

HOUSING AUTHORITY AGENDA

Monday, June 23, 2025 at 1:00 PM

MEETING LOCATION

1101 Broad Street, Meeting House, Milliken, CO 80543

Zoom Meeting Details

To Join via Zoom

<https://us02web.zoom.us/j/86284286829?pwd=HVdDdWk3T3oP8JMglwoYvioDmZ7KqQp.1>

Meeting ID: 862 8428 6829

Passcode: 232163

One tap mobile

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- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Agenda Approval**
- 5. Citizen Comments**
- 6. Minutes of Previous Meetings**
- 7. Action Agenda**
 - a. Consider and Approve the Ayers Associates Strategic Plan Proposal**
Sloane Hawes, Housing Authority Commissioner
- 8. Discussion Agenda**
- 9. Informational Agenda**
- 10. Officer Reports**
- 11. Future Business**
- 12. Adjournment**



Milliken Housing Needs Assessment

RFP No. 03-2025

AYRES

Town of Milliken, CO

April 3, 2025

Pepper McClenahan, AICP
Community Development Director/Planning and Building
Town of Milliken
Town Office
1101 Broad Street
Milliken, CO 80543

RE: Request for Proposal/Milliken Housing Needs Assessment

Dear Ms. McClenahan and Evaluation Committee,

We are excited to provide you with our proposal to assist Milliken with their Housing Needs Assessment and Housing Action Plan. Below are a few key reasons why we believe we're the ideal partner for Milliken:

Housing Implementation Experts: Partnering with us means tapping into unmatched expertise in plan implementation. We have experience in building housing plans for similar communities, including the City of Craig, where our efforts led to the construction of 20 units of affordable housing using two state housing infrastructure grants.

Policies, Regulations, and Special Programs: We specialize in partnering with communities to shape impactful local policies, regulations, and programs that drive success. From simplifying complex topics to evaluating adaptive reuse of properties, enhancing processes, analyzing infrastructure and fees, and reintroducing residential projects into historic downtowns, we turn challenges into opportunities.

Collaborative Approach: Our commitment to collaboration ensures strong partnerships with local staff, stakeholders, and decision-makers. We design engaging, lively, and informative community engagements that foster active participation and meaningful feedback, building consensus and driving results.

Project Team: The project will be led by Mike Scholl and Angela Snyder. Mike brings decades of experience turning plans into reality, having guided numerous housing, development, and redevelopment projects from initial vision through to completion. Angela brings decades of expertise, specializing in helping communities update land use codes, improve development processes, and streamline regulations to better support local housing needs.

Mike and Angela will be supported by Karlyn Vasan, who joined our team this past year from the Department of Local Affairs Resiliency Office, and Lindsey Wilson, who recently graduated and joined our team full-time after spending over six months as an intern supporting our community partners. In addition to our planning and development team, we can tap into our full team at Ayres, including environmental specialists, landscape architects, transportation and traffic specialists, and engineering services.

Thank you for considering our qualifications. We look forward to discussing our experience and approach with you further.

Sincerely,

Ayres Associates Inc.



Mike Scholl, EDFP
Project Manager
970.593.2965
SchollM@AyresAssociates.com



Angela Snyder, CFM
Planner
970.821.6366
SnyderA@AyresAssociates.com

“The Ayres team played a pivotal role in helping Fraser craft its DDA Plan of Development. Their expertise and genuine commitment to our success gave us the momentum to start strong and make meaningful progress. They truly care about their clients’ success!”

Sarah Catanzarite

Assistant Town Manager Fraser/
Interim Executive Director Fraser
DDA, Fraser, CO

Firm History

With decades of experience and thousands of successful collaborations, Ayres has evolved into a nationwide team of multidisciplinary industry experts. Our project managers excel at translating complex details into actionable plans, ensuring seamless coordination and project success.

From landmark projects that shape communities to innovative solutions that address future challenges, Ayres is a leader in developing innovative solutions, such as streamlined processes and data-driven housing strategies, to address the evolving needs of our community partners. We provide comprehensive services across community planning, economic development, civil engineering, transportation, environmental services, and more. Our dedication to innovation, client satisfaction, and community impact sets us apart as a trusted partner!

Planning + Development Services

At the heart of our team is a dedication to public service and community well-being. Specializing in a range of planning and economic development services from long-range visioning to boots-on-the-ground implementation, we ensure our strategies are tailored to meet your local needs. We’re more than your project partner – we’re the knowledgeable navigator to see you through the process.

Firm Information

Name: Ayres Associates Inc.

