TOWN OF GRAND LAKE
BOARD OF TRUSTEES – WORKSHOP/SPECIAL MEETING
MONDAY OCTOBER 22, 2018  5:00-7:00 P.M. – TOWN HALL

Statement of Purpose: Workshops are held in the afternoon prior to each regular Board of Trustees meeting. Workshops are conducted:
1. To insure that the Board members have adequate information and background to make informed decisions on various agenda items.
2. To provide the Trustees with a forum to frame emerging issues and to discuss potential alternatives to address these issues.
3. To learn about important events affecting the Town and to provide a chance for citizens to bring “for your information” items to the Trustees.
4. To make efficient and effective use of citizens’ time at Board meetings but allow citizens time to make their comments known in a recorded evening meeting.

Please turn cell phones off during the meeting. Be respectful and take personal conversations outside.

AGENDA

CALL TO ORDER

ROLL CALL

CONFLICTS OF INTEREST

DELEGATIONS
1.) Nancy Franz - Grand Resource Recycling Coalition

DISCUSSION
1.) Town Manager Update (Page A1)
2.) Town Code Administrator- Nightly Rental License Fee, Proposed Increase (Page A3)
3.) Trustee Generated Topics
   - Trustee Goodfellow, Chamber Members vs. Business License
4.) Meeting Updates

BOARD ACTION ITEMS FOR EVENING MEETING:
# 1.) Public Hearing on 2019 Budget for the Town of Grand Lake. (Page E58)
# 2.) Consideration to approve the comp time buy-down to the ___ hour level and to spread the disbursement over the last four pay periods, beginning November 15, 2018. (Page E102)
# 3.) Consideration to approve the Town of Grand Lake’s interest in supporting the Colorado Municipal League on its efforts to defeat Amendment 74. (Page E103)
# 4.) Consideration of the Board of Trustees Vacancy. (Page E127)
   5.) Consideration to renew Town Managers contract.

LOCAL LIQUOR LICENSING AUTHORITY- NONE.

FOR YOUR INFORMATION
1.) Citizen Letters Regarding Boat Slips (Page A6): Lynne and Tom Ludwig
   Fred Schroeder & Dot Weber
   Don Chubb
   Mitch and Angela Chvatal
2.) Thank You Card - Grand Lake Chamber of Commerce (Page A11)
3.) CML Small Town Solutions: A Practical Guide for Municipal Leaders (Page A12)
4.) Virginia Wilkinson, Citizen Letter- Snow Plowing of Park Avenue West of Park & Vine (Page A16)

*items attached to workshop agenda  #items attached to evening agenda
Date: Monday, October 22, 2018

To: Mayor Peterson and Town Trustees

From: Jim White, Town Manager

RE: Items from the Town Manager

1. Streetscape Project

   All boardwalk upgrades have been completed. The boardwalk at the Hub was the last work done on the boardwalks this construction season. It has been a very productive summer of work for Axis Construction, the sub-contractor who has done all our boardwalk work the past two years. All the work on Park Avenue and Vine Street has also been completed. New street lighting was installed the last week of September and the first week of October. We are communicating with Premier Concrete to complete bulb out repairs still outstanding. Scott Munn, Munn Architecture, joined us on Tuesday, October 16, 2018 to assist in planning efforts for Park Avenue in Phase 3.

2. West Portal Bridge Project

   Work has progressed more steadily the past two weeks on this project. Coatings, Inc., a sub-contractor for Structures, Inc., is working on scraping, vacuuming, and applying primer to the bridge. This is being done prior to applying the final coat to mitigate concerns about lead paint. This process was approved by CDOT under our agreement. Safety issues have been established and are investigated weekly by Brandi Battseveen of Benesch Engineering. I did address concerns I had reported to me about parking along North Inlet. Consequently, new NO PARKING signs were placed along both sides of the roadway. Removal of the bridge deck is scheduled in the latter part of October. Representatives from Benesch Engineering and Structure’s, Inc. are planning to attend the November 12, 2018 Town Board meeting to provide a status report.
3. **Space to Create Designation**

Margaret Hunt from the Colorado Creative District is trying to schedule a conference call with DiAnn Butler and others to discuss future steps for the Space to Create project for the town. DiAnn presented to the Grand Lake Rotary on Tuesday, October 16, 2018.

4. **DOLA Grant**

Town staff continues to be in contact with the Town’s Department of Local Affairs (DOLA) representative, Greg Winkler. We further discussed our grant proposal and agreed to complete the process for a pro/con for the project, prior to our November presentation. He has several recommendations to improve our chances to receive the $1 million dollars we requested.

5. **Gym Floor**

Public Works stripped the gym floor at the Grand Lake Center during the week of October 15-October 19, 2018. Once completed, new wax will be used to seal the entire surface. Special thanks to Chris Ruske and Tracy Temple from Public Works. On Tuesday, October 16, 2018, Krystal Constenius also chipped in to help speed up the process.

**ANNOUNCEMENTS**

- **Five Restrictions**
  Grand County Commissioners and the Grand County Sheriff have lifted fire restrictions in Grand County. The Town of Grand Lake adheres to the same level of restriction as stipulated by Grand County.

- Trustee Tom Bruton and I will attend the CML Policy Committee together on Friday, October 19, 2018 at the Colorado Municipal League.

*As always, please let me know if you have any questions or concerns.*

**Quotable Quote(s):**

“A room without books is like a body without a soul.”

— Marcus Tullius Cicero

P.O. BOX 99, GRAND LAKE, COLORADO 80447-0099
PH. 970/527-3435
FAX 970/627-9290
E-MAIL: town@townofgrandlake.com
October 22, 2018

To: Grand Lake Board of Trustees
From: Erin ORourke – Code Administrator
Re: Nightly Rental License Fee – proposed increase

During a recent budget workshop, the Board of Trustees discussed possibly increasing the Nightly Rental License Fee from $600 - $900 annually. The Nightly Rental License Fee can be adjusted by Resolution and per the Municipal Code 2-3-2 Authority in General “The Board of Trustees shall constitute the legislative body of the Town, and shall have power and authority, except as otherwise provided by statute, to exercise all power conferred upon or possessed by the Town, and shall have the power and authority to adopt such Ordinances and Resolutions as it shall deem proper in the exercise of its powers.”

The Nightly Rental License Fee was previously increased in 2015 from $400 to $600. At that time the review process included initial review by the Planning Commission with a favorable recommendation forwarded to the Board of Trustees who then approved the increase. Based on the information gathered from the minutes of those 2015 meetings, there was no public hearing in either case.

Before the Board of Trustees considers voting on an increase to the Nightly Rental License Fee, Staff recommends that the Board of Trustees set a public hearing after which they may vote to approve, deny, add conditions or table the item. Staff does not believe that the Planning Commission is required to review a proposed fee increase as their main responsibility is to hear land use cases and not set policy. Staff requests that the Board provide direction regarding which process the Board would like to follow in consideration of this matter.

Staff has included a rough draft of a resolution for the Board for discussion. The Town Attorney has reviewed the draft and made updates. Staff is also seeking clarification from the Board on how the Nightly Rental License Fee will be used, i.e. affordable housing fund, funding to the Chamber, administration, is the cost of a business license included in this fee, etc. so that these dollars can be outlined in the Resolution.
TOWN OF GRAND LAKE
RESOLUTION NO. XX-2018

A RESOLUTION INCREASING THE NIGHTLY RENTAL LICENSE FEE AND ALLOCATING NIGHTLY RENTAL FEES TO THE AFFORDABLE HOUSING FUND, FOR THE TOWN OF GRAND LAKE, COLORADO

WHEREAS, by virtue of Colorado statutes, as well as Municipal Code Chapter 2, the Board of Trustees is empowered to adopt Ordinances and Resolutions and to set the fees charged for staff time, services, permits, and licenses; and,

WHEREAS, on August 24, 2015 the Town of Grand Lake Board of Trustees adopted Resolution 20-2015 which revised the fee schedule for Permits and Licenses in the Town of Grand Lake Colorado; and

WHEREAS, Resolution 20-2015 established the following fees for Nightly Rentals in the Town of Grand Lake:

1. The Nightly Rental License Fee shall be Six Hundred Dollars ($600.00) per year.
2. The Nightly Rental License Application Fee shall be One Hundred and Fifty Dollars ($150.00) for any Zoning District except Commercial, Commercial Transitional, or Resort. There shall be no Application Fee for Commercial, Commercial Transitional, or Resort Zoned Nightly Rental License Applications; and

WHEREAS, no increases to the Nightly Rental Application or License Fees have been approved by, the Board of Trustees, since the adoption of Resolution 20-2015; and

WHEREAS, the costs associated with administering the Nightly Rental fee program including but not limited to staff costs, monitoring costs, and enforcement costs have increased substantially since 2015; and

WHEREAS, the increase in properties within the Town that are being used for nightly rental rather than long term housing has had an adverse impact on the availability of attainable long term housing and the Board of Trustees finds it is appropriate to use a portion of the fees for Nightly Rentals to address the shortage of attainable housing within the Town; and

WHEREAS, the Town of Grand Lake Board of Trustees have reviewed the Town of Grand Lake's Fee Schedule as part of its annual budget review and recommends the following increase of the Nightly Rental License Fee:

1. To increase the Nightly Rental License Fee from Six Hundred Dollars ($600.00) to Nine Hundred Dollars ($900.00).
2. To make January 1, 2019, the effective date of the Nightly Rental License Fee increase.
3. To allocate the Nightly Rental Licenses Fees to the following:
   $________________ to the Chamber of Commerce,
   $________________ to the Town's Affordable Housing Fund,
   $________________ to Administration of Nightly Rental Program
4. To not increase the Nightly Rental Application Fee at this time.

WHEREAS, the Board of Trustees hereby finds, determines and declares that the Town of Grand Lake Nightly Rental License Fee increase is fair and equitable.
NOW THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF GRAND LAKE, COLORADO:

THAT, the Town of Grand Lake Nightly Rental License Fee shall be increased from Six Hundred Dollars ($600.00) to Nine Hundred Dollars ($900.00).

THAT, the Nightly Rental License Fee increase will take effect on January 1, 2019.

THAT, the Nightly Rental License Fees. Allocation breakdown

THAT, the Nightly Rental Application Fee, will not be increased at this time.

DULY MOVED, SECONDED, AND ADOPTED BY THE BOARD OF TRUSTEES OF THE TOWN OF GRAND LAKE, COLORADO, THIS ___ DAY OF __________, 2018

(S E A L )

Votes Approving:
Votes Opposing:
Absent:
Abstained:

ATTEST: TOWN OF GRAND LAKE

Alayna Carrell
Town Clerk – Town of Grand Lake, CO

James Peterson
Mayor – Town of Grand Lake, CO
October 1, 2018

Mayor Peterson and Town trustees:

Thank you for your advance letter concerning the possible elimination of the town’s rental boat slips. In lieu of our attending the public meeting, Lynne and I have chosen to send a letter of our concerns.

We love keeping our antique wooden boat that has always been on Grand Lake, in the town marina as we are able to go out on the lake most every day, following our volunteer gardening stint at the Kauffman House. We are sad to lose this opportunity to use our boat conveniently and often, but also understand that the town is always looking forward in order to optimize economic opportunities. But as a former trustee and Grand Lake business owner, I feel there are several points of procedure that must be addressed before deciding whether or not such a large expenditure is prudent.

Firstly, this endeavor is a huge undertaking, both economically and managerially. Hopefully, an in depth proforma has been conducted which supports that a move in this direction is fiscally sound. Any business owner looking to borrow money knows that a proforma covering several years is required by a lending institution to prove the need is valid and feasible. Has this been done?

Secondly, there must be a plan in place that addresses hiring a qualified manager and support staff at acceptable salaries. The plan needs to take into account the difficulties of hiring enough qualified people to run an increase in business, the wide swings in Grand Lake’s visitation due to weather, as well as the overall national economy. Speaking from personal experience, I know that tourism here is a very fickle business. What happens this year doesn’t necessarily mean it will occur next year. Has this plan been addressed?

Thirdly, the town needs to consider the conflict of interest between Headwaters Marina and private businesses such as Boater’s Choice and Trailridge Marina that support our private citizens. Is it fair or even legal for the town to be in competition with them? I’m not sure this is a level playing field. Has this been addressed by the town and discussed with other private owners?

Fourthly, it would be mandatory that any trustee with a conflict of interest in this matter, and there are some, would recuse him or herself from the discussion/voting process. Has this been adhered to?

To conclude, this marina issue is not just a matter of buying boats and making more money for the town. The ripples of impact are huge and ongoing. There are legal and moral ramifications with this issue and many people are impacted; not only those citizens who have purchased new boats (or old boats) with the understanding they will continue to have their slips, but also those private citizens who depend on their businesses for their livelihood. And is it worth some possible extra income to jeopardize so much? Could the money be better spent in ways that would have a greater impact on the town? Maybe Grand Lake would profit more from better streets, a police/security force, and more landscape/beautification projects. Just some ideas.

Thoughtfully,

Lynne and Tom Ludwig
October 3, 2018

RE: Outdoor Boat Slip Rentals

Grand Lake Mayor and Town Board of Trustees, Town Staff:

We will be out of Town on the 22nd and wish to comment on the proposed abandonment of rental slips.

As full time Grand Lake residents, we have been involved with Jim Schoenherr in renting from the Town an outdoor boat slip for over 10 years. We have partnered with up to 3 other couples, sharing in the cost and the benefit of such a convenient slip. We have brought family and friends out on our boat, often purchasing food and drink from Grand Lake restaurants and having picnics while cruising around the Lake. We are concerned about losing access to being able to rent a slip for our boat.

While we understand the potential financial gain to the Town, we ask you to consider the following as you make a budget decision:

1. Would not such an expansion of boat rentals by the Town be a direct conflict with private, successful companies such as Boaters Choice/Grand Lake Marina and Trail Ridge Marina?

2. The renters of the current slips have been very careful, loyal “customers” of the Town in renting these slips. We have recently contacted all the marinas on Grand Lake, Shadow Mountain Lake and Lake Granby. ALL have lengthy waiting lists. Boaters Choice does not have any rental slips and Trail Ridge already has 57 on their list for the upcoming summer. Would you consider a 1-year waiting period, until the summer of 2020?

3. Have you thought about providing a like number of slips somewhere else on Grand Lake? Possible ideas might be installing rental slip docks to the west, below the sand lot volleyball court. Other ideas might be at the east inlet boat ramp at the far end of the Lake or rearranging the current town usage of the marina (e.g., move the pedal boats and the tubes). What about converting a like number of the current transient docks to season rental slips?

We fully understand the Town's desire to maximize revenues, but please help find a solution for everyone and not just create a problem for others. Government isn’t an entrepreneurial enterprise. Private businesses focus on profit/loss, caring little for the messes they create. We believe your focus is service and accountability to the community you serve. We thank you for the consideration.

Respectfully,

Fred Schroeder & Dot Weber
420 Ellsworth Street #23
fschrobike@aol.com
970-627-9505
October 11, 2018

To the Mayor and Trustees of Grand Lake,

We greatly appreciate receiving a notice from Town Manager Jim White that you will consider at your budget meeting to plan for 2019 the possibility that you might discontinue boat slip rentals at the Headwaters Marina in order to purchase and house more rental boats. After almost a decade on the waiting list we finally qualified for a slip this year and purchased a new boat for which we would finally have a docking space. Naturally we are extremely concerned that our spot might disappear after the first summer! In addition to our own dilemma I would encourage you to consider the following thoughts:

1. I believe a legal and moral issue develops when a governmental entity engages in direct competition with a private business which they tax and regulate. There are several private boat rental businesses in the Three Lakes area, including one within sight of the town marina and two others that regularly have their rental motorboats on Grand Lake. The town has the best location, paid for by taxpayers and off the tax roles. Because the town is already in the business perhaps the harm it is doing to private enterprise is forgotten.

2. Local merchants are scrambling for employees. More motorboats will mean more employees at the marina. These are the same people the taxpaying businesses are trying to employ.

3. I saw on the town web site some current financial information on the marina which made it seem very profitable, and would lead one to believe that more boats would make the town even more money. I make my living reading financial statements and I observed the numbers included no depreciation. Perhaps the town deals only in cash and did not need to replace any boats this year, but this won’t last. Boats are expensive, and the lifespan of rental motorboats is very limited. 2018 may be the best year the town has ever seen in the marina business, as the weather and the business cycle combined to keep the lakefront full all summer. As I write this the stock market was down 800 points yesterday and 500 today. Let entrepreneurs take the risk that next summer will be the same, not the taxpayers.

Thank you for your attention. I hope our boat slip rental will be available next year.

Respectfully,

Don Chubb
I recently received a letter from Jim White inviting me to send comments regarding boat slip rentals if I am unable to attend the budget hearing on October 22nd. Please insert these comments in the board packet, as I will be unable to attend.

Thanks,
Don Chubb
October 16, 2013

Town of Grand Lake
P.O. Box 99
Grand Lake, Co 80447

Mayor Peterson and Town Trustees:

We are unable to attend the meeting on October 22nd, so we are sending our letter to you with our concerns.

First of all, Angela and I are grateful that we can contribute more to the town by paying rent for a slip at Headwaters Marine. It is a relief to us that our boat is housed in an indoor slip. The slip has provided our family with many boating memories. We hope that we will be able to create more memories going forward with our slip.

Keep in mind that renting the boat slips, requires minimal overhead (insurance, employees, wages, maintenance) to the city.

One of the main priorities of a small town such as Grand Lake should be the success of its locally owned businesses. Strong businesses means a strong town. It is concerning to us that the city wants to increase their own business over privately owned businesses.

If your goal is to increase your revenue, it would stand to reason that you would first look at investing in your local businesses to increase your sales tax base. Possibly increasing Grand Lake advertising to the front range to drive tourism to your local businesses. This will help the town to thrive, which in turn will increase your sales tax revenue. It will also confirm that the city wants to support their locally owned businesses. We also feel that the expansion of the Headwaters Marina rental business is a direct conflict of interest for Boaters Choice and Trailridge Marina.

We agree with the other slip owners that it should be mandatory that any trustee with a conflict of interest in this matter, would recuse him or herself from the discussion/voting process.

We hope you thoroughly think this through and consider the damage it could cause to your locally owned businesses that will be directly impacted from your decision.

Sincerely,

Mitch and Angela Chvatal
Dear Grand Lake Trustees,

I wanted to sincerely thank you for a productive & thoughtful meeting on October 10th. I greatly appreciate the respectful dialogue & even more, how far we have come in building the Chamber-Town relationship. The job you each do for the community is not easy, no paid, but it is GREATLY appreciated. Thank you so much for your support of our community marketing & economic development efforts. We look forward to demonstrating the return on your investment.

Sincerely,

Samantha Bruegger & the Chamber Team
CHAPTER 5: GOVERNING BODY-STAFF RELATIONS
By Tami Tanoue, CIRSA general counsel/claims manager

The municipal governing body's staff, particularly the manager/administrator, is one of the key resources in carrying out the work of governance. Here are some suggestions for maximizing the use of this valuable resource while reducing the risk of liability.

REDUCE YOUR INVOLVEMENT IN ADMINISTRATIVE MATTERS
If a municipality has a manager or administrator format in place, it is fortunate. Many municipalities are still aspiring to achieve this. Do not squander this resource, then, by over-involving elected officials in administrative matters.

A manager/administrator format frees the governing body up to do its most important work: envisioning and creating a great future for the community. These visionary, forward-looking, long-range functions cannot be undertaken by anyone else. The more an elected official’s attention is diverted to administrative details, the greater the likelihood that the “big picture” will go unattended. Elected officials should focus time and energy on the vision, the priorities, and the overall goals for the municipality, and leave the details of execution to the manager/administrator and staff.

SPEAK WITH ONE VOICE
It is a basic tenet of any organization that every position should report to one boss. How is this tenet carried out for the manager/administrator position, when there are seven (or more) people to whom that position is accountable?

For the manager/administrator and the governing body relationship to be workable, the members of the governing body may discuss and debate with many voices, but decide as one. Once a direction has been determined by the body as a whole, it is time for all members to get behind the decision, even those who may have been on the losing side of a vote. Resolve to speak with one voice once the discussion and debate are over.

This means the burden must be on the governing body to sort out and reconcile the goals of seven different people and to establish a singular set of goals, priorities, and directions for the manager/administrator. Otherwise, the manager/administrator will be in the untenable position of trying to figure out a direction from a cacophony of voices.

RESPECT THE CHAIN OF COMMAND
Another tenet of every effectively functioning organization is the chain of command. Ideally, the manager/administrator is the single point of contact between the governing body and the rest of the municipal staff (except for any other “direct reports” to the governing body.) Each position below the level of

COLORADO MUNICIPAL LEAGUE
the manager/administrator reports to a single supervisor or department head, all the way up the chain of command. Of course, in most entities, the chain of command will not be in place with military-style precision; and there may be some matters (such as harassment complaints) in which strict adherence to a chain of command is not necessarily appropriate. By and large, though, this administrative structure enhances accountability and increases efficiency.

Sometimes the breach in the chain of command occurs by the actions of one or more elected officials who choose to bypass the manager/administrator and deal directly with personnel lower in the chain of command. Other times, the breach occurs because subordinate personnel want to bypass the supervisor or the manager/administrator and pull an elected official into personnel issues. Either way, once the chain of command is breached, the resulting disruption to the organization can be severe and long-lasting.

If the chain of command is not respected, the manager/administrator and other supervisory personnel are disempowered. Why even have a manager/administrator if he or she can simply be bypassed? It is a step away from an administrative structure that is still coveted by many communities, and a waste of the resources that have been committed to that structure.

So respect the chain of command, particularly where personnel matters are concerned. Elected officials need to be sure to stick to the "big picture" issues and those issues that involve the level of direct reports, not others below that level. Personnel matters are among the highest-risk liability areas, so empowering staff to deal appropriately with those matters is a great risk management technique.

**USE YOUR POWERS WISELY AND HUMANELY**

Remember when municipal leaders used to be called the "city fathers"? In this age, the more apt term may be the "ultimate parental authority figures of the community." Municipal leaders possess both actual powers and perceived powers. In the area of perceived powers, the tone set in interactions, particularly in public, carries heavy weight. If interactions with one another, the public, or the staff are distrustful, disrespectful, demeaning, negative, etc., that tone is permeating the entire municipality. Great care should be taken in using that perceived power.

Discussion, debate, and even disagreement are a healthy part of the decision-making process. But make sure that discussions are carried out in a respectful way. Use courtesy and tact in interactions, particularly in public settings.

And keep in mind that while staff members are professionals, they are humans, too. Because of the perceived power behind statements, something that is said casually may be given great weight, or may have the power to hurt. Do not participate in or allow staff-bashing in public settings; look for ways to focus on the issue rather than people or personalities. Be mindful of the appropriate time and setting for negative feedback.
VIEW YOUR MANAGER/ADMINISTRATOR AS A RESOURCE

This final suggestion — to view the manager/administrator as a resource— seems self-evident. But sometimes an incoming group of elected officials will choose to view the manager/administrator and staff as the “enemy.” Why? Perhaps it is because they served the outgoing elected officials loyally. But does that make them the “enemy”? Doesn’t that mean they have the ability and desire to serve the new group loyally as well? Newly elected officials should resist the urge to “clean house” reflexively just because they are newly elected and want to change directions.

Commit to a “no surprises” approach when working with the manager/administrator. It benefits no one to play the “gotcha” game at a public meeting. “Stump the staff” may seem like a fun sport, but it is unproductive. There is nothing wrong with giving a “heads up” to the manager/administrator on issues that may be of concern, or asking for thoughts in advance about something that might be raised at a governing body meeting. That is how the manager/administrator is used as a resource.

CONCLUSION

The municipality wins when there is a great partnership between the governing body and the manager/administrator and staff. By following these suggestions, there will be an environment to foster the best possible future for the community.
Hi Steve,

My neighbor Linda Dickinson has urged all of her Park Avenue neighbors to write in support of her request to get the Town of Grand Lake to include our short piece of road included in the Town's winter maintenance plan. I wish to add my strong support for this effort, which is a significant safety benefit to permanent residents on the road as well as those of us who are frequent winter users of our houses. I also can add some historical background that may assist the Town in your consideration of this request.

Our section of Park Avenue, going west 2 informal blocks (i.e. platted cross streets were not built due to the moraine) from the intersection of Park Ave & Vine St., has been in existence since the original plating on the Town of Grand Lake in 1888, yet building on this section of road up to the top of the moraine had been minimal until 2006. Town regulations define a non-Town-maintained street in Grand Lake as a "driveway" and allow no more than 2 houses on the street. Our neighborhood met this criterion until the Town issued a building permit to Ryan Johnson to build my house at 721 Park Ave., which was completed in 2006. My house was the third driveway on the non-Town-maintained section of the street, and so technically noncompliant with the regulation limiting the number of houses on a non-maintained street. I was not aware of this situation when we purchased our house in 2011. We three homeowners on our street section subsequently agreed to jointly snow plow our road in winter at our own expense.

Somewhere around 2013 or 2014 the Town issued building permits to Brian Howard to construct 5 more houses farther west of the three houses then on the road. He built Linda Dickinson's house first, followed by the remaining houses which are now complete or nearly complete. At some point Brian was obliged by the Town to widen our section of Park Ave. to Town width standards because of the additional houses, which he did in order to meet the minimum Town requirements for a non-driveway road in Grand Lake.

When Linda and her husband purchased their house (#4 going west from Park & Vine), they gladly joined in our informal neighborhood effort to maintain the road in winter as far as their house. However, since then, other people have purchased the remaining houses west of Linda's house. Hearsay says one is a permanent resident who works for Middle Park Medical Center. We do not yet know these neighbors personally, there is no Town requirement for them to contribute to road maintenance, and their opinions on paying a share of a privately arranged winter road maintenance agreement are not known. In addition to the lots that Brian Howard has built out, there are several privately owned lots on the south side near the top of the street that have not yet been developed. Hearsay informs us the elderly owner has suggested that his descendants will want to develop them.

Meanwhile, Linda has been leading the neighborhood effort to find and retain a private snow plow company to maintain our road, but we have gone through 3 different companies in the last 5 years and she is out of options. We do not know if the new uphill neighbors will contribute financially to private maintenance if we find someone. Since Linda is a long-time permanent Grand Lake resident who needs emergency health care access, we hope you agree that a winter-accessible plowed road would be a potential life saver for her.

In view of the history of our street section, the precedents established by multiple Town-issued building permits, and the development trajectory of our street, we are requesting winter maintenance of our short section of Park Avenue by the Town of Grand Lake. We are requesting that you include this maintenance as an expense in the 2019 Town Budget and succeeding budgets.

Thank you very much for your consideration of this request,

Virginia Wilkinson
721 Park Ave
Grand Lake, CO
another

-----Original Message-----
From: Jan Harris <janharrisnsd@aol.com>
Sent: Wednesday, October 17, 2018 5:03 PM
To: Erin ORourke <code@townofgrandlake.com>
Cc: Janharrisnsd@aol.com
Subject: Increase in rental fee

It has come to our attention that the rental license fee is being considered to increase considerably!

Our unit in Eagles Landing has been used diligently by us since 2003 and we have used Grand Mountain Rentals which is operated by Ralph and Calise! We use our condo for Family approximately 60 days out of the year and it is on the rental the Rest of the time! We also own a unit In Eagles Landing which we do not Rent!

We consider ourselves members of the community and our family, as well as our guests, are loyal to the area Business owners!

A double in the rental license fee would be a considerable dent in our Income budget!

Please reconsider this increase for the loyal homeowners that are sharing the beautiful atmosphere of Grand lake and increasing the GL Economy!

Jan and John Harris
Eagles landing homeowners #26
Eagles landing rental unit #6

Sent from my iPhone
Alayna Carrell

From: Jim White
Sent: Thursday, October 18, 2018 8:15 AM
To: Alayna Carrell
Cc: Erin O'Rourke
Subject: FW: Nightly Rental Fee Increase

Alayna,

Please add this to the table setting re NRL/STR.
Thanks,
Jim

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From: Shelley Richmond [mailto:giftsunlimitedgl@yahoo.com]
Sent: Wednesday, October 17, 2018 9:33 PM
To: Erin ORourke <code@townofgrandlake.com>; Jim White <gmanager@townofgrandlake.com>
Cc: Grandmountainrentals Info <info@grandmountainrentals.com>
Subject: Nightly Rental Fee Increase

To The Grand Lake Board of Trustees -

I am the owner of a condo at Grandview Villas, that I have on the nightly rental program through Grand Mountain Rentals.
It has come to my attention that the town is considering an increase in the License for nightly rentals by almost 50%!

That's RIDICULOUS!

I did NOT purchase this condo for rental income, I purchased it to live in, on a full time basis. I am only renting it temporarily to offset the cost of needing to live in a location where my 86 year old mother can live with me, without going up 3 flights of stairs. The income I receive from the rentals, doesn't even come close to covering the cost of the mortgage, Insurance and HOA dues. If there is a fee increase, we will all be forced to increase our nightly rates, possibly resulting in less rentals.

But the town will make more money for what????

I have talked to many people who can only afford to have a home here BECAUSE they rent it out, otherwise this area is far too expensive. Most of them also use a management company to help maintain the level of hospitality and humanity that is expected in our neighborhoods.

Yet, the Town of Grand Lake sees a need to increase their License Fee?
To cover a piece of paper:?

And again make it harder for people to enjoy our beautiful town.

Sincerely -

Shelley Richmond
PO Box 74
Grand Lake, CO 80447
From: Jim White  
Sent: Thursday, October 18, 2018 8:11 AM  
To: Alayna Carroll  
Cc: Erin O'Rourke  
Subject: FW: Proposed Additional Fee to Owners Who Permit Short Term Rentals

Alayna,

Please provide as a table setting on October 22, 2018.

Thanks,
Jim

From: stephen green [mailto:swgreen47@yahoo.com]  
Sent: Wednesday, October 17, 2018 8:36 PM  
To: Erin O'Rourke <code@townofgrandlake.com>; Jim White <glmanager@townofgrandlake.com>  
Subject: Proposed Additional Fee to Owners Who Permit Short Term Rentals

I own a condo at Shadow Park West, and I have done so since 1995. Beginning in 1996, my wife and I decided to permit short term rentals of our unit. To do this, we use one of the property rental managers in Grand Lake. At first we used Lynn Cox with ReMax, and now we use Calise and Ralph at Grand Mountain Rentals. All of these property rental managers have done a great job in screening prospective renters, and making sure they both understand and abide by all the Town of Grand Lake's laws as well as the Shadow Park West rules and regulations. The very few renters who have violated these rules have all been duly warned, and they then complied. I can recall having only one complaint from another condo owner in our building, and that was for something relatively minor. It dealt with someone who was visiting the renters and their tossing cigarette butts off the balcony, one or two of which landed on the other owner's deck. Another time, the President of our HOA sent me an email asking if one of the renters had a boat that was parked illegally. We advised her that we had no renters at that time, and it was later discovered that another unit's occupants had violated the parking regulation, not ours.

I bought this condo as a second home to enjoy the gorgeous scenery and outdoor recreational opportunities so abundant in the Grand Lake area. At the same time, I wanted to help amortize the initial cost of the condo in addition to its ongoing expenses. For 22 years, I have been renting out our condo to others who also enjoy the restaurants, shops, boat rentals and other amenities that Grand Lake has to offer. I believe they have been a boon to the economy of Grand Lake and help keep property values at healthy levels for all home owners.

While we are not especially thrilled with paying $600 for the privilege of taking on short term renters, I do believe that this is a sufficient amount for taking part in the sharing economy that is not going to go away, but will only become more widespread over time. What exactly is the reason for the additional $300/year fee to tack on to the already high $600 amount? Is it to discourage owners like myself from helping to defray the cost of our condo? I know only one owner that bought a condo at Shadow Park West to serve purely as rental income, and that they never themselves use it. All the others are like myself. We look forward to our days up there and rent out our condo to people through our property manager only in-between our own visits to Grand Lake. We certainly are not breaking any law, and believe we are doing a great service both to ourselves and for the community at large by injecting additional money into all the business that make up Grand Lake. Have you seen how crowded the restaurants are during the summer, even on the weekdays? I can assure you that a good percentage of them are short term renters.
In summary, I would ask you to forward this email to the town supervisors who will be discussing this issue. I ask that the additional $300 fee for owners of short term rental housing be voted down.  $600 is ample enough.

Thank you,

Stephen Green

Shadow Park West #150

480 S. Marion Parkway
Unit #2001A
Denver, CO 80209

303-777-0695
FYI...another letter for Monday’s meeting.
Safe travels!
Jim

Sent from my iPhone

Begin forwarded message:

From: "Linda G. Davis, MSW, LCSW" <lindagdavis@juno.com>
Date: October 19, 2018 at 1:52:35 PM MDT
To: <code@townofgrandlake.com>, <glm@manager@townofgrandlake.com>
Subject: Board of Trustees for the Town Of Grand Lake  Re: Nightly rental license fee

Hello to the Board of Trustees, Erin O'Rourke and Jim White,

Thank you for all your tireless work for our beloved town of Grand Lake. We received information from Grand Mountain Rentals that you are considering increasing the yearly nightly rental license fee, once again.

Barclay and I would like to help you understand why we rent our house in Grand Lake and what the impact would be on our family if the nightly rental license fee were to increase, again.

Our history with Grand Lake goes way back to the 1950’s. At that time, Barclay’s family began renting cabins every summer to spend time in Grand Lake. Nightly rentals of family cabins in Grand Lake have been a common practice for as long as any one can recall. If you speak to the vast majority of home owners in Grand Lake, you will hear their history of starting off renting a nightly rental cabin and then evolving into purchasing a home. It is the prime way families begin their relationship with Grand Lake and their eventual purchases of homes in the area. Nightly rentals are a prime resource for the growth and development of the town of Grand Lake.

As the Davis’ family’s love of the town grew, they made the significant financial commitment to proceed with purchasing their own home after many years of nightly rentals in Grand Lake. In 1962 Barclay’s father, Rodney S. Davis, bought the cabin at 838 Lake Avenue from the Sproules family. The Davis family spent every summer up at Grand Lake. When Barclay and I married, in 1973, we also continued this tradition, as have our four sons, their spouses and our grandchildren. Barclay’s father died unexpectedly in 1997. As the estate was settled our family had to make the very momentous decision as to whether we were going to be able to afford to keep the Grand Lake house. As a younger family, struggling to raise four sons, this was a serious financial commitment. We sat the family down and had a pivotal and consequential discussion about this choice. The reality was all our money would be committed to maintaining ownership of our beloved Grand Lake house. Our choice to keep Grand Lake was going to necessitated many, many financial sacrifices in other areas. We all jointly made the decision to prioritize
financially maintaining our Grand Lake house.

It soon became clear that the only way to maintain ownership was going to be for us to begin offering our home for nightly rental.

We began renting our home in 1997. We have always used Grand Mountain Rental as our property manager. Because of our long relationships with our Grand Lake neighbors, Gaye Schaffer and Pat and John Raney, it was of utmost importance that we have respectful renters that would honor the rules of the house and neighborhood quite times. We only rented to people who were good stewards of our home and Grand Lake. We have loyal renters who have been coming to our house for many, many years. We have one family that has rented our home every summer for the past 20 years!

Grand Mountain Rentals has been our solid "rock" in maintaining the high caliber of renters and preserving our neighbors satisfaction with the rental process.

Our family spends the majority of the time at our house and only rent out several weeks during the summer to our conscientious renters. We are not using our house as an income producing vehicle. We only offer the nightly rentals to enable us to continue ownership of our house. The income we make barely helps with all the rising costs of taxes, utilities, property upkeep, etc.

The increase from the $200.00 yearly license fee to the large jump to $600.00 really created profound financial challenges. We had to rent our house more frequently to make up this financial deficit. If this yearly license fee were to increase again it might make keeping our home an impossibility. The other concern is that if the nightly rentals fee increase is "passed on" to the renters, we may see a significant decline of people coming to Grand Lake.

Grand Lake is unique in Colorado as it does have such wonderful options for these nightly rentals of family cabins. The income from these nightly rentals of family cabins plays a significant role, directly and indirectly, in producing revenue for the town of Grand Lake.

Barclay and I know you will be profoundly thoughtful in your decision to increase the nightly rental fee. We are certain you will not want to jeopardize the important role nightly rentals of family cabins provide to the town of Grand Lake.

Sincerely,
Barclay and Linda Davis and Family

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The Perfect Retirement Stock
pro.oxfordclub.com
http://thirdpartyoffers.juno.com/TGL3131/5bca36464e9ec36460d1dst03due
From: Jim White  
Sent: Saturday, October 20, 2018 10:27 AM  
To: Alayna Carroll  
Subject: FW: RENTAL FEE

FYI

-----Original Message-----
From: Tim Leyden [mailto:kleinlax@att.net]  
Sent: Friday, October 19, 2018 5:22 PM  
To: Erin ORourke <code@townofgrandlake.com>; Jim White <glmanager@townofgrandlake.com>  
Cc: Grandmountainrentals Info <info@grandmountainrentals.com>  
Subject: RENTAL FEE

Good evening,
We visited Grand Lake for three years and fell in love with the town as well as the residents. We wanted to purchase something we could eventually pass on to our family so they may enjoy for for generations to come. When we, or our tenants, who lease from a reputable management company, provide income to retailers as well as the city.
Based on property prices, I as one do not make a profit as I have spent thousands revitalizing the property, paying rental fees as well as management company fees. An increase in cost for rentals is excessive at this point. In an effort to keep rentals well maintained and off of the AirBNB sites the increase may be warranted. We however would prefer a professional company to ensure occupants are screened, financially secure and of an adult age to occupy our unit. Please take into consideration that many of us do not forecast a profit at the end of the year.

Regards,
Tim and Janet Leyden

Sent from my iPad
Town of Grand Lake  
P.O. Box 99  
Grand Lake, CO 80447  
RE: Nightly Rental Fee Increase

Mayor Peterson and Town Trustees:

We will be unable to attend the meeting on October 22nd and wish to comment on the proposed Nightly Rental License Fee increase.

Before the Board of Trustees considers voting on an increase in the Nightly Rental License Fee, I hope that you will consider our individual homeowner perspective.

- Is the fee reasonable considering the impact of nightly rentals on the services the Town of Grand Lake provides? How has this been quantified?

- The nightly rental fee has already been dramatically increased far exceeding inflation in 2015, when it was changed from $400 - $600. The cost increase to $900 will far exceed the normal rise in inflation in property values and the general economy.

- Why must the fees be increased? How will the money be used? Why is it incumbent upon nightly rental owners to pay more? By these continual increases, you are passing the burden to the property owner to increase town revenue. Fees are rising so quickly that we can’t charge the type of rent that we need to make it viable.

- Visitors bring in more money to the local economy and support all the local businesses. We have seen a lack of advertising of Grand Lake to drive tourism to our local businesses. By our nightly rental listings, we are providing free advertising for Grand Lake. When fees become exorbitant, fewer people will come to the area.

- Hotels and motels do not provide the same level of comfort and enjoyment available through the nightly rental properties and so many people may elect to go elsewhere if the nightly rentals are unavailable or too costly.

If the fee increase passes, we are hereby requesting a full accounting of all expenses that necessitated such a large increase.

Sincerely,

Matt and Amy Burke  
Chris and Kristine Douglass  
Robert and Kathryn Harberg  
Jon-Michael Willert and Jennie Edwards  
Pamela Rieke
Sent from my iPhone

Begin forwarded message:

---Original Message---
From: Saundra Lunsford <town@townofgrandlake.com>
Date: October 22, 2018 at 8:52:59 AM MDT
To: Jim White <g.manager@townofgrandlake.com>
Subject: FW: Attn: Jim White : Boat slips

Mr. White,

I know this letter is past the deadline of Oct 16th, but I thought I was going to be able to make the town meeting on Monday but now have to go out of town for work. My father, William Swartz and I, rent one of the outdoor boat slips that is potentially being discontinued.

We have rented either an inside one or like currently, and outside one for at least 12 years now. My father started going to Grand Lake as a teenager from Texas and working in a cafe where Grand Pizza is now. I spent much of my childhood up there and we had the fortune to finally build a house about 18 years ago. The boat slip has been a vital part of our family summers for so long that it breaks my heart we might be losing it.

My family currently lives in Littleton, but spent so much of this summer up there that we are trying to make a full time move to Grand Lake come this spring. Having the boat slip was a huge part of our plan obviously. We have so many family and friends that join us for holidays and if there were any other places to keep a boat on the lake, than this wouldn’t be such a big deal but there are zero options.

I get the financial impact that more rentals boats might bring, but please do consider this.
-What if we have a rainy summer and boats aren’t rented? We are due for a rainy one.
-The town is just getting busier and busier, and that includes the lake. Most summer weekends the lake is packed with boats. Not sure you want to add another 8 renters that don’t have a clue what they’re doing. I was up there most of the summer, the renters didn’t have boating knowledge whatsoever. Most seemed like they were foreign and just flying around.
-Would have to add more staff, more fuel, more insurance.
If you do decide to discontinue the slips, please consider adding some sort of pay system for overnight parking on the public docks. I've always thought the town could make extra money renting those. Yes, I understand you would need more insurance but $25....$30 a night...it would add up quickly. Maybe a pay box like a parking lot. Just an idea.

I hope you will read or share this even though its past the deadline. Will keep our fingers crossed on Monday.

Thanks for your time.

Justin Swartz & fami y (Kristin, Brody & Avery)
William Swartz

303-895-9296
Dear Board of Trustees,

It has come to our attention that you are considering significantly increasing the nightly rental license fee for Grand Lake homeowners from $600 to $900. A 50% increase while just three years ago it was raised 50% percent from $400 to $600. We are vehemently against this large increase and would like to address a few points regarding our homeowners who do rent their home as a nightly rental and why they use a LOCAL, IN TOWN company.

All of our homeowners who rent their home as a nightly rental do so to help defray costs so that they can continue to have a home here and use it quite often themselves. They choose to use a LOCAL, IN TOWN management company so that their home and their guests are well taken care of and so that all town rules and regulations are abided by. The homeowners that we represent do not do so because they make a killing profit and they certainly don’t do so because they enjoy paying a company part of their rental income. They are responsible citizens of the community that want to WELCOME visitors and tourists to the area and yet make sure these guests are appreciating and maintaining the decorum of our community. They want to keep their neighbors happy and want a LOCAL, IN TOWN company that can respond to emergencies or any complaints in a timely manner. They use a LOCAL, IN TOWN company to manage their vacation rentals. Their guests check in directly in the center of town to our office where there are three employees and where they use six different local cleaning companies all with multiple employees of their own – perhaps more than 20. Helping the town and county workforce. The guests that check in at the office, rather than going directly to the home, are given a set of rules and sign forms that they will abide by certain regulations and adhere to specific standards. Since all guests come to our office it gives them a chance to get to know the town and the see the businesses and establishments to patronize while they are here. Our guests put quite a bit of money into these local places. They shop local and eat local while here. They not only buy things at stores and restaurants, but, they are patronizing the marinas, theatre, outfitters, etc. Our homeowners don’t just pay property tax and utilities, they use local plumbers, electricians, painters, handymen and other local workforce for work they need done at their home. They maintain their homes and do improvements often, which not only benefits their own home, but, their neighborhood as well. They use a LOCAL, IN TOWN company that is a strong advocate and good steward of Grand Lake. A LOCAL, IN TOWN company that is involved with the Rotary Club and Chamber members. A LOCAL, IN TOWN company that donates often to local fundraisers, including fireworks, Rocky Mountain Repertory, Walk for Cancer, Mountain Family, Chamber of Commerce and Sheriff’s Office to just name a few. Our homeowners feel that they are community members and not just “second homeowners” and they take part actively in the town and the events that go on. We have homeowners that are part of the Theatre, including one that donated their house for the silent auction while we donated the cleaning. Our homeowners are also active with the Historical Society, Arts Council and many other local causes and charities. In short, our homeowners who rent their homes strictly do so to offset some costs so that they can continue to be an active community member and be a part of Grand Lake instead of just a
“second homeowner”. Our guests that come to Grand Lake choose to use a LOCAL, IN TOWN company so that when situations do arise they have someone close at hand to respond and get things resolved quickly. These guests too want to be good visitors of our community.

We were recently told that one of our homes, not in town, had many cars parked on the street. Someone told me that it represented what people hated about nightly rentals. The irony is that the cars belonged to personal guests of the owners staying at the house and were not nightly rental guests. So, these sort of situations happen with ANY homeowner and not just the homeowners who have their home on a nightly rental program.

Nightly rentals seem to be an easy target for the town to increase their fees. The homeowners, unfortunately, don’t have much recourse when town officials decide once again to increase their rate so substantially. Please keep in mind, the people being negatively affected by this increase will be the ones that care enough about the community to use a LOCAL, IN TOWN company. They are the ones that want to be good stewards of town and want to be great hosts to the visitors that come every year to our beautiful location. By increasing the fee so significantly you certainly won’t turn away the “investor” or homeowner that only rents their home for monetary purposes and never uses it themselves, you’ll be hurting the homeowner that wants to have their home rented in a responsible and positive way and just try to cover some costs so they can maintain a home here in Grand Lake. You also may actually increase nightly rental nights because there will be more homeowners needing to cover the additional cost of the increase.

When the town decided to greatly increase the rental permit fee just three short years ago from $400 to $600 people were told that it would be used toward affordable housing. We have yet to see where that money has been used. Is it fair to blame and charge individual homeowners for the lack of affordable, long term housing? Our homeowners use their homes themselves throughout the year. If they rented it long term they would not be able to do so. Short term rentals are not at all new to Grand Lake. Our company has been in business for over 30 years and vacation rental homes were here long before that. Some of you here have rented homes from our company for extended family members, own a nightly rental, or, manage nightly rental homes. They are a vital part of our tourism based economy. We encourage the town to target homes that are not permitted, or, homes that are a consistent problem as a nightly rental, but, we also hope that you will know and appreciate the value of nightly rental homes here in town that do follow the rules and regulations and add a great value to our town’s economy.

Sincerely,

Calise and Ralph Townsend – Grand Mountain Rentals
October 17, 2018

Mr. Jim Peterson
Mayor
PO Box 99
Grand Lake, CO 80447

Members of the Board of Trustees
PO Box 99
Grand Lake, CO 80447

Re: Municipal Court

Dear Mr. Mayor and Board Members:

It has been my pleasure and honor to serve the Town of Grand Lake as its Municipal Judge for many years now. It is time for a change. I am herewith tendering my resignation effective January 1, 2019.

Very truly yours,

[Signature]
Georgia Noriyuki

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**Notes:**
- Project Support
  - Daily Inspections
  - Daily Progress
  - Daily Traffic
  - Daily Weather

**Contractor:**
- Look Ahead Schedule
- Job Site Meeting
- Site Meeting
- Weekly Progress Meeting
- Weekly ITP Meeting
- Weekly Safety Meeting
- Weekly Quality Meeting

**Structures**