warranted and/or more focused enforcement patrols to assure turnover may be warranted. The results of DESMAN's limited observations suggest that the Town of Telluride may need to consider increasing metered on-street rates to create a small (5%-10%) shift in demand to off-street parking areas and expanding 'paid parking' into overburdened areas current regulated by time limits to promote more availability and turnover.

Management and Enforcement

Enforcement is a perpetual issue for the Town. DESMAN believes there are four potential solutions to address this issue as follows:

I. The Town could invest in a vehicle-mounted license plate recognition (LPR) system. These systems consist of specialized software installed on a laptop connected to cameras mounted on the vehicle's roof. In theory, these systems allow an individual to cover much larger areas in less time while still checking for scofflaws. This could potentially allow a single individual to cover the area three enforcement officers walking and using handheld units would patrol in the same amount of time.
II. The Town could consider expanding the number of Town staff authorized to patrol and issue parking citations outside the Marshal's department.
III. The Town could consider subcontracting parking enforcement to a private parking operator. This would relieve the Town of the struggle to find and retain local citizens to perform the task and put the onus of recruiting, training, and retaining personnel on the contractor.
IV. The Town could bring vehicle towing and immobilization in house, purchasing a tow truck and vehicle immobilization devices and establishing a municipal impound facility.

Permit Parking

DESMAN considered simplifying the current permit program in two different ways. DESMAN evaluated to possibility of making Zones A, B, G, O & W into one 'universal zone' with a single set of operating rules, but found the benefits in freedom of choice did not outweigh the issues surrounding potential conflicts between parkers, overuse of particular facilities and increased traffic flow as drivers moved their vehicle from place to place. DESMAN did feel the revising the core regulations for Zones A, B, G, O & W under a single set of rules regarding the dispensing of permits to residents and businesses could simplify the process, cut down on confusion among permit seekers, and make the programs easier to administer.

Communication /Wayfinding

Communications could be improved by consolidating narratives and information currently contained in the Town's annual budget documents and Marshal's report into a single document accessible via the Town's website. This resource would considate information on the parking system's fiscal health, improvements, and performance metrics in an easy to find and digest format that would improve the public's understanding of the system and the benefits it provides.

DESMAN found that the trailblazing signage directing drivers entering the Town towards public parking areas could be improved upon by adding signage where West 145 Spur Highway enters the traffic circle at the west end of town to direct drivers towards the Shandoka and Carhenge parking lots. Similarly, signs directing drivers off of West Colorado Avenue down South Fir Street to the Silverjack Garage could also be added. The signage identifying the Shandoka and Carhenge lots and Silverjack Garage could be done as a simple, unified sign program would improve driver recognition and strengthen branding and aesthetics. DESMAN found the informational signage for public off-street parking facilities to be adequate, but would recommend the Town audit the signage supporting on-street operations. Finally, DESMAN did not note the presence of orienting signage at any of the public off-street parking facilities nor along the sidewalks directly adjacent to these facilities which would make it easier for pedestrains to navigate between parking and destinations.

2. INTRODUCTION

The Town of Telluride is the county seat and largest town in San Miguel County, located in southwestern Colorado. Set in the end of a box canyon amid forested peaks in Colorado's San Juan Mountains, the Town of Telluride is a former Victorian mining town which has become a year-round destination resort community. Home to approximately 2,600 full-time residents, records provided by the town officials indicate there are roughly 2,800 full- and part-time employees working in over 850 business located in Telluride, many of which live outside town. In addition to these populations, the town can host up to 12,000 visitors during peak periods (e.g., Christmas holidays, spring breaks, summer festivals). Town officials have indicated that, during high winter season, the majority of visitors come by air and utilize local shuttle services to mitigate parking demand. However, during the more temperate months, it is estimated that up to 80% of visitors arrive by personal vehicle.

The Town's current parking program intends to:

a. Ensure adequate parking for visitors, residents, businesses and commuters while balancing the desire to maintain a pedestrian-oriented community;
b. Minimize vehicular congestion, and associated air quality impacts, and discourage unnecessary use of private vehicles through promoting transit ridership and use of commuter lots; and -
c. Mitigate localized parking impacts on neighborhoods resulting from trip attractors such as the commercial core, the Telluride-Mountain Village public transportation gondola, and local schools.

The current parking facilities and programs have been implemented over time, and presently consist of three primary components:

- Fee-for-use (e.g. "paid") parking around the commercial core of approximately 450 metered spaces on-street, of which roughly 300 are shared with permit holders, and the 70-space Silverjack underground garage.
- On-Street areas set aside for permit parking (resident and businesses) totaling over 1,600 spaces. Roughly 66% of these spaces are also open for use by the general public on a time-limited basis. Based on records provided by town officials, DESMAN estimates there are roughly 1,500 active permits currently issued, inclusive of all permit types for residents, residences, guests, businesses, and service vehicles, but excluding construction vehicles.
- Free commuter/public parking lots totaling approximately 600 spaces which are shared with abutting land uses and served by free, regular in-town transit service.

Based on DESMAN's field observations, there is only one privately-owned lot currently offering fee-for-use parking. Most of the private parking facilities in Telluride are attached to residential or mixed-use buildings and service only their tenants, residents, and guests. Parking requirements for new development on private property are mandated through the Telluride Land Use Codes and applied through the development review process.

General parking administration, enforcement, citation processing, and adjudication are managed through the Marshal's Department. Community Services maintains parking meters, infrastructure, and supporting

signage, and Public Works provides snow removal during the winter months. Special event parking management is led by the Town's Parks and Recreation Department with support from the Marshal's Department and the Town Clerk's office. Construction parking permits are issued through the building department.

Context

The Town of Mountain Village, a home rule municipality abutting Telluride with a population of just under 1,300 persons recently underwent a comprehensive parking assessment and has begun to institute changes resulting from that study, not the least of which is universal fee-for-use parking in select facilities during winter months and fee-for-use pilot in the summer months. This has created interest in reviewing how Telluride manages its parking.

The Town has also made major investments in new technology, replacing their aging Flowbird meters with new T2 Luke Cosmo pay stations operating on a pay-by-plate basis. The town has also made an investment in T2's Velocity and Upsafety software systems to facilitate better management of parking permits and citations. Finally, the Town has moved away from the ParkMobile pay-by-cell application and migrated over to T2's TextToPark platform. The Town in seeking insight into how to best leverage these investments to get greater efficiency and utility out of the existing public parking system.

Historically, the Town has developed parking policy in alignment with and arising from Master Plan processes and other initiatives, with extensive public engagement and due ratification by Town Council. Telluride is moving in very pro-active manner to improve the public parking system, but is hindered by operational limitations impacting implementation. The Town is also invested in developing a policy-making process that incorporates commitments to sustainable practices and environmental initiatives currently underway.

Finally, the Town has a number of recurring challenges surrounding management and operation of the parking system which include, but are not limited to:

- Consistency and effectiveness of parking enforcement efforts;
- Difficulties regarding snow removal practices;
- Complexity of current permit programs;
- Communications;
- Management of commuter and constriction parking and parking associated with the Telluride Middle/High School.

Objectives

Within this engagement, DESMAN was tasked with addressing the preceding issues and performing a comprehensive assessment of policies and procedures governing the public parking system. As DESMAN understands it, the Town expects the recommendations from the study will:

1. Identify inefficiencies in existing operations which improve service to constituents and net revenue capture.
2. Recommend changes in current policies or procedures to better align with industry best practices, the Town's strategic vision of the parking system, and/or comparable communities.

3. Organizing Principles and Best Practices

The following section is intended to provide an overview of public parking guiding principles and best management practices. These guiding principles and best practices act as 'philosophical guardrails' which ensure the parking system is moving forward in alignment with the strategic vision for the municipality.

Existing Practices and Principles

The Town of Telluride has a number of foundational documents which reference the role of parking as part of wider goals and initiatives. The 2006 Master Plan (updated in 2012) includes a statement of principle *(R. Parking Will Be Distributed Throughout the Town*, page 9) as well as *Policies/Actions Concerning Parking* (page 25). This later document contains 11 statements of general policy or practice specific to Telluride's character and supportive of the objectives outlined within the Master Plan, several of which have been, or are planned, for implementation . Paraphrased, these include the following:

1. The town will provide adequate parking to support all users, while maintaining its pedestrian-oriented nature and not encouraging overdependence on personal vehicles.
2. The town will continue to provide long-term parking at the west end of town for commuters and day visitors.
3. The town will, if needed, create intercept facilities which may be expanded or contracted according to conditions, linked to downtown via public transit service for use by commuters, day visitors, and skiers.
4. The town will, as opportunies arise, encourage the creation of structured parking to support the Commercial Core.
5. The town will maintain pay-to-park and permit programs to encourage turnover in on-street parking around the Commercial Core and discourage long-term parking.
6. The town will maintain its permit programs in residential areas to protect local resident's right to access during peak periods and discourage long-term parkers from using these areas in lieu of more sustainable travel options and/or intercept facilities.
7. The town will ensure new development on public lands meets or exceeds minimum parking requirements.
8. The town will ensure new development on private lands is adequate to meet peak parking demands and/or that the developer contributes to the town's in-lieu fund to cover the cost of services needed to support the project.
9. The town will continue to periodically review its parking standards against actual conditions to affirm those standards are still accurate.
10. The town will provide adequate and consistent enforcement of parking regulations.
11. The town will ensure that the parking spaces mandated for a particular building, project, and/or land use are employed to that end.
12. The town, in coordination with the County, should develop an intercept parking lot at Lawson Hill to expand "park and ride" opportunities for the workforce and a segment of visitors.

The Town of Telluride's Climate Action Plan (adopted April 2022) does not speak specifically to the role the town's public parking system plays in advancing its goals and objectives, but references both overarching strategies and action steps that will have impacts on the existing system. For example:

A. Advancing affordable housing to reduce commuting by employees in and out of the Telluride region could reduce parking demand in town by connecting those residences with local and regional transit services. However, to make this succeed, not only does access to transit connecting places of residence and places of work need to be frequent, reliable, and affordable, but access to parking (which supported single-occupant vehicle travel) will need to be made less available or affordable.

B. Under the Climate Action Plans's section on Transportation and Land Use (pages 26-27) one the guiding strategies is to *discourage single occupancy vehicle (SOV) use and advance active or shared transportation*. While parking is not directly referenced in any of the subsequent action steps, parking policies and programs which encourage or reward carpooling and/or travel by low- or zero-emissions vehicles will advance the strategy.

C. Under the Climate Action Plans's section on Transportation and Land Use (pages 26-27) one the guiding strategies is to *advance equitable decarbonization of vehicles*. As before, while parking is not directly referenced in any of the subsequent action steps, there are parking policies and programs which can support some of the action steps. For example, designating parking spaces closest to popular destinations for equipping with electric vehicle charging stations, waiving hourly parking fees for low- or zero-emission vehicles, and/or requiring that construction managers require their workers to park at designated intercept facilities and shuttle to and from the job site all will advance the plan as adopted.

Common Municipal Best Practices

There is no universal set of standards which defines what a municipal parking system should be or how it should operate. The International Parking & Mobility Institute (IPMI) has developed the Accredited Parking Organization (APO) program, which presents a set of criteria for scoring the 'excellence' of an organization as judged by supporting documentation and observed operational practices. The matrix which better defines how these areas are evaluated and the manual for prospective applicants interested in the program are available without cost through the IPMI website upon official request. These materials may not be germane to every public parking system operating in the U.S., but they do provide a helpful structure and metrics when setting goals for an organization, evaluating its structure or operations, or establishing a vision of what the next evolution of the system might look like.

In the experience of DESMAN personnel, successful public parking systems and their associated organizations of any size incorporate the following practices and characteristics:

1. **The parking system and/or organization has a guiding mission or vision which defines the role parking should play in the community.** The Town of Telluride has established guidelines and objectives via the Master Plan and other documents to guide policy-development and system improvements and growth.
2. **A strong municipal parking system acknowledges the value of the services they provide.** The Town of Telluride has organized parking system operations into an enterprise fund structure and

has implemented permit, and commuter parking in a thoughtful and methodical manner, providing demonstrable benefits to the public, businesses, employees, visitors, and residents.

3. **The setting of rates is focused on behavior management, not revenue generation.** Discussions with Town staff indicate that rate setting has been historically driven by the desire to align public parking operations with larger community initiatives as a first priority. The Town has previously initiated and revised rates to change or modify target behaviors (i.e., encourage the use of commuter lots and transit and increase turnover in the commercial core) and are aware that continued attention is necessary to promote balance between parking supply and demand and/or support expansion of use of alternative modes of transportation and open in the future.

4. **Fines should be structured to reflect the severity of the offense, encourage quick payment of the fine, and reduce the likelihood of repeat offenses.** Fines associated with actions which cause minor inconveniences to the community, such as overstaying a time limit or meter feeding, should be proportionately lower than offenses which create a public safety issue, such as double-parking or blocking a fire hydrant. Fines are intended to be corrective, not punitive, but are only effective as corrective measures when payment of the fine can still be associated with the offense; a fine structure which does not incent payment within a reasonable period after the offense loses its ability to be corrective. Finally, the ordinances governing citations should include language allowing for escalation of fine amounts for repeat offenses, to reduce recidivism. The Town of Telluride's current policies contain elements of these practices, but the fine structure could be improved upon to better align with these practices.

5. **Policies should be based on community-backed principles and system objectives.** Review of existing policy documents, studies, plans, and other literature along with discussions with Town staff indicate the Town has fully embraced this best practice.

6. **Parking enforcement is necessary to assure fair and equal access to all constituencies.** The role of parking enforcement personnel is often characterized as predatory, but most individuals receiving parking tickets deliberately engaged in a behavior which put them in conflict with public policy. The municipality should take care to gather adequate evidence to support a citation in advance of its issuance and should offer a process by which individuals can contest a citation they believe was issued in error. If the citation is determined to be invalid, the citation should be invalidated and the associated fine waived; if the citation is valid, the citation and its associated fine should be upheld without discount or modification. The municipality should take every opportunity to educate the public about how policies are formed to assure fair and equal access and why enforcement is critical to protecting that fair and equal access, but should never apologize for doing so.

   Based on DESMAN's analysis and observations, one of the largest challenges the Town's parking system is the ability to effectively and consistently provide parking enforcement patrols with the limited staff available. The Town also currently struggles with being able to address scofflaws during snow emergencies and/or with multiple unpaid citations.

7. **Strong parking systems provide a variety of solutions from which the individual choses the best one for their needs.** Through the adoption of new technologies and the promotion of alternative transportation modes as well as the provision of multiple parking options, the Town has demonstrated its commitment to providing a wide range of choices for end users to consider when make parking and transportation decisions.

8. **Smart communities put parking in context.** Constituents not only seek variety and choice when choosing where to park, how to pay, etc. but also desire to understand the merits and liabilities associated with travel beyond the single-occupancy personal vehicle. Proactive communities present information about parking options within the context of educating the public about the scope of transportation options available to them. Similarly, when contemplating a policy or action associated with the public parking system, smart leaders consider the impacts relative to urban planning, traffic flow, the environment, local commerce, and the municipality's fiscal status against potential benefits to the public parking system. The Town of Telluride has an established history of placing parking in context when making plans and policies.
9. **Dynamic public parking systems include the public in planning and policy development.** As stated before, parking is a public good like electrical service and water. Effective organizations create opportunities and mechanisms for inviting public input and participation to build understanding, support, and consensus around initiatives before they are formally presented for action. Top tier municipalities not only engage the public during the policy formulation process, but also report back to the public after an action has been taken or an initiative launched regarding its success or failure. The Town has well-developed planning and hearing protocols and processes that are employed when considering community policy documents.
10. **Strong public parking agencies focus on managing parking for maximum efficiency before creating new supply.** Exemplary public parking systems are designed and run to promote high levels of utilization regardless of time of day or year by attracting and catering to a wide variety of end users. Whether through pricing incentives, marketing campaigns, facility design and site selection focused land uses with complimentary utilization profiles, or ongoing analysis of use trends, the most effective public parking managers are constantly looking for ways to fill as many spaces in each facility as possible at all times, ensuring maximum utility from each piece of public infrastructure. The current public parking system appears to operate with a high degree of utilization and efficiency, based on our field observations and historical system data.

4. Existing Conditions

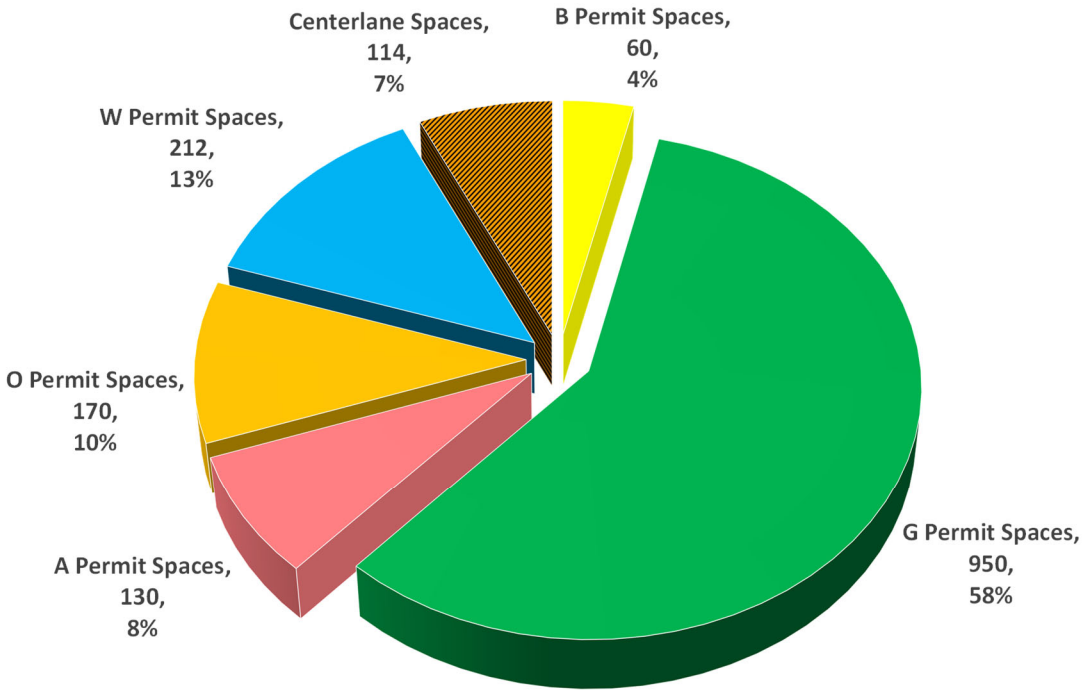
The following section documents existing conditions within the public parking system as observed, reviewed, or described to DESMAN personnel during the due diligence phase of the engagement. Where appropriate, DESMAN has included preliminary recommendations for action based on those observations, as well as the best practices and principles outlined in the prior section. Additional recommendations are also presented in later sections relative to DESMAN's review of practices at comparable communities.

Parking Supply

DESMAN inventoried a total of roughly 2,432 public parking spaces within the area as shown in ***Figure 2*** on the following page. This is the estimated parking supply during summer months and was developed using a combination of satellite images and field verification. Of the total supply, 73% (1,774 spaces) was in on-street parking spaces with the remainder located in the Silverjack Garage (70 spaces), Shandoka Lot (300 spaces), and Carhenge Lot (288 spaces).

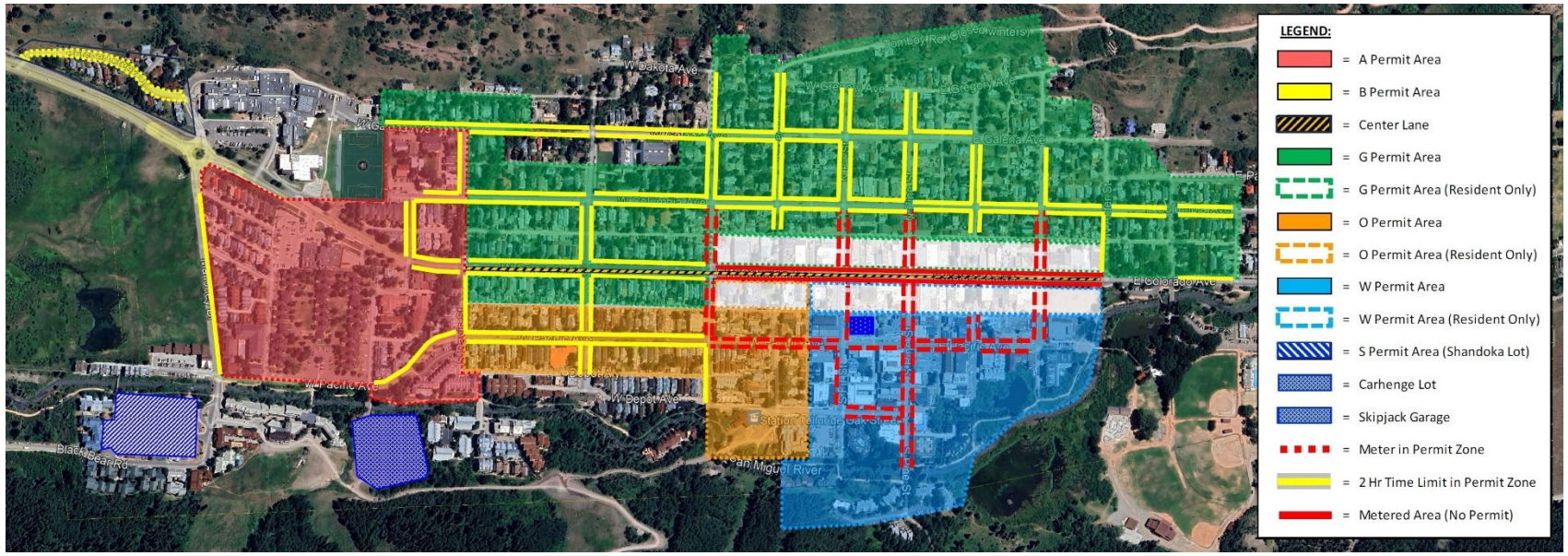
Just over 92% of the on-street supply (1,636 out of 1,774 spaces) fell within a permit area. Permit Zone G contains the largest concentration of these spaces as shown in ***Figure 1***.

Figure 1: Distribution of On-Street Supply Among Permit Zones



Source: *DESMAN Inc.*

Figure 2: Public Parking Supply by Location



Source: *Google Earth, DESMAN Inc.*

DESMAN did not inventory the private parking supply as access was controlled to many facilities and others could not be counted without trespassing on private property. As a result, DESMAN cannot opine as to the total combined supply within the study area or how much of it is privately-owned and -controlled.

DESMAN field personnel reported finding one private parking lot, located at 222 West Juan Avenue, which was offering parking to the general public on a fee-for-use basis at a posted flat rate of $40.00/day. This facility of roughly 30 spaces appeared to be roughly 70% utilized at mid-day during our March field surveys.

Utilization

During the March 2024 field surveys, the Town had designated a number of on-street areas as 'no parking zones' to create places for snow storage. This policy is in effect from November 1 to April 1 each year, although prohibitions can be raised as conditions allow at the Marshal's discretion, in consultation with the Department of Public Works. DESMAN estimates that this policy reduces the on-street parking supply by roughly 400 spaces with most of the reductions coming out of the parking permit areas.

Casual occupancy counts conducted at mid-day on Monday, March 18 and Tuesday, March 19, 2024 revealed the following trends:

- Utilization of metered on-street parking areas, both those falling within a parking permit area as well as those along Colorado Avenue, averaged roughly 90% utilization, making these block faces effectively full.
- Utilization of on-street parking spaces subject to 2-hour time limits varied from block-to-block, but averaged roughly 65% of capacity. The greatest concentration of available spaces was in the northern sections of G Permit Zone, particularly along Columbia and Galena Avenues. Those time-limited spaces closer to Colorado Avenue and the Commercial Core were typically filled to 80% or more of their capacity.
- Parking spaces reserved solely for permit holder, including Centerlane area, were 61% utilized (148 cars for 243 spaces).
- The Silverjack Garage was 59% utilized (41 vehicles against 70 spaces).
- The Carhenge and Shandoka Public Parking lots collectively averaged an 80% utilization rate, parking 470 vehicles across 588 spaces.

Within the parking industry, it is an accepted principle that curbside parking that is 85% or greater utilized is 'effectively full'. The preceding trends suggest that the metered on-street parking areas are running about this threshold and as are the time-limited spaces contained in each permit zone closest to Colorado Avenue and the commercial core.

Common best practices for municipal parking management hold that areas which demonstrate regular utilization over 85% are in need of additional controls to mitigate some of that demand. In metered areas, this means that the rates may need to be increased; for time-limited areas, the introduction of pay-for-use parking may be warranted and/or more focused enforcement patrols to assure turnover may be warranted. The results of DESMAN's limited observations suggest that the Town of Telluride may need to consider:

a) Increasing metered on-street rates to create a small (5%-10%) shift in demand to off-street parking areas, commuter lots, and/or more sustainable modes of travel.

b) Expanding 'paid parking' into overburdened areas currently regulated by time limits to promote more availability and turnover and reduce vehicle emissions caused by driving around searching for a space.

The increase in rates and/or introduction of new areas of paid parking is intended to influence a change in behavior among a small percentage of parkers; ideally just enough to reduce peak hour utilization of congested curbside areas by 5-10%. The parkers most likely to be influenced by these changes are commuters currently parking at meters or in time-limited spaces, who will feel the pressure of the new/increased rates more readily than an occasional visitor to town. Ideally, some of these individuals will be inspired to investigate alternative modes of travel, advancing the community's sustainability goals. However, the majority are likely to seek out lower cost parking in the commuter lots at the west end of town, which should be monitored with respect to understand any changes to utilization rates.

It should be noted that these high relative levels of utilization may also reflect the effectiveness of parking enforcement efforts. DESMAN's field observations noted multiple instances of vehicles parked in areas which were signed for 'no parking' under the seasonal snow ban as well as other violations which would suggest the public's concerns about being sanctioned for parking violations was low.

Administration

The Town of Telluride allocates the duties and functions associated with the public parking system to various Town agencies and staff, as is common of many municipalities and public systems of Telluride's size and scale. The Telluride Marshal's Department does a majority of the administrative work associated with the system, with some support from the Town Clerk's office and accounting/bookkeeping provided by the Town Finance Department. The Department of Public Works and Community Services provide janitorial and maintenance services, snow removal, and handle equipment and signage installation when needed. At this time, major operating expenses associated with the public parking system are tracked within the Parking Enterprise Fund, but some materials and labor associated with tasks specific to the parking system are embedded within specific departmental budgets which is a common practice for communities of Telluride's size. Hopefully, as the system grows, there will be opportunities to restructure the fund to incorporate some of these costs directly against gross revenues as incurred.

Town staff do an admirable job of managing the public parking system as it currently exists. However, as the parking system continues to evolve and expand, there may be benefits in having direct oversight of the parking system nested within the Town Managers' department. This could improve the system's operation efficiency through clearly defining and communicating roles and responsibilities, and tracking of outcomes relative to overall program goals and targets.

Transient Parking Rates

Parking at any on-street meter in Telluride is $2.00/hour for a maximum stay up to three hours and paid parking is posted as enforced from 8:00 AM until 6:00 PM every day of the week. The Silverjack Garage allows a grace period for the first fifteen minutes and then collects $2.00/hour thereafter up to a daily

maximum fee of $48.00; vehicles parked overnight in the facility are also subject to a $50.00 surcharge on top of accumulated hourly fees and paid parking is in effect at all times within the facility. According to documents provided by the Town of Telluride, combined parking and parking facilities revenues generated almost $285,000 in FY2022 and were on track to collect approximately $257,000 in FY2023.

Transient parking meter rates were last adjusted in June 2022, increasing from $1.50/hour on the recommendation of financial study performed on the public parking system at the completion of construction of the Silverjack Garage. That study recommended adjusting rates by $0.50/hour again in 2027, to $2.50/hour.

There is no charge for parking in the Carhenge or Shandoka Lots, but overnight parking is prohibited unless permitted. The Carhenge Lot was acquired with the assistance of the U.S. Federal Transportation Administration (FTA). In return for accepting the FTA grant, the Town committed that the Carhenge Property would be used for "construction of an intercept parking facility at the west edge of Town to accommodate commuter and day visitor vehicles displaced by [the Town's] parking regulations and parking meters." The Town also has committed that it will not "dispose of, modify the use of or change the terms of the real property title, or other interest in the site and facilities without permission…from the FTA." However, there does not appear to be a prohibition on the Town charging a nominal fee for the public to use the Carhenge parking lot. By separate agreement with the Telluride Ski Area, which also contributed funding to the acquisition and construction of Carhenge, the only restriction is that the Town cannot discriminate against or charge ski visitors a separate or higher rate that is not charged to the general public.

The Town of Telluride took title to Lot L, Backman Village Subdivision (often referred to as the Shandoka Parking Lot) according to certain recognized and pre-existing parking rights, including nonspecifically, undesignated parking for lawful residents and tenants of residential dwelling unit on the following Lots:

- A, B, C, D, E, commonly known as Shandoka Apartments;
- F, commonly known as Etta Place Condominiums;
- G, commonly known as Etta Place Too Condominiums;
- H, commonly known as Double Diamond Condominiums;
- J, commonly known as Creekside Apartments.

Additionally, the Town is also obligated to permit the following limited commercial parking on Lot L: Lot K, commonly known as Cimarron Condominiums or Base at Telluride, but only as to commercial units operating with a lawfully licensed Town business and not as to any residential use for Lot K. All of these commitments are addressed within the Town's existing parking permit program. The Town also recognizes nonspecifically, undesignated parking for day skiers using Lot L to access the Telluride Ski Resort. None of these terms oppose introduction of paid parking to the lot, but the myriad of commitments suggest a very limited supply of spaces might be available within the facility after these commitments are met.

Permit Programs

Telluride has a variety of parking permit programs in place. These programs have been developed over time to support various community initiatives as is described later in the section. As noted, the town has four distinct on-street parking permit zones as well as additional permit programs specific to the centerlane along Colorado Avenue, various off-street public parking facilities, and other areas.

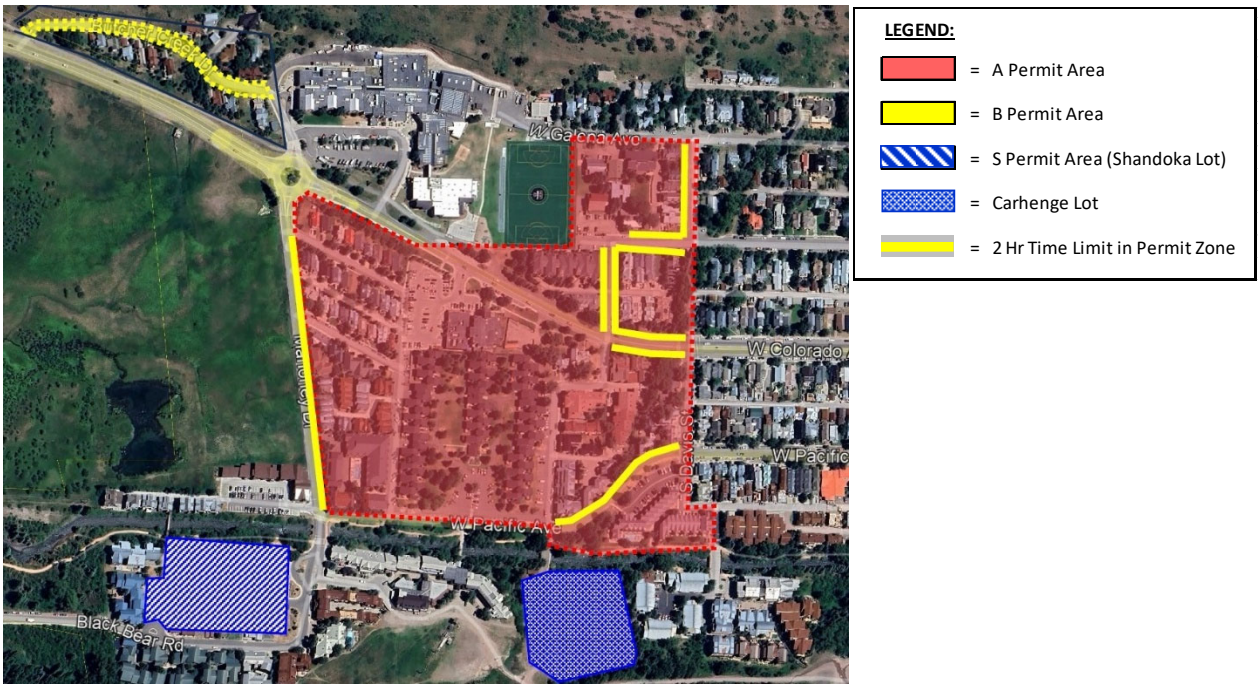
The permit process has been automated and most residents handle it through ***ToCite***, a web-enabled portal with connections to the Town's parking operating system. Individuals who do not wish to use this application can download or pick-up an application from the Marshal's office and email or return the application to the office for processing.

Telluride no longer uses physical permits as credentials; applicants register their vehicle as part of the process and the vehicle's license plate serves as the credential. The permit is valid for the vehicle for which it is issued and users are responsible for adding or deleting permitted resident and guest vehicles as needed on the town's portal. Permits are in effect on a 24/7 basis and do not exempt the holder from having to pay for parking in a metered space outside their permitted zone, such as the Commercial Core, unless otherwise noted.

Permit Zones

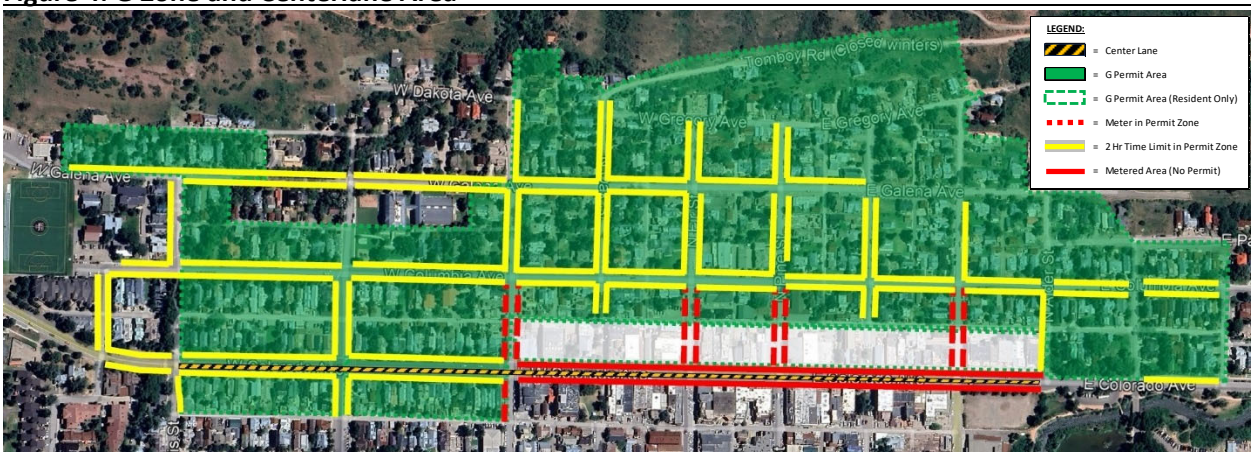
A Zone. The A Zone was established primarily to mitigate impacts on the neighborhood associated with the Telluride Middle/High School and the Telluride Ski Area. A vehicle with an A permit is permitted to park within the A Permit parking Zone and are exempt from time restrictions. There are residential and business permits available for $40.00 yearly, with a limit of one pass per **residence** and/or business. The residence permit includes one included guest pass.

Figure 3: A and B Permit Zones



B Zone. The "B" permit applies to the Butcher Creek area and was established primarily to mitigate impact associated with the Telluride Middle/High School. Within the zone, each **residence** to purchase up to two (2) permits for $40.00/each.

Figure 4: G Zone and Centerlane Area



G Zone. The G Zone was established primarily to mitigate the impacts on the neighborhood associated with the Commercial Core and was enacted in conjunction with the implementation of the Carhenge commuter lot.

Each **resident** can purchase one (1) permit only, with a maximum of two (2) permits ***per residence*** unless otherwise authorized by the Planning Department. One (1) free guest pass per residence is allowed. Businesses in the zone can purchase up to two (2) passes with the exception of those businesses located in the area of Colorado Avenue between Aspen and Alder Streets. A vehicle with an G permit is permitted to park within the G Permit parking Zone and is exempt from time restrictions. G Permits are $40.00 each annually.

Centerlane Permits. For businesses exempted from purchasing a permit within their permit zone due to proximity to Colorado Avenue, Telluride offers Centerlane Permit options, referring to a paved median between eastbound and westbound travel lanes of Colorado Avenue.

Businesses not located with the defined "commercial core" can purchase a *Regular Centerlane Permit* which will allow a vehicle to park in the centerlane for up to 30 minutes for the purposes of loading or unloading. Qualifying businesses can purchase up to three permits if available; the first permit is $40.00 per year, the second permit is $50.00 per year, and the third permit is $60.00 per year. Permits are valid for one vehicle only and may not be transferred between vehicle or businesses.

Businesses located within the "commercial core" may purchase a *Main Street Centerlane Permit*. This permit allows the holder to register up to three vehicles under the permit, although only one may be parked in the centerlane at any given time. Each qualifying business is allowed just one of these permits.

The Town also offers a permit for larger commercial vehicles making pick-up or deliveries to Colorado Avenue businesses. The *Centerlane Fleet Permit* allows box trucks, tractor-trailers, and the like to use the centerlane for a flat rate of $150.00 per year. This permit is specific to the vehicle, not the Telluride

businesses and limited just to those vehicles meeting the "fleet" definition. Taxis and shuttle buses do not qualify as fleet vehicles.

Figure 5: O, W, and S Zones and Silverjack Garage

O and W Zones. The O and W Zones were established to mitigate impacts associated with the Telluride-Mountain Village gondola and to provide neighborhood residents an opportunity to park on-street despite the commercial intensity of the surrounding area.

In both zones, each **residence** is allowed two (2) permits for vehicles registered in the resident's name and one (1) free guest permit. Businesses are allowed two permits with the exception of the 'resident only' exclusion zones along Colorado Avenue. The annual cost is currently $40.00 per permit.

S Zone. The S Zone was established to ensure parking availability to Shandoka and other residents and businesses with prior claim on Lot L. Residents in Etta Place, Etta Place Too, Double Diamond, and Cimarron as well as businesses within the S Zone are allowed one (1) free permit per resident and the option to purchase a second permit for $25.00 per year. Businesses in these developments are allowed a maximum of two (2) permits at no cost. Qualified parties can also receive up to two Short-Term Rental permits if they hold a valid Telluride Business License, but these passes are only good for a maximum of two weeks from the date of issue. S permit holders can park only in the Shandoka Lot.

Silverjack. Businesses can purchase permits to park in the SilverJack Parking Garage for $175.00 per month on a first-come, first-served basis. The Town has only made 15 of these permits available for sale, and applicants must present their Telluride Business License to qualify for purchase.

Service Vehicles. Finally, for those businesses which use a vehicle in the course of their work day and require the ability to park near their destinations to perform their tasks, the Town provides a Service Parking Permit. This permit can only be purchased by a qualifying business and is specific to each vehicle. Businesses purchasing this permit cannot park in the centerlane of Colorado Avenue but are allowed to park in any permit zone or fee-for-use public parking space for up to three hours. Vehicles must clearly be signed as service vehicles and engaged in an active service call. This permit does not apply to construction projects and costs $150.00 per year.

Short-Term. Qualifying residents and businesses can also purchase Short-Term permits specific to their zone at a rate of one (1) permit per dwelling unit and/or one (1) permit per hotel room. Short-term permits may be issued to a property management company with a signed permission form from the property owner and a copy of the business license for the residence.

Records provided by the Town indicate the system collected over $108,000 in permit fees in FY2022, but is on track to collect only $75,000 in FY2023. The Town reported that it sold a total of 822 permits in the 365-days preceding February 21, 2024, but did not provide a breakdown of sales by permit type or rate during this period. The existing permit programs are summarized below in ***Table 1.***

Table 1: Summary of Existing Parking Permit Programs in Telluride

Permit Type	Maximum # Permits/ Residence	Annual Cost	# of Guest Passes	# of Business Permits	Annual Cost
A	1	$ 40.00 /Residence	1 (A)	1	$ 40.00 /Business
B (Butcher Creek)	2	$ 40.00 /Residence	None (B)	None	N/A
G	2	$ 40.00 /Resident (C)	1 (D)	2	$ 40.00 /Business (E)
O	2	$ 40.00 /Residence	1 (F)	2	$ 40.00 /Business (E)
S (Shandoka Lot) (G)	2	$ 25.00 /Resident (H)	None	2 (I)	N/A
W	2	$ 40.00 /Residence	1 (F)	2	$ 40.00 /Business (E)
Silverjack	0	N/A	N/A	2	$ 175.00 /Month (J)
Regular Centerlane	0	N/A	N/A	3 (K)	$ 40.00 /Business (L)
Main St. Centerlane	0	N/A	N/A	1 (M)	$ 40.00 /Business (N)
Centerlane Fleet	0	N/A	N/A	1	$ 150.00 /Business (O)
Service	0	N/A	N/A	1	$ 150.00 /Business (P)

NOTES:
A: Additional guest passes for residents are $40.00, if available.
B: Residential permits are non-transferable.
C: After 2 permits/residence, additional permits granted by Planning Department only if there is no private off-street space.
D: One free guest pass per residence.
E: Each business is allowed 2 permits, except those in the Core area (Colorado Ave between Aspen and Alder St).
F: One free for each residence.
G: For residents in Shandoka, Virginia Placer, Telluride Boarding House, Creekside, Etta Place, Etta Place Too & Double Diamond.
H: First permit is free, second permit costs $25.00/year
I: Each eligible business and/or short-term rental can get two free permits with a Telluride Business License.
J: Cost is for each permit. Applicant must have a valid Telluride Business License. Pass valid between 8 AM and 6 PM.
K: A maximum of three permits per business may be issued to businesses located outside the Core.
L: The first permit is $40.00/year; fees increase by $10.00 for each subsequent permit.
M: Only 1 per Colorado Ave business, but transferable to up to three vehicles.
N: Permit allows up to three vehicles registered to the same permit, but only one can park in the Centerlane at any time.
O: Price per year covers the holder's entire fleet. All Centerlane permits allow a maximum stay of 30 minutes.
P: Valid only for service vehicles performing on-site, non-construction services once per week (or less). Applies only to identified commercial vehicles. Allows for parking up to 3 hours in metered spaces or permit zones A, W, O, B, C, & G. Permits can be transferred between vehicles, but only one vehicle can park on the permit at a time.

Source: DESMAN Inc.

As the preceding table shows, there is little variance in the cost per residential permit across the various types, while the number of permits allowed varies as some zones limit is by *residence* and others by *resident.* For the on-street areas (A, G, O, and W) there is only the option for one complimentary guest pass per residence. Similarly, in Zones A, G, O, and W the allowance per business is 1-2 permits.

In the interest of simplicity, the Town could consolidate all the on-street parking permit zones (A, B, G, O & W) into a single, universal permit area. The relative similarity of terms and conditions within these zone could make this feasible from an ***operational perspective***, but it should be noted that this perspective is limited to parking industry best practices and perceived logistics and does NOT account for the considerations and history behind the establishment of each of these zones. While some constituents might enjoy the freedom of choice afforded by consolidating the individual existing zones into a 'universal zone,' DESMAN also believes doing so will run counter to the basis and objectives for establishing the original zones and programs and is likely to lead to residents being unable to find parking near their homes, overwhelming of certain areas near common attractions or destinations, and increase vehicle omissions from drivers moving their vehicles from across the universal zone rather than parking in an appointed area and walking to other destinations. This all runs counter to Telluride's expressed plans and objectives and is not recommended.

The Town of Telluride already follows many common best public parking management practices when it comes to on-street parking programs such as requiring applicants demonstrate residency, limiting the number of permits per residential or business unit, and assessing a value (fee) associated with each permit. If the Town is seeking to simplify the current parking permit program, it might consider revising the rules governing parking in zones A, B, G, O & W as follows:

1. Convert all limits in the A, B, G, O and W zones to two (2) permits per residence/household plus on complimentary guest permit.
2. Limit all business in the A, B, G, O and W zones to a maximum of two (2) permits.
3. The first residential/business permit for each household should be a nominal rate ($40.00/year) to make it accessible to constituents.
4. The second residential/business permit should be priced appreciably higher, perhaps 150% or more of the first permit. This is done so that applicants who truly want or need the additional permit can still get it while providing a disincentive for individuals who might buy the second permit solely for convenience even though their property has on-site parking.

As for the remaining permit programs, each of these appears to address a specific and specialized need. DESMAN does not perceive that any of these programs lend themselves to simplification and cannot recommend changes to them at this time.

Construction Parking

Within the Town of Telluride Construction Mitigation Plan Manual there is a section speaking to how parking for workers, tradesmen, and vendors is to be addressed. Within this section, construction projects larger than 500 square feet or renovation project larger than 400 square feet must a file a parking management plan detailing where construction vehicles are to be parked. With approval of this plan by the Building Department, the Building Department may issue temporary passes allow vehicles associated with the project to park on Town streets. Each project is limited to not more than six passes within a three-month period at a cost of $50.00 for the first pass, $100.00 for the second pass, and $150.00 for each subsequent pass. Passes are in effect only during the hours of construction and may not granted for areas where the parking of a vehicle is not geometrically feasible or where the additional demand would have detrimental impact of the surrounding neighborhood.

This is was raised during DESMAN's due diligence field surveys as well as during Town staff interviews. On at least one project site, DESMAN noted vehicles associated with persons working on a construction site parked at curbs designed as no-parking areas and parked door-to-door and in tandem along a dead-end roadway thereby restricting traffic. (DESMAN staff could not discern if vehicles were parked in excess of posted time limits or without having paid the meter, although there were a number of 'construction' vehicles parked in both kinds of spaces around the project site.)

The current policies in place appear to be reasonable and could be effective if the Town could provide more enforcement support to uphold the rules. However, in DESMAN's experience, even when enforcement is diligent, it is not unusual to find construction workers electing to parking illegally repeatedly in downtown areas, treating each citation as a 'cost of doing business'. In other municipalities, DESMAN has noted regulations along the following lines intended to address this issue:

1. The general contractor may park as many vehicles as can be accommodated on the project site.
2. The municipality will designate a curbside area adjacent to the site for the general contractor's use. This site may be as large as the municipality warrants reasonable for the project and abutting neighborhood. The general contractor will be responsible for managing this area.
3. The designated curbside area may be used for tool and equipment drop-off in the morning, pick-up in the evening, short-term vendor and delivery parking, etc. during the hours authorized by the municipality.
4. The municipality will designate an area for all other construction vehicles to park without cost or fear of citation during the duration of the project. It is the general contractor's responsibility to deteremine how to transport individuals between the project site and this assigned location, although the municipality may elect to designate a location serviced by local transit providers.
5. Vehicles parked illegally around the site can and will be cited according to ordinances in effect at the time and will be subject to any surcharges for repeat offenses, failure to pay on time, etc. or other actions authorized by local regulations.
6. The general contractor may also be fined if it can be determined and proven that an illegally parked and cited vehicle was associated with the project. Violation of an approved construction parking plan could also result in a violation of project's development permit.

The Town of Telluride may wish to consider adoption of similar language into official ordinances if heightened enforcement does not correct issues in the future.

Enforcement

Parking enforcement is provided by Code Enforcement officers with the Marshal's Department. The hours of enforcement are 8:00 AM to 6:00 PM every day except for federal holidays. The equipment used for parking enforcement was recently upgraded to new handheld units that have real-time connection to the T2 operating system and integration with the Town's payment applications so when any new permit is added to the system, any payment made for transient parking, and/or any parking fine is discharged this data is uploaded to the handhelds with minimum delay.

Representatives of the Marshal's Department have indicated that the biggest current challenge to parking enforcement is manpower. Specifically, filling parking enforcement vacancies and retaining an independent tow contractor were named as chronic issues. The current Telluride municipal ordinances

list twenty-six unique parking violations; DESMAN was provided with a summary of citations issued by offense for the prior three fiscal years as shown in ***Table 2*** on the following page.

Table 2: Parking Violations Summary, FY2021-FY2023

Violation	2021	2022	2023
Stopping, Standing, or Parking Prohibited	1,312	692	157
Loading Zone Permit Required	416	301	633
Permit Required	166	77	61
Parked in Wrong Direction	153	93	167
Expired/No Registration Displayed	127	135	524
Parking Permit Required	101	14	62
Improper Parking At Curb or Edge of Roadway	76	3	23
Fire Department Parking Only	42	31	66
Handicapped Parking Only	27	20	62
Failing to Display Valid Meter Reciept	27	176	3
Non-Motorized Vehicle Storage Over 72 Hours	23	2	2
No Parking Within 15' of Fire Hydrant	12	30	74
Prolonged Idling	7	13	18
Warning Violation	2	-	-
Prohibited Area with Signs	-	125	1,419
Festival Parking Permit Required	-	36	28
No Parking In Crosswalk	-	19	81
No Parking Within 20' of Intersection	-	13	35
Double Parking	-	10	30
Parked in Electric Motor Vehicle Charging Station	-	3	-
No Parking Within 5' of a Driveway	-	2	21
No Parking Within 20' of Firehouse Emergency Access	-	1	-
No Parking on Sidewalk	-	7	12
Impoundment Grounds	-	-	4
Failure to Pay Parking Meter	-	-	871
(Velocity) Failure to Pay Parking Meter	-	-	2,383
Total	**2,491**	**1,803**	**6,736**

Source: *Town of Telluride*

The data shows wide variations in the number of citations issued and the concentration of citations issued by offense each year. This often occurs when there is high turnover of parking enforcement personnel and limited documentation and/or availability of experienced staff to train new hires. In lieu of very clear written or verbal definitions of what behaviors fall under each offense, the new hire is left to interpret the code to the best of their ability.

In the case of FY2021, it appears that "Stopping, Standing, or Parking Prohibited" was a catch-all for any offense not clearly described and defined elsewhere. The accounting of citations issued in FY2022 suggests the issuer had a more nuanced understanding of municipal code; it is unclear if the reduction in total citations issued was the result of COVID-19 or turnover in the position followed by a prolonged vacancy. In FY2023, the switchover to the T2 technology package appears to have created new offenses not previously within the ordinances, which accounted for the majority of citations issued.

In FY2022, the Town of Telluride collected just under $46,000 in parking fines and is on track to collect over $174,000 in FY2023.

Vehicles may be impounded between November 1 and April 1 at the request of the Department of Public Works if they deem a vehicle is parked in a manner which prevents snow removal. Otherwise, towing is authorized only if a vehicle with three or more unpaid and overdue parking violations. In both cases, the Marshal's Department must initiate the tow.

The Town outsources vehicle removal (towing) and impound to a private vendor. The vendor charges the vehicle's operator or owner for the tow and vehicle storage according to rates set by the contractor, not dictated by the Town. The Town did not provide any data on the number of vehicles impounded annually due to parking violations, but conversations with Marshal's Department staff suggest this a fairly rare event. The Marshal's Department staff stated that there are very limited number of towing service providers in the area surrounding Telluride, all of them are located a significant distance out of town, and all of them manage additional enterprises beyond vehicle towing and impounding. The combination of the scarcity of options, the geographic distance between the Town and the contractor, and competition for the contractor's time and labor combine to limit this action.

Adjudication and Collections

Requests to contest (adjudicate) a parking citation can be made electronically via ***ToCite*** or by phone or in person at the Marshal's Department. Depending on the nature of the offense, the appeal may be referred to Telluride Municipal Court or handled by Marshal's Department personnel.

If the recipient does not want to contest the citation, they can make payment via ***ToCite***, in person or by phone to the Telluride Finance Office, or by mail to Telluride Municipal Court. Individuals must pay the fine within twenty days of issuance; tickets outstanding over 20 days are deemed delinquent and may be subject to late fees or collection actions. The Marshal's Office personnel interviewed stated that the Town does use a private debt collection agency for some outstanding tickets, but did not state the criteria for referring a citation to this agency for action.

Table 3: Adjudication and Collections Statistics, FY2021-2023

Status	2021	2022	2023
Paid	1,537	1,074	3,674
Collections	636	491	1,205
Warning	125	85	810
Dismissed	93	103	482
Issued	-	-	245
Void	78	37	135
Partial Payment	22	9	122
Abandoned	59	56	63
Timeout	-	-	44
Needs Review	-	-	1
Total	**2,550**	**1,855**	**6,781**
Pay Rate	60%	58%	54%
Collections Rate	25%	26%	18%
Partial Payment	1%	0%	2%
Capture Rate	**86%**	**85%**	**74%**

Source: *Town of Telluride*

Statistics provided by the Town of Telluride for FY2021 through FY2023 show that between 54% and 64% of all total citations issued were paid within the 20-day period and between 18% and 25% were referred to collections after being deemed overdue or delinquent. As shown in ***Table 3*** above, between 12% and 21% of citations were converted to a warning, dismissed, or voided upon appeal. The remainder were partially paid, issued delinquency notices, abandoned as uncollectable or too old to warrant further collection effort (e.g. timeout), or recommended for further review. In summary, the Town is successful in collecting on between 74% and 86% of citations issued.

Parking Fines

Parking fines in Telluride are tied to adoption of the Model Traffic Code for Colorado, which states the base fine and surcharge for various parking infractions. Article 1 of Chapter 8 (Vehicles and Traffic) of the Telluride Municipal Code details those portions of the 2020 Model Traffic Code for Colorado which have been amended or modified.

Currently, the Town of Telluride charges a single fine ($30.00) for most parking offenses. The Town does escalate fines for repeat offenders who get more than four parking tickets in a twelve-month span, adding a $10.00 surcharge to the 5th ($40.00) and 6th ($50.00) tickets, a $15.00 surcharge for the 7th ticket ($65.00), and a flat rate of $100.00 per ticket for eight or more citations. The Town assesses $50.00 fine for vehicles parking in the Centerlane without a permit, a $60.00 fine for parking or abandonment of vehicle on a paved/improved roadway or backing into a parking space which creates unsafe roadway conditions, a $150.00 fine for parking to infringe on access to fire hydrant and/or fire house and/or parking illegally during a major festival, and a $300.00 fine for parking illegally at a charging station. Based on the information provided, it does not appear the Town plans to change these fines in FY2024, although a $250.00 surcharge is proposed for application to vehicles which must be towed.

Parking tickets are issued with a fixed date to either pay the citation or appear in court to contest the charge. Individuals who fail to make payment or appear will be subject to a doubling of the original fine.

Snow Removal

The Department of Public Works conducts snow plowing and removal operations. Priority snow removal areas include Colorado Avenue, where there are no overnight parking signs, the Galloping Goose bus loop, school drop off areas, and the bicycle path. The Town prohibits parking on over fifty block faces between November 1st and April 1st to provide areas to store snow until it can be collected and transported to a remote location out of town.

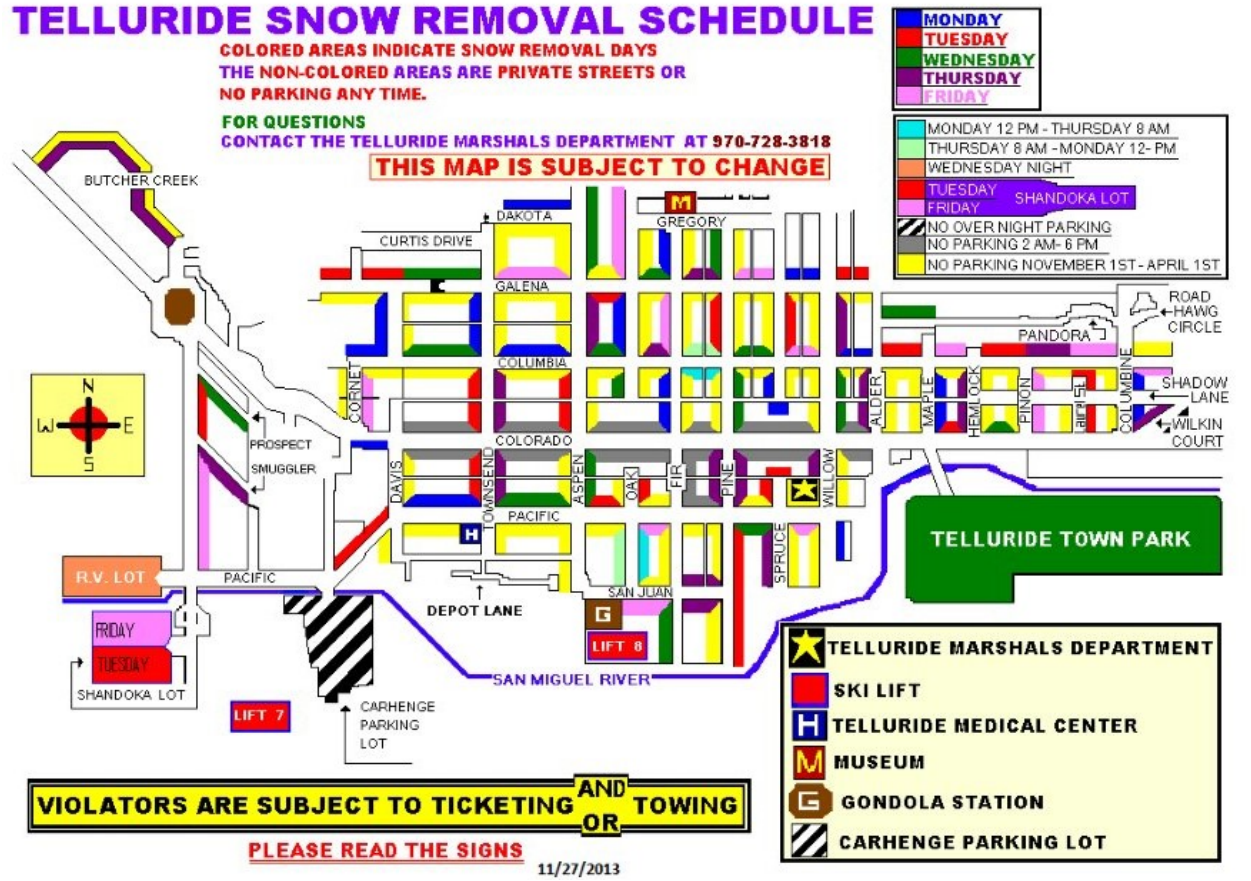
Out of respect to Telluride residents and visitors and due to limited staffing, most snow plowing and removal occurs during daytime hours. This runs counter to best practices, which is to conduct snow removal operations during overnight hours when there is little vehicular or pedestrian traffic present. In addition to reducing the risk of a potential conflict between snow removal operations, drivers, and pedestrians, overnight snow removal also can capitalize on reduced occupancy along block faces with fewer or no residential units, allowing those areas to be cleared before the start of business the following day.

Due to the frequency of snowfall, the Town has developed a schedule of when block faces will be plowed. This is shown in ***Figure 4*** on the following page. Plow schedules for on-street areas are shown in bold colors at the top right hand of the figure and correspond to the weekday the area is scheduled to be cleared. Below this is a second key which shows when other areas, including public lots are scheduled to be cleared as well as regulations in place governing the use of public parking. For example, the Carhenge Parking Lot is highlighted to indicate the overnight parking is prohibited in this facility.

Parking between 2:00 AM and 6:00 AM is prohibited in roughly a dozen locations (shown in gray above), mostly along Colorado Avenueto assure these areas are clear for early morning operations along the Commercial Core.

As noted earlier, there are over 50 areas (shown in yellow in the figure above) where parking is prohibited at any time between November 1st and April 1st. Enforcement of this prohibition is inconsistent and the Town does have the capacity to fold close the "No Parking" signs in some of these areas during periods of fair weather, effectively opening them up for public use. (During March 2024 field observations, the signs were present but DESMAN still noted dozens of cars parking in these areas.) DESMAN estimates that, if all these areas were enforced according to posted prohibitions at one time, the public parking supply within the study area could be reduced by roughly 400 parking spaces.

Figure 4: Snow Removal Graphic



Source: *Town of Telluride*

Communications

Communications for a municipal parking system covers a broad spectrum of media and mechanisms, but can be reduced to a simple, rhetorical question, "How effective is the municipality at providing information about parking when requested?"

The Town of Telluride's webpage is intuitive and easy to navigate, with icon and link on the landing page for "Parking Options" which redirects the user to a dedicated resource page. This resource page provides information and links to regional transit options and brief overview of parking options. Links are provided directing the user to other topics of interest with additional information, as well as contact information for individuals within the Marshal's Department. A prospective or first-time visitor can find most of the information they might need through this resource, with the following exceptions:

- A link connecting the Parking landing page to the page regarding Public Transportation hosted on the Department of Public Works website should be added in addition to the links to SMART and the Gondola.
- A link to the maps showing the locations for short-term parking options (e.g., Silverjack, Carhenge, Shandoka) should be embedded within the body of the text referencing these facilities, rather than set off to the lower right-hand corner of the page.
- The information under the "Snow Removal" link could be expanded on to include FAQ's. While the graphic is helpful, first-time visitors to Telluride (i.e., those most likely to want information on where and when to park) are not adequately supported when they want to know where they should park to avoid getting ticketed.
- The "Ticketing & Towing" page should be expanded to include information on parking fines, how to appeal a ticket, links to the contractor providing towing services, and definition on the topics managed by the points of contact in the Marshal's Department and Department of Public Works provided.
- The Parking landing page could be enhanced by the inclusion of a news feed directing users to information on snow emergencies, festival impacts, etc. For example, press releases announcing the issue of Barricade Passes, the launch of parking striping projects on Town streets and parking lots, a meeting to discuss a planning effort impacting the Carhenge Lot, and new notification programs during snow removal operations should all be linked to the Parking landing page.
- A link between the Parking landing page and the page on Festival Barricade and Parking Information hosted by the Parks & Recreation Department should also be added.

Information regarding the Town's Parking Enterprise Fund, which educates the public on revenues and expenses associated with providing parking in Telluride is published in the Town of Telluride Annual Budget, but could be summarized in the "Parking Options" landing page. Similarly, information on parking citations issued, waived, and voided which currently appears in the Marshal's Department Annual Report, could be summarized on the "Parking Options" landing page. The revenues generated from parking fines, staffing levels for parking enforcement personnel, the cost to provide enforcement services, and improvements to technology could aso be included in this report.

Finally, the Town has made great strides in implementing systems to alert the general public during snow emergencies via press releases, email and text blasts, and notifications posted on the Town's website. However, in the event that casual visitors are unaware of these channels, DESMAN suggests the Town could consider adding visual indicators (such as flashing lights) in addition to the wheeled dynamic sign messaging currently deployed, to further notify visitors during snow emergencies.

Wayfinding

In the parking industry, *wayfinding* refers to a system of signage designed to direct incoming drivers to available parking facilities near a destination and assist pedestrians in navigating from their chosen parking facility to their destination. This signage falls under one of four general categories as follows:

1. ***Trailblazing*** signage is intended to direct drivers from arterial roadways feeding into the area towards parking facilities serving the intended destination at key intersections.
2. ***Identifying*** signage alerts drivers to location of parking facilities serving the intended destination.
3. ***Informational*** signage provides entering drivers with key terms and conditions associated with the use of a particular facility such hours of operation, rates, rules of use, etc.
4. ***Orienting*** signage helps pedestrians exiting their parked vehicle locate their intended destination and navigate the walking path to it.

Trailblazing signage directing drivers entering the Town towards public parking areas could be improved upon. Signage posted where West 145 Spur Highway enters the traffic circle at the west end of town should be in place to direct drivers towards the Shandoka and Carhenge parking lots. Similarly, signs directing drivers off of West Colorado Avenue down South Fir Street to the Silverjack Garage are also absent.

Identifying signage announcing public parking facilities could also be improved upon. The signage identifying the Shandoka and Carhenge lots and Silverjack Garage all appear to be of different designs, sizes, fonts, and vintages. A simple, unified sign program would improve driver recognition and strengthen branding and aesthetics. The street signs are too small and difficult to read when driving. The Town should consider increasing the size of the signs while maintaining the character of the existing signs.

DESMAN found the informational signage for public off-street parking facilities to be adequate, but would recommend the Town audit the signage supporting on-street operations. On several occasions, DESMAN personnel noted that signs posted to support payment at automated stations in metered areas directed parkers to places where there were no pay stations to be found. In addition, DESMAN personnel also observed confusion and consternation among parkers attempting to use the old Flowbird meters still in place, but not functioning.

DESMAN did not note the presence of orienting signage at any of the public off-street parking facilities nor along the sidewalks directly adjacent to these facilities.

Telluride Middle/High School Parking

Based on conversations with Town staff and field observations, DESMAN understands that parking associated with the school complex at the northwest end of town. Specifically, it was noted that the bus service bringing students to and from the school will not transport large-scale athletic equipment, musical instruments, or other materials which take up significant space beyond the student's person and personal effects. In cases such as ski days, athletic practices or contests, rehearsals or performances, and special events, this often requires either parents drive their students and their materials to and from school, creating traffic flow issues, or students drive themselves and park in the abutting neighborhoods, private parking facilities, or one of the Town's public lots. This practice can create tension with abutting neighbors or businesses and/or eat up parking supply intended to serve commuters, day skiers, etc.

Although off site parking associated with the school has been the subject of past discussions and actions, DESMAN encourages the Town to continue to work with the school to develop approaches which are compatible with school operational needs and neighborhood quality of life.

Parklets

Parklets are intended to provide outdoor space for public enjoyment where existing sidewalks are too narrow to accommodate such use. Parklets are typically the size of a few parking spaces and should be designed for quick and easy removal for emergencies or for other reasons such as street maintenance. The parklet process in Telluride is a straight-forward, five-step process as follows:

Step 1: Submit permit application and fee before April 1.
Step 2: Obtain permit and schedule a pre-installation inspection.
Step 3: Schedule parklet installation and additional inspections.
Step 4: Pay certificate fee and obtain a Parklet Use Certificate.
Step 5: If applicable, obtain liquor license approvals.

The Town also requires a Certificate of General Liability Insurance naming the Town of Telluride additional insured with minimum limits of $1 Million per occurrence and $2 Million annual aggregate.

Parklet length in Telluride is limited to twenty feet (the length of one parallel space) or forty feet (the length of two parallel spaces). The parklet application fee in Telluride is $550 and there is a formula the town uses to determine the Temporary Summer Parklet Certificate Fee: $20.00 X ___ Days of Use X ___ Number of Parking Spaces X 0.85 (based on daily occupancy). So, a business that wants to utilize one space for 120 days in the summer for a parklet would pay $2,590 ($550 application fee + $2,040 parklet certificate fee).

Parklets are limited to 8' on Colorado Avenue and 10' elsewhere. Parklets require a three-sided physical barrier. Platforms must be essentially level (not exceed 2% slope), support 100 pounds per square foot, not impede drainage, and be slip resistant. Platform materials include wood, metal, concrete, or composite. The preferred shading device are umbrellas, although fixed canopies will be considered. Food and beverage service on parklets are permitted during regular business hours but cannot continue past 10:00 PM daily. Parklets require two adjacent businesses to fill out and sign a consent form stating "I am

not opposed to the installation of the proposed parklet in the parking area in front of by business as described." The Parklet Guidelines listed in the 2024 Temporary Summer Parklet Packet are appropriate. The application process is extensive and the Parklet Permit Checklist is helpful.

5. BENCHMARKING

The purpose of benchmarking is to evaluate the current program relative to parking programs in place in comparable and/or aspirational communities in effort to identify weaknesses in the existing program and/or identify potential improvements.

Comparable Communities

After consulting with Town officials, DESMAN developed a set of eleven (11) communities deemed to be roughly comparable with Telluride. In each case, these were communities adjacent to mountain resorts offering recreational activities during winter and summer months. Core population and total land area varied widely, but population density was more closely aligned with Telluride.

Table 4: Comparable Communities for Benchmarking

Town	Population	Land Area (mi^2)	Population Density (ppl/mi^2)	Walk Score	Bike Score	Transit Score	Median Household Income	Public Paid Off-Street Parking	Public Paid On-Street Parking	Private Paid Parking Options	Parking Reforms
Telluride, CO	**2,595**	**2.224**	**1,167**	**79**	**70**	**n/a**	**$ 83,542**	**Y**	**Y**	**Y**	
Mountain Village, CO	1,252	3.38	419	48	35	n/a	$ 54,792	Y	N	Y	Y
Jackson, WY	10,849	2.99	3,628	89	79	n/a	$ 83,289	Y	Y	N	
Aspen, CO	6,949	3.53	1,969	90	92	n/a	$ 94,338	Y	Y	Y	
Park City, UT	8,457	19.99	423	73	39	n/a	$ 121,701	Y	Y	Y	
Taos, NM	6,595	6.039	1,092	49	45	n/a	$ 37,083	Y	Y	N	Y
Crested Butte, CO	1,681	2.166	776	74	100	n/a	$ 67,625	Y	Y	N	
Bozeman, MT	54,539	20.91	2,608	97	74	28	$ 67,354	Y	Y	Y	
Bend, OR	102,059	34.89	2,925	98	77	34	$ 74,253	Y	Y	Y	
Truckee, CA	17,168	33.66	510	65	93	n/a	$ 107,423	Y	Y	Y	
Glenwood Springs, CO	10,326	5.844	1,767	68	80	n/a	$ 82,890	Y	Y	Y	
Breckenridge, CO	5,024	6.047	831	58	34	n/a	$ 129,481	Y	Y	Y	

Source: *DESMAN Inc., U.S. Census Bureau, Quickfacts, Google*

As a general rule, all the communities had fairly high walk and bike scores, indicating the support infrastructure to promote more sustainable travel methods was available. Median household income varied, but with the exception of Taos, NM was well above the average median household income nationally. All of the communities had some form of public paid off-street parking and all but one community charged for on-street parking as well. A majority of the communities also had one or more private facilities within them providing parking to the public on a fee-for-use basis. And only two of the communities had moved forward with eliminating parking minimums (i.e., parking reforms).

Administration

Like Telluride, the Towns of Mountain Village, CO; Jackson, WY; Taos, NM; and Truckee, CA do not have a formal parking agency. Parking falls under general public services, the local law enforcement agency, or the local agency tasked with infrastructure (e.g., Public Works). The remaining communities all have formal Parking Departments as a unique agency within municipal government or a subset of a larger department. In the cities of Aspen, CO and Park City, UT the public parking system is managed by a stand-alone parking department with their own staff; in Bend, OR, there is a Parking Services Division with a manager overseeing a private subcontractor who executes day-to-day operations. In Bozeman, MT

parking is a division under the Department of Neighborhood Services. In Glenwood Springs, CO, the parking division is under the Department of Public Works. Both Crested Butte and Breckenridge have formed unique entities (Park Crested Butte and Breck Park, respectively) that appear to be collaborations between the municipality and the adjacent resort.

Currently, the administrative structure in place in Telluride appears to be appropriate for the size of the parking system and needs of the municipality. However, at some future date if Mountain Village desired to consolidate their parking administration with Telluride's for some reason, the Crested Butte/Breckenridge model would appear to be the best option.

Transient Rates

In Telluride, parking at metered on-street spaces is $2.00/hour for up to 3 hours, but free in the time-limited and unregulated areas. Telluride does not charge for parking in the Shandoka and Carhenge lots, but collects $2.00/hour in the Silverjack Garage up to a maximum daily fee of $50.00.

Nearby Mountain Village charges $2.00/hour in others where the daily maximum rate varied from $12.00 (for 12 hours) up to $48.00 (for 24 hours). Mountain Village also offers flat rate overnight parking in the Gondola Garage for $30.00 to $60.00 per night.

Table 5: Transient Rate Survey

Studies	Telluride, CO	Mountain Village, CO	Jackson, WY	Aspen, CO	Park City, UT	Taos, NM	Crested Butte, CO	Bozeman, MT	Bend, OR	Truckee, CA	Glenwood Springs, CO	Breckenridge, CO
# of Public Garages:	1	2	1	1	1	0	0	1	1	0	1	0
# of Public Lots:	3	5	11	N/A	3	13	4	4	5	3	3	13
# of On-Street Spaces:	1,643	0	N/A	850	N/A	237	2,616	1,500	41	N/A	166	1,000
Total System Capacity:	2,453	882	754	3,000	648	615	3,497	2,314	N/A	400	403	2,267
Hourly On-Street[1]:							Old Study				Old Study	Old Study
15 Min Grace Period	$0.00	N/A	$0.00	$0.00	$0.00	$0.50	$0.00	$0.00	$0.00	$0.25	$0.00	$0.50
Max Length of Stay	3 Hours	N/A	3 Hours	4 Hours	3 Hours	4 Hours	Free till 2-6AM	2 Hours	Free	8 Hours	All Day	All Day
Meter Per Hour	$2.00	N/A	$0.00	$4.00-$6.00	$3.00-$5.00	$0.50	$0.00	$0.00	$0.00	$1.50	$0.00	$0.50
- Day Passes	N/A	N/A	N/A	$8.00	$50.00	N/A	N/A	$20.00	$10.00	$2.00	N/A	$59.60
Lots[2]:												
	Free	$2.00	Free	N/A	$2.00	$0.50	Free	Free	$1.00	$1.50	Free	Free
Garages3:												
- Hourly Rate	$2.00	$2.00	Free	$12.00	$1.00	N/A	N/A	$1.00	$1.00	N/A	Free- 24 Hours	N/A
- Max/Overnight	$50.00	$30.00-$48.00	Free	Free	No	N/A	N/A	N/A	$1.00	N/A	Free	N/A
- Weekend	$2.00	$2.00	Free	Free Sun	$1.00	N/A	N/A	N/A	$1.00	N/A	Free	N/A

Source: *DESMAN Inc.*

Only half of the other communities surveyed charged for on-street parking, with rates varying from as low as $0.50/hour up to $6.00/hour. Similarly, half the surveyed communities did not charge for parking in surface lots, while the remainder charged between $0.50/hour and $2.00/hour.

Only two of the eleven comparable communities offered free parking in their garages, while the remainder charged $1.00-$2.00/hour or a flat rate of $12.00/day.

Permit Programs

Of the other communities surveyed, the permit programs in Telluride were the most complex. Rates collected in Telluride tended to be close to median for the range or nearer the lower end of the scale as shown in ***Table 6***.

Table 6: Parking Permit Rates

Studies	Telluride, CO	Mountain Village, CO	Jackson, WY	Aspen, CO	Park City, UT	Taos, NM	Crested Butte, CO	Bozeman, MO	Bend, OR	Truckee, CA	Glenwood Springs, CO	Breckenridge, CO
# of Public Garages:	1	2	1	1	1	0	0	1	1	0	1	0
# of Public Lots:	3	5	11	N/A	3	13	4	4	5	3	3	13
# of On-Street Spaces:	1,643	0	N/A	850	N/A	237	2,616	1,500	41	N/A	166	1,000
Total System Capacity:	2,453	882	754	3,000	648	615	3,497	2,314	N/A	400	403	2,267
On-Street Permits[1]:												
- Resident	$40.00	$100.00	N/A	$113.00	$70.00	$36.75	Yes- Free	$35.00	$37.00	$40.00	$50.00	$25.00
- Resident Guest	$40.00	$100.00	N/A	N/A	$70.00	$20.00	Yes-Free	$35.00	$37.00	$40.00	N/A	$25.00
- Non-Resident (Business/Event)	$40.00-$150.00	$125.00	$48.00-$72.00	$125.00	$70.00-$400.00	$20.00	N/A	$20.00/Day	$10.00/ Day	$40.00	$50.00	$100.00
Off-Street Permits[2]:												
- Garages	$175.00	$300.00	N/A	$60.00 to $120.00	N/A	$97.75 to $112.75	N/A	$95.00	$40.00	N/A	N/A	N/A
- Surface Lot	$25.00	$50.00	N/A	N/A	N/A	$62.75	N/A	$60.00	$20.00	N/A	N/A	$100.00

Source: *DESMAN Inc.*

Parking Fines

Parking fines levied in Telluride were the lowest of the communities surveyed as shown in ***Table 7***.

Table 7: Parking Fines

Municipality	Telluride, CO	Mountain Village, CO	Jackson, WY	Aspen, CO	Park City, UT	Taos, NM	Crested Butte, CO	Bozeman, MO	Bend, OR	Truckee, CA	Glenwood Springs, CO	Breckenridge, CO
# of Public Garages:	1	2	1	1	1	0	0	1	1	0	1	0
# of Public Lots:	3	5	11	N/A	3	13	4	4	5	3	3	13
# of On-Street Spaces:	1,643	0	N/A	850	N/A	237	2,616	1,500	41	N/A	166	1,000
Total System Capacity:	2,453	882	754	3,000	648	615	3,497	2,314	N/A	400	403	2,267
Violation (Initial Fine)[1]		Link	Link	Link	Link	Link	Link	Link	Link	Link	Link	Link
Expired Meter:	$20.00	$75.00	$25.00	$50.00	$50.00	$20.00	$32.00	$30.00	$45.00	$30.00	$40.00	$30.00
Misparking:	$20.00	$75.00	$25.00	$50.00	$50.00	$20.00	$32.00	$30.00	$50.00	$30.00	$40.00	$30.00
Overtime (Meter):	$20.00	$75.00	$25.00	$50.00	$50.00	$20.00	$32.00	$30.00	$45.00	$30.00	$40.00	$30.00
Overnight Parking:	$20.00	$75.00	$100.00	$50.00	$50.00	$20.00	$32.00	$30.00	$50.00	$30.00	$40.00	$30.00
Near Stop Signs:	$20.00	$75.00	$25.00	$50.00	$50.00	$20.00	$32.00	$30.00	$50.00	$30.00	$40.00	$30.00
No Parking Zone:	$20.00	$75.00	$25.00	$75.00	$50.00	$20.00	$32.00	$30.00	$50.00	$60.00	$40.00	$30.00
Loading Zone Violation:	$20.00	$75.00	$100.00	$75.00	$215.00	$20.00	$32.00	$30.00	$45.00	$60.00	$40.00	$30.00
Wrong Side of the Street:	$20.00	$75.00	$25.00	$75.00	$50.00	$20.00	$32.00	$30.00	$45.00	$30.00	$40.00	$30.00
Permit Parking Only:	$20.00	$75.00	$25.00	$75.00	$50.00	$20.00	$32.00	$60.00	$45.00	$60.00	$40.00	$30.00
Parking Double:	$20.00	$75.00	$25.00	$50.00	$50.00	$20.00	$32.00	$30.00	$45.00	$30.00	$40.00	$30.00
Blocking Driveway:	$20.00	$75.00	$25.00	$75.00	$50.00	$20.00	$32.00	$30.00	$45.00	$30.00	$40.00	$30.00
Blocking a Bus Stop:	$20.00	$75.00	$25.00	$75.00	$215.00	$100.00	$32.00	$30.00	$45.00	$30.00	$40.00	$30.00
Fire Lane Violation:	$20.00	$200.00	$100.00	$250.00	$215.00	$500.00	$100.00	$275.00	$115.00	$150.00	$125.00	$30.00
Fire Hydrant Violation:	$20.00	$200.00	$100.00	$250.00	$215.00	$100.00	$100.00	$275.00	$155.00	$150.00	$40.00	$100.00
Snow Emergency Violation:	$20.00	$200.00	$100.00	$250.00	$215.00	$100.00	$100.00	$275.00	$155.00	$150.00	$125.00	$100.00
Escalation Schedule[2]												
- 1-15 days	Unknown	Doubled	$15.00	$50.00	$55.00	$100.00	$32.00	$30.00	$20.00	$30.00	N/A	$40.00
- 15-30 days	Unknown	Doubled	$15.00	$100.00	$58.00	$200.00	$32.00	$30.00	$20.00	$60.00	N/A	$40.00
- 30-60 days	Unknown	Doubled	$15.00	$200.00	$60.00	$200.00	$32.00	$30.00	$20.00	$150.00	N/A	$100.00

Source: *DESMAN Inc.*

Telluride was also the only community to apply a "one size fits all" approach to setting fines, while the other communities varied fines according to the type of offense. Finally, the other communities applied aggressive surcharges or escalations to the base fines as they aged unpaid to promote timely settlement of the citation.

Communications

As described in an earlier section, the critical test of the effectiveness of communications supporting a public parking system is how easy it is reach and inform first-time visitors. Regular visitors and citizens often do not need this resource as they are already familiar with the system and may not even realize that components within the communication program are deficient or missing. To try to quantify the effectiveness of a communications program, DESMAN evaluated the parking system for each community looking for the following:

1. A website specific to the agency or system which is easy to find and navigate for the average person.
2. A 'helpline' provided for individuals unable to find the information they are looking for.
3. A Facebook page for the system or managing agency[1] that can be used to inform the general public.
4. A Twitter (X) account unique to the managing agency or system which can be used to push out special announcements.
5. An Instagram site unique to the managing agency or system which can be used to supplement other communication efforts if needed.
6. Any other kind of social media account or service specific to the managing agency or system.
7. An annual report detailing the parking system's status, activities, achievements, etc.
8. A public posting of the Mission Statement for the parking system.
9. A designated walk-in center that parkers can be directed to to receive assistance or request information.
10. Frequently Asked Questions (FAQs) posted in an accessible location.
11. A newsletter periodically published to keep the public aware of parking system activities.
12. A mobile device application specific to the parking system.

All the communities surveyed had some form of a website or webpage providing parking system information. Only a handful had a helpline dedicated to addressing parking system inquiries and issues. Most communities maintained some form of social media presence to supplement their website. Only Bozeman and Bend memorialized parking activities and achievements in an annual report, educating the public on the health and contributions of the system. Only Aspen, Park City, and Bend had official Mission Statements for their parking system or management agency. Four of the eleven comparable provided some form of walk-in center for parkers. Mountain Village, Aspen, Bend, and Truckee all published occasional newsletters to keep the public informed of system issues and achievements; Crested Butte issues an annual brochure to its citizens describing that year's Winter Parking procedures and Snow Removal tips. More than half of comparable communities indicated they had a mobile device application specific to the parking system, but most of these were payment applications that also allowed for limited information dissemination.

[1] It is important that the scope of messaging be limited to parking or the agency directly managing the parking system. General municipal accounts tend to circulate a lot of information on many topics, causing fatigue for subscribers only interest in information specific to one topic.

Table 8: Survey of Communications Elements Among Comparable Communities

Communities	Telluride, CO	Mountain Village, CO	Jackson, WY	Aspen, CO	Park City, UT	Taos, NM	Crested Butte, CO	Bozeman, MO	Bend, OR	Truckee, CA	Glenwood Springs, CO	Breckenridge, CO
Program Elements												
-Website for Agency	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
- Parking "Helpline"[1]	No	No	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes
- Agency Facebook	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	No	Yes
- Agency Twitter	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	No	Yes
- Agency Instagram	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	Yes	No	Yes
- Other Social Media	No	No	No	Yes	Yes	No	No	No	No	No	No	Yes
- Annual Report	No	No	No	No	No	No	No	Yes	Yes	No	No	No
- Mission Statement	No	No	No	Yes	Yes	No	No	No	Yes	No	No	No
- Walk-in Center	No	No	No	Yes	Yes	No	No	Yes	No	No	No	Yes
- FAQs Page	Yes	No	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes
- Newsletter	No	Yes	No	Yes	No	No	Yes[6]	No	Yes	Yes	No	No
- Parking App	Yes[2]	Yes[3]	No	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes
- Other	No	No	No	Yes[4]	Yes[5]	No	No	Yes[7]	Yes[8]	No	No	Yes[9]

Notes:
1. No peer agency had a phone number specifically published as a 'help line' but all agencies responded to calls for assistance on their main line.
2. Telluride uses the CivicReady App for parking notification, updates, and announcements.
3. Mountain Village uses ParkMobile.
4. Aspen, CO has a "Transportation & Parking Planning Process" interactive website that the public can leave comments, questions, and concerns under.
5. Park City, UT has a "Parking Feedback" interactive page on their website.
6. Crested Butte, CO has a "Parking Brochure" for Winter Parking and Snow Removal Tips.
7. Bozeman, CO has a "Parking Engagement Hub" where the community can interact and talk about parking.
8. Bend, OR has a parking guidance system throughout the downtown to guide drivers to parking areas.
9. Breckenridge, CO has an entire different website dedicated to just parking called "BreckPark".

Source: *DESMAN Inc.*

Aspen, Park City, and Bozeman all had elements attached to their website designed to provoke and collect customer feedback regarding the parking system. And Bend recently installed a parking guidance system downtown that provides real-time parking occupancy and availability information through the system's website and application.

Telluride does not necessarily need each component listed in their communication program, but would benefit from preparing some annual publications, whether it be a report or a newsletter, detailing specifically the fiscal health of the parking system, improvements, achievements, and contributions back to the community. As stated previously, educating the public in the value of the services provided will assist in policy creation and modification as well as promotion of other modes of transportation and other sustainability initiatives.

Conclusions

Key conclusions and recommended actions within the prior section include the following:

I. The transient parking rates collected in Telluride are in line with those charged at comparable communities.

II. Parking permit fees charged are lower than those applied in comparable communities surveyed. In addition, the structure of the current parking permit program in Telluride is far more complex than similar programs in place in comparable communities.

III. The amount of money levied for parking violations in Telluride is substantially less than the fines issued in comparable communities. In addition, fine structures in other communities are set to reflect the severity of offenses and compel prompt payment of fines when incurred.

IV. The Town is doing an adequate job of communicating with constituents, but could improve by preparing an accounting of the system's activities to be published annually to inform the public.

6. Proposed Solutions/Recommendations

The following section is intended to present new recommendations and recap and/or expand on recommendations made in earlier sections.

Transient Rates

As noted in prior sections of the report, the current transient parking rate structure aligns with comparable communities, but runs counter to best practice which is set rates to achieve particular goals through incenting desired behaviors and inhibiting undesirable behaviors. Of particular concern is the observed occupancy rates across metered on-street areas, which averaged 85% of raw capacity during peak hours.

Within the parking industry, it is accepted doctrine that when a section of curbside parking is filled to 85% or greater of its striped capacity, it is effectively full even when there are handful of parking spaces not occupied. This doctrine is supported by multiple factors including the following:

1) Studies of on-street parking have found that at any given time up to 15% of the spaces are unusable due to: a) other drivers parking outside the striped boundaries of a space or in such a manner as to make the adjacent space unavailable; b) drivers misparking because the stall lines are faded or obscured by snow cover, fallen leaves, etc.; and/or c) spaces rendered unusable due to presence of accumulated snow, debris, dumpsters, oversize vehicles, etc.
2) Studies of drivers searching for on-street parking have found that once a block face is 85% or greater occupied, the ability of the driver to visually search for the last open space and still contend with vehicular traffic before and behind them, pedestrians emerging from curbs to cross the roadway, bicyclists, double-parked vehicles, etc. safely is highly compromised.

On this basis, DESMAN would recommend the Town consider raising the hourly rate of metered on-street parking by $0.25-$0.50/hour to create a variance between the cost of hourly parking on- and off-street public parking spaces. This nominal adjustment should be adequate to convince a small portion of individuals to move to off-street facilities, commuter parking lots, and/or convert to alternate transportation modes.

Although not recommended by DESMAN at this time, in the future the Town could consider instituting a nominal flat rate charge ($1.00-$2.00/day) for the Carhenge and Shandokah lots in order to influence parker behavior. Establishing a precedent for charging for parking in one of these facilities would also curb migration to these lots caused by changes in nearby communities. Mountain Village has already moved to expand fee-for-use parking, which will drive some budget sensitive skiers, hikers, and bikers away and down to Telluride seeking out alternative accommodations. A nominal charge of a dollar or two per day should not act as deterrent to their patronage, but does set a precedent for paid parking so that, in future days, if Mountain Village raises their rates and drives more vehicles down into Telluride, Telluride is poised to respond with a rate adjustment in kind to offset some of this migration.

A second and added value of moving to fee-for-use in the two lots as that, once paid parking is established, the Town can modify rates as needed to encourage drivers to consider alternative modes of transportation and/or use of satellite parking facilities with connecting shuttle services.

Finally, moving forward the Town should establish a program of periodic study, evaluation, proposal development, and public hearing for reviewing parking rates on a scheduled cycle. As conditions in Town evolve, the ability to balance parking supply and demand through pricing incentives may be compromised if rates are not reflective of current utilization trends and conditions. In addition, while the basis of rate setting should always be managing use, if the Town decides the public parking system needs to support new programs or facilities or subsidize other programs, then it is warranted and reasonable to periodically adjust rates to assure the Parking Fund meets its obligations.

The Missoula Parking Commission has established a good model for periodically reviewing and adjusting rates that Telluride may want to emulate. The policy statement and enabling legislation can be reviewed at: https://www.ci.missoula.mt.us/DocumentCenter/View/52620/352020-Resolution-and-Policy-2020-03-re-Annual-Rate-Review.

Permit Programs

As noted in a prior section, DESMAN did consider the possibility of consolidating the on-street permit areas (Zones A, B, G, O & W) into one 'universal zone,' but felt any benefit afforded by the greater freedom and flexibility for permit holders to park could run contrary to the original purpose of parking zones.

DESMAN does think that rules governing the on-street permit areas (Zones A, B, G, O & W) could be simplified and made universal across these zones, which would aid in public understanding, program administration, and enforcement. DESMAN also suggests that changing the pricing program for acquiring the first and second permit could reduce incidence of individuals buying permits based on convenience, rather than actual need.

As Mountain Village is the closest comparable community to Telluride and the one most likely to put pressure on the parking system if permit holders decide to migrate into town to take advantage of lower permit rates, it would make sense to benchmark permit rates off Mountain Village, adjusting them upwards to closer align with the neighboring community. In DESMAN's estimation this could be achieved by doubling the cost of the first permits in the A, G, O, and W zones from $40.00 per annual permit to $50.00-$80.00 per annual permit. Adjustments to B, S, Silverjack, Centerlane, and Service permits would be at the Town's discretion.

In addition to these adjustments, DESMAN would also recommend to incorporate the permit rates into the same methodology applied to periodically reviewing and evaluating transient parking rates.

Enforcement

As noted in earlier sections, enforcement is a perpetual issue for the Town. DESMAN believes there are three potential solutions to address this issue as follows:

1. The Town could invest in a vehicle-mounted license plate recognition (LPR) system. These systems consist of specialized software installed on a laptop connected to cameras mounted on the vehicle's roof. In theory, these systems allow an individual to cover much larger areas in less time

while still checking for scofflaws. This could potentially allow a single individual to cover the area three enforcement officers walking and using handheld units would patrol in the same amount of time.

2. The Town could consider expanding the number of Town staff authorized to patrol and issue parking citations in addition to the Marshal's department.
3. The Town could consider subcontracting parking enforcement to a private parking operator. This would relieve the Town of the struggle to find and retain local citizens to perform the task and put the onus of recruiting, training, and retaining personnel on the contractor. However, the value of this action must be weighed carefully against costs.
4. The Town could bring vehicle towing and immobilization in house, purchasing a tow truck and vehicle immobilization devices and establishing a municipal impound facility. Again, the value of this action must be weighed carefully against costs.

Each of these options has its relative benefits and liabilities which are enumerated within this section.

LPR Technology

LPR technology has been in use by military, security, and law enforcement personnel for over three decades. The LPR system uses cameras to capture the image license plate of a vehicle, which the software digitizes and converts to an alpha numeric sequence which is then checked against a database for potential matches.

The military first adopted this technology to help protect foreign embassies as the database contained the license plate sequences of approved personnel or vehicles tied to a potential threat. As the vehicle would approach a check point, the license plate would pass before the camera for capture, digitization, and comparison. Approved credentials were given a green light while vehicles on the 'watch list' would signal an alarm, putting the facility on a defensive posture. Vehicles which were not recognized were directed to a secure area for screening.

In law enforcement circles, LPR is most commonly used to check the plates of passing vehicles against a database of outstanding warrants, unpaid moving citations, BOLOs, Amber alerts, and the like. Whether the officer is actively patrolling and capturing the plates of oncoming traffic, scanning the rear plates of vehicles as they move through traffic, or stationary and capturing plates as vehicles pass by, the LPR system is constantly collecting and comparing data, looking for a match so it can send a signal for the officer to act.

Mobile LPR first found applications in parking enforcement on college and hospital campuses, where students, staff, and faculty were required to register their vehicle's plate when applying for a permit. Parking enforcement personnel would drive each lot while the system did its work, capturing, converting, and comparing license plate data. If the plate data matched a registered permit holder parked in the proper facility, the system would move on to the next vehicle. In incidents where a vehicle was found to be unregistered, parked in the wrong place, or on the list of known scofflaws, the system would alert the officer of the violation so they could stop and take appropriate action.

The same systems also work for patrolling transient parking facilities if the end user is registering their plate as part of the payment process and on-street permit areas. In both cases, the database contains the

information of paid parkers and/or registered permit holders; the system only issues an alert when a match cannot be found, indicating the vehicle has not paid for parking or does not have a valid permit.

LPR has also been used for enforcement of time limited parking, but the process is more complicated. In this instance, the LPR system must be mated to a GPS sensor and time clock. When the patrol officer makes their initial pass through the area, the system captures the plate data for each vehicle, matched to GPS coordinates to identify where the vehicle is parked and time/data stamp to establish when it was parked. At some later point, the patrol officer repeats the process, but the LPR performs a different set of tasks, first identifying the applicable time limit for the area and then looking for a plate that matches the populated database. If a match is found, the system checks the location and data stamp of the match against the GPS coordinates of the matching vehicle and the current time. If it the vehicle matches and has been parked over posted time limit, an alert is issued, prompting the officer to stop and issue a citation.

If this all sounds too good to be true, it often is for the following reasons:

a) At any given time between 10% and 15% of all license plates are unreadable by LPR systems. The plate may be obscured by mud, snow, a bicycle or ski rack, a loose strap or any number of other objects. In some cases, the license plate holder may be treated with a material that distorts the image; in other cases, license plates with dark backgrounds and light lettering are harder to read than the inverse. Whatever the issue may be, at best an LPR system can only capture 85%-90% of vehicle plates.

b) While manufacturers will quote successful read rates of 90%+, these are often caveated against certain parameters. Say the average license plate has seven alpha-numeric characters, one system may be able to read five of those seven characters accurately 90% of the time. This caveat is referred to as the “N” factor and it represents how many characters a system can accurately read out of the entire set. A system that promises a 90% read factor on a N-2 basis when each plate has seven characters has a practical read rate of closer to 64% as an accurate read of five of seven characters means only 71% of the character were correctly read and 90% of 71% is 64%. Add this to the 10%-15% of plates that are unreadable and for all practical purposes the system is only reading about half of the plates on all vehicles is encounter with a high degree of accuracy.

c) LPR systems also struggle with stacked letters and non-alpha numeric figures. If your plate has CSU in smaller font on it to indicate you are a Colorado State University alumnus, the LPR system will struggle to read those characters correctly. In a similar vein, if the plate has a ram’s head insignia on it, the LPR system will not know how to convert that into a sequence.

d) LPR systems cannot tell the difference between plates with different colors or fonts. If a customer with a Colorado plate with the sequence of ABC 123 is read, the system cannot differentiate that from the New Mexico plate with the same sequence on it.

This is not to say that the technology does not deliver benefits as it still allows for greater return on expended labor than the alternative. But the system must be set up to accommodate for its limitations. When used for enforcement patrols to verify payment or permits, the system should be set up to sound a separate alarm when it fails to get a read or an incomplete read, prompting the patrol officer to visually confirm the plate data and enter it into the system manually. Patrol officers using these systems must also be trained to visually verify the plate data against the database to confirm the violation notification before

moving to issue a citation. Despite the failed or incomplete reads, the presence of the system will substantially increase compliance.

The largest liability when using LPR is when it is a fixed installation monitoring a gateless facility. In these instances, the system may read the plate of an incoming or outgoing vehicle incorrectly or may not read it at all, such as at the Silverjack Garage. This can result in monthly parkers being charged transient rates when the system fails to find their match, transient parkers being overcharged for excessive stays because the system failed to read their plate upon exit and assumed they were parked in the garage for much longer than they stayed, or individuals who have valid permits or paid for the parking receiving citations.

The other LPR-driven solution that may bear consideration is the acquisition of LPR enabled parking meters. These are single- or two-space parking meters with an embedded LPR camera system which captures a vehicle's license plate at the time of arrival and departure from a space and coordinates with the meter mechanism to determine if the user has paid for their parking session. These systems cannot automatically issue parking citations, but have the ability to capture all the data necessary to issue a citation, if approved by authorized personnel. Municipal Parking Systems (MPS) is an industry leader in the development of this technology in both their Safety Stick (https://municipalparkingservices.com/solutions-safetystick) and Sentry Meter (https://municipalparkingservices.com/solutions-meters).

Research into state statutes would be needed to verify this is allowed in Colorado and it could never be enabled as a completely automated process, but like mobile LPR, it would be a labor-reducing force multiplier. Costs for each unit vary by manufacturer and the size of order. This acquisition would not make sense within the current metered parking area as the Town has recently retrofitted with new multi-space meters, but might make sense if the Town elects to expand the scope of their on-street paid parking program.

Expanding Parking Enforcement Powers

DESMAN could not find any language in the Colorado state statutues naming parking enforcement as a protected police power. As such, parking enforcement duties could be expanded to allow members of the Department of Public Works, Community Services, or other town agencies and departments to issue citations. This would require substantial training as well as investment into additional handheld enforcement units and could potentially cut into labor directed to other tasks and duties, but would allow the Town to expand its parking enforcement force outside the Marshal's department and potentially authorize staff who often encounter parking violations but cannot currently cite them to do so. It should be noted that impounding a vehicle is a protected police power under Colorado statutes and requires the presence of a peace officer to effect.

Subcontracting Parking Enforcement Services

The Towns of Frisco and Nederland and the Cities of Arvada and Golden have all recently contracted with private parking operators to provide parking enforcement staffing services. The terms of the deals varied; some of them were for a negotiated flat fee based on total labor hours while others were based on a percentage net collected fines plus an incentive clause. Regardless of the terms, these agreements allowed these communities to bring in firms which recruited, trained, and supervised personnel to execute a task unwelcome by local citizens. The importance of parking revenue for bonding is a major deterent to

outsourcing enforcement. DESMAN has found in many instances that the cost of subcontracting does not equate to enough increased fine collections to offset the expense.

In addition to potentially reducing parking revenues needed to support the system, outsourcing is also subject to the same challenges the Town currently faces trying to recruit code enforcement officers. Whether it is the Town or a private entity, housing for personnel will be a persistent challenge as will staff retention. In addition, the terms offered to other Colorado communities may not be the same for Telluride, as in those cases the contractor was considering the scale of operation relative to the surrounding urban or suburban area. Given the relative remoteness of Telluride, that scale may not exist, requiring a bidder to ask for less generous terms to support a single-source operation.

In-House Impound Operations

At one time, the Marshal's Department used vehicle immobilization (i.e., the Denver boot) as an alternative to towing and impounding. While there will always be a call to remove and relocate some vehicles which inhibit snow removal operations or impede public safety, immobilization is a viable alternative in cases where the Town is seeking to compel an individual to pay their outstanding fines or prevent the individual from reoffending.

For a modest investment, the Town could acquire one tow truck, train personnel in its safe operation, and designate an area for impound and storage. Cost/benefit studies for other communities have shown that, if towing and impound fees are set in line with the private market, a municipality can typically recover the cost of the purchase within a 3–4-year span whereafter fees collected can be dedicated to offset operating costs and maintenance. A properly maintained new tow truck seeing moderate local use can have a lifespan of up twenty years.

However, the town does not currently have a place to put the towed vehicles. The dimensions of an impound yard are typically 350 square feet for each vehicle to be stored and the number of vehicles to be stored can vary significantly. In addition, under Colorado state law, an impound yard must be equipped with costly perimeter control, lighting, survillence, and other measures as outlined by the Colorado Department of Regulatory Agencies (Public Utilities Commission). Based on 2023 R.S. Means, the cost of an impound facility can be as high as $45.00/square feet for basic construction and materials, independent of land acquisition and 'soft' costs.
In addition, the Colorado Public Utilities Commission also regulates rates, staffing, training, insurance, and liability coverage for towing carriers. These regulations are written specifically for private parties entering the field, but DESMAN assumes they would also be applicable to any municipality bringing their towing operations in house. A review of the scope and scale of a potential towing operation, investment needed for a facility, equipment, and staff, and potential revenues should be undertaken to better understand the cost/benefit implications.

The Marshal's department has a couple of vehicle ("Denver") boots used to immobilize the vehicles of parking scofflaws when criteria is met. Town staff reports that the effective of this measure has been historically mixed. As staff described it, for every scofflaw motivated to pay their outstanding fines, there is another willing to let the vehicle sit stationary for extended periods without issue. In addition, the requirement to send out staff to remove the boot once the fine has been cleared is a drain on personnel.

If the Town is reluctant to return to immobilization by boot, they could consider use of 'the Barnacle' (https://www.barnacleparking.com/), which attaches to the vehicle's window instead of the wheel. These units are easier to apply than traditional wheel boots, less likely to damage the vehicle, and harder to break or remove. The unit themselves are equipped with GPS locators so, should the individual decide to try to drive off with one, they can be tracked easily. The units also have a mobile link which can be used to deactivate the device remotely, so a scofflaw could call in a payment over the phone or make it electronically and the dispatcher could disable the device, allowing the driver to remove it themselves[2].

Parking Fines

DESMAN would recommend the Town restructure its fine system to recognize the respective impacts each violation has on the community. As shown in the prior section, Telluride's fine costs are at low compared to fines levied for the same infractions in peer communities in most categories and the escalation scale for delayed payment is absent. DESMAN is recommending revising the fine rate structure into six general classes of offense as follows:

- *Revenue Policy Violations* which would include failure to pay the meter, parking at an expired meter, and mis parking to take more than one space.
- *Nuisance Violations* such as exceeding the posted time limit or parking overnight without a permit.
- *Public Impact Violations* such as parking in a no parking or loading zone which directly impact the general public negatively.
- *Life Safety Violations* like double parking, parking too close to an intersection, or blocking a driveway which create inherently unsafe conditions.
- *Major Life safety Violations* which inhibit the ability of first responders to access an incident.
- *Snow Emergency Violations* when a vehicle in preventing snow removal operations and thereby endangering both the general public as well as personnel conducting snow removal.
- *Handicapped Parking Violations* that constitute a civil rights infraction.

Using $30.00 as base, we would propose the following structure:

1. All Revenue Policy Violations be assigned an initial fine of $30.00. After 30 days, if the fine is not paid it is subject to a $5.00 surcharge, which increases to $10.00 if not paid after 60 days, and $15.00 if not paid within 90 days.
2. All Nuisance Violations be assigned an initial fine of $35.00. After 30 days, if the fine is not paid it is subject to a $10.00 surcharge, which increases to $15.00 if not paid after 60 days, and $25.00 if not paid within 90 days.
3. All Public Impact Violations be assigned an initial fine of $40.00. After 30 days, if the fine is not paid it is subject to a $15.00 surcharge, which increases to $20.00 if not paid after 60 days, and $30.00 if not paid within 90 days.

[2] Note that most agencies only do this after they have placed a hold against the individual's credit card equal to the replacement cost of the equipment. Should the offender fail to return it to municipality, the hold on the card is converted to a charge.

4. All Life Safety Violations be assigned an initial fine of $50.00. After 30 days, if the fine is not paid it is subject to a $20.00 surcharge, which increases to $30.00 if not paid after 60 days, and $40.00 if not paid within 90 days.
5. All Major Life Safety Violations be assigned an initial fine of $60.00. After 30 days, if the fine is not paid it is subject to a $25.00 surcharge, which increases to $50.00 if not paid after 60 days, and $75.00 if not paid within 90 days.
6. All Snow Emergency Violations be assigned an initial fine of $85.00. After 30 days, if the fine is not paid it is subject to a $25.00 surcharge, which increases to $50.00 if not paid after 60 days, and $75.00 if not paid within 90 days.
7. Handicapped Violations are charged the maximum fine allowable under Colorado state law for the initial offense. That fine is doubled if not paid within 30 days doubled again if not paid in 60 days, and doubled a final time if not paid within 90 days.

For repeat offenders, the initial fine for each repeat offense within 12 months of the first offense will double over the prior fine. For example, Mr. X gets a Revenue Policy violation on January 1 which is subject to $30.00 fine, but commits another Revenue Policy infraction on April 1 which results in a $50.00 fine, and third Revenue Policy offense July 1 which results in an $90.00 fine. Each of these fines would be subject to the prescribed surcharges if not paid within 30, 60, or 90 days.

Communications

DESMAN recommends the Town consider developing an annual report detailing the parking system's health, activities, improvements, and contribution back to the community. Examples of such reports are accessible by the links below:

https://www.ci.missoula.mt.us/DocumentCenter/View/21841/Annual-Report-FY2012?bidId=

https://www.colorado.edu/pts/sites/default/files/attached-files/2022_parking_services_annual_report.pdf

https://www.parkutoledo.com/wp-content/uploads/parkutoledo_2022_annual_report.pdf

https://mpanj.org/vertical/Sites/%7B3B7BFCE3-41F9-45AD-934B-6BB022E56E96%7D/uploads/2022_Annual_Report(1).pdf

https://parking.baltimorecity.gov/sites/default/files/2023_PABCAnnualReport_v5_web.pdf

Parklet Fees

Based on recommended meter rate increases in this report, the Town of Telluride should consider increasing the certificate fee formula for one space to $25.00 X ___ Days of Use X ___ Number of Parking Spaces X 0.85. Using same example as in Section 4, with this change the certificate fee would increase from $2,040 to $2,550.