Address: 3665 JFK Parkway, Building 2, Suite 100; Fort Collins, CO; 80525

Telephone Number: 970.223.5556

Type of Organization/Principals

Ayres is an employee-owned, multispecialty consulting firm (corporation) with 12 offices in seven states, employing approximately 400 people. Our corporate headquarters are in Eau Claire, Wisconsin. Our western offices are in Fort Collins, Colorado; and Cheyenne, Wyoming.

Ayres is an employee-owned firm, with approximately one-sixth of the corporation’s employees individual stockholder investors. Other employees that meet eligibility requirements are beneficial owners of the business through the Employee Stock Ownership Plan.

A seven-member Board of Directors oversees company operations and sets broad policies. Day-to-day corporate management is delegated to the firm’s executive committee, vice presidents, and managers of operations. Executive committee members are President Bruce Ommen, PE; Executive Vice President/Chief Financial Officer Lisa Pronschinski, CPA; and Executive Vice President Jan Zander, PE.

Planning + Development Example Service Areas

Community and Land Use

Planning

- Regulation Analysis & Updates
- Housing Assessments and Strategies
- Process Evaluation and Improvement Strategies
- Comprehensive Planning
- Downtown and Main Street Planning



HOUSING IMPLEMENTATION & ZONING CODE UPDATE

Craig, CO

Ayres worked with the City of Craig to identify and support opportunities to build affordable housing. Through a state planning grant, our team was able to help Craig complete code updates, identify development opportunities, and leverage additional state grants totaling \$4.25 million.

Through our work, the City broke ground in July 2023 on a 20-unit for-sale affordable housing project. We assisted Craig in crafting the vision, facilitating local partnerships, and building the development team. The project was completed in 2024.

Information

- **Client:** City of Craig
- **Reference:** Peter Brixius, City Manager; 970.826.2023; pbrixius@cityofcraig.org

- Development assistance
 - ◆ Redevelopment analysis and development feasibility exploration of an infill site for housing
 - ◆ Transportation analysis to facilitate residential neighborhood development
- Grant writing assistance with IHOI and TAHG grant funds.
- Updates to the land use code to promote affordable housing options





BERTHOUD HOUSING DIVERSITY PLAN

Berthoud, CO

The Town of Berthoud hired Ayres to provide planning services for an affordable and attainable housing strategy. Ayres performed a housing needs assessment, including determining housing products that are needed, along with the social, economic, and transportation support systems associated with housing options.

Ayres reviewed the Land Development Code. Options for incorporating water conservation and

energy efficiency goals were identified. In addition, opportunities to remove process barriers to affordable housing were defined, as well as ways to reduce fees associated with land use approvals and the building permit process without causing harm to the Town's funds or services.

Finally, Ayres completed a report of recommended strategies. A strategic plan workshop with Town staff helped identify partners, and a final implementation action plan was presented to the Town staff.

Information

- **Client:** Town of Berthoud
- **Reference:** Anne Best Johnson, Community Development Director; 970.344.5818; ajohnson@berthoud.org



SEVERANCE AFFORDABLE HOUSING

Severance, CO

As part of our ongoing work with the Town of Severance, our team completed a housing needs assessment that informed future land use planning and infrastructure spending. It identified gaps and unmet needs in the market and provided recommendations on housing policies to guide the Town Council for the next five to 10 years.

As part of our community engagement, our team attended community events and hosted local groups to seek information and insight into the housing challenges. We also sent a postcard mailer for a community survey that received over 700 unique local responses, which was over 25 percent of the community.

We provided the Town with a final plan that included:

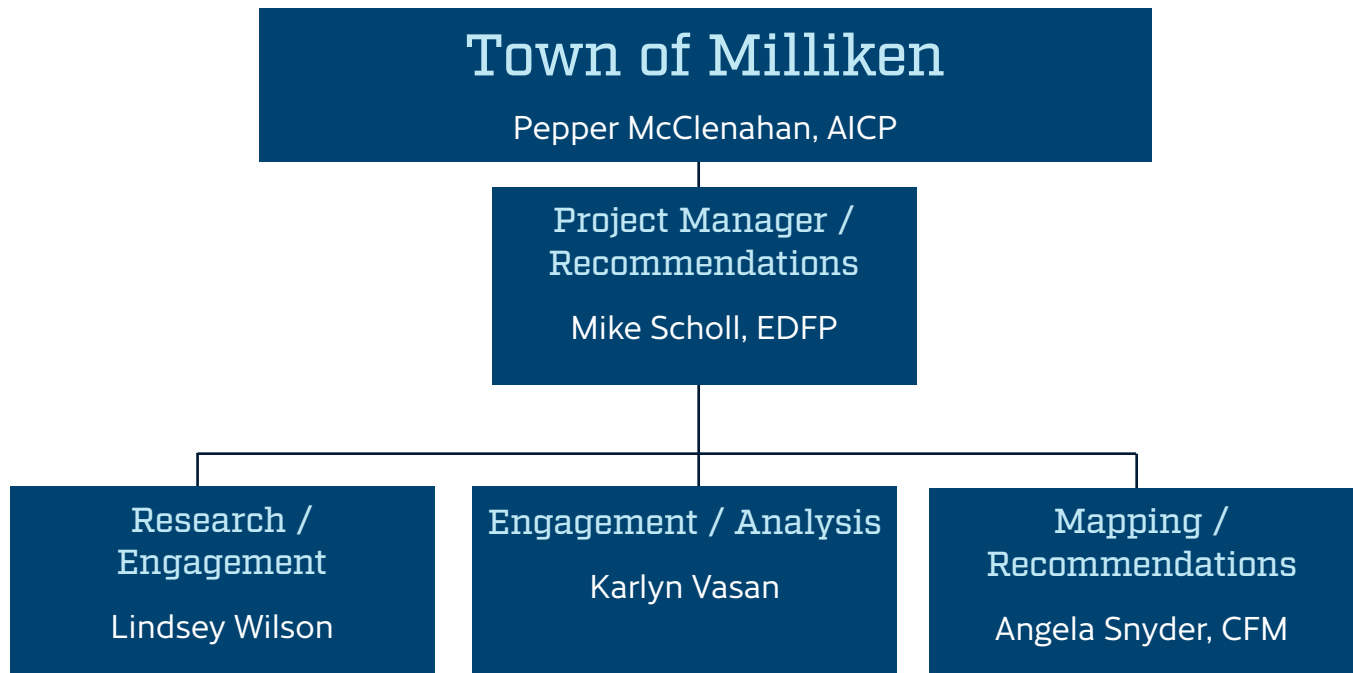
- Updates to local codes that allow for a greater diversity of housing types including duplexes and triplexes.
- Recommendations on future land use code that sought to preserve commercial corridors and to develop a town center.
- An assessment of the housing market and local demand and reviewed emerging issues including the conversion of single-family homes to rental properties.

Information

- **Client:** Town of Severance
- **Reference:** Nicholoas J. Wharton, MPA, ICMA-CM, Town Manager, Severance, CO; 970.685.9144; nwharton@townofseverance.org

Team and Organizational Chart

We have assembled a project team with the experience and expertise to assist the Town of Milliken with its Housing Needs Assessment project. The following is our organizational chart, followed by resumes of our key project team members.



Mike Scholl, EDFP Economic and Housing Specialist

Mike is highly regarded for his work in providing planning and economic implementation services. Mike served for over 15 years in local government providing support for special projects, economic development, and grant writing and supporting planning activities. He has worked on many special projects spanning economic and housing analysis, incentive packages, special district financing and grant initiatives.

Select Experience:

- Housing Code Adjustments, Estes Park, CO
- Future of Housing, Craig, CO
- Housing Assessment, Policy Recommendations, and Code Updates: Eastern Plains Region, Montezuma County, Severance, Meeker, Kersey, Sterling, and NE Region, CO
- DOLA Recovery Roadmap, Various Municipalities, CO
- SB1271 Affordable Housing Implementation, Englewood and Evans, CO
- Laramie Main Street Alliance, Upper Story Housing Development, Laramie, WY
- Senior Housing Analysis, NE/Multi-County Region, CO

Years of Experience

28 years

Certifications

Economic Development
Finance Professional, National
Development Council

Education

MS, Urban Planning and Public
Policy, University of Michigan;
BA, Political Science, University
of Michigan



Angela Snyder, CFM

Community Planner

With years of experience completing comprehensive plans for communities in Colorado and the Midwest, Angela has both public- and private-sector experience with small towns, big cities, and everything in between. She focuses on creating plans that have a long-term vision with clearly implementable action steps, straightforward codes that are easy to understand and enforce, and streamlined development processes for improved economic development. Angela is a true collaborator, listening and acting on the needs and desires of each client, getting people from all sides of an issues to work together toward common goals, and spearheading community-specific and innovative outreach methods that are designed for maximum impact. She also provides creative GIS map analysis and solutions.

Total Experience

7 years

Certifications

ASFPM Certified Floodplain Manager

Education

MRP, Community and Regional Planning, Iowa State University

BA, History and German, Colorado State University

Select Experience

- Town of Oak Creek South Routt County Partner Housing Needs Assessment and Land Use Code Initiatives, Oak Creek, CO
- City of Lamar Comprehensive Plan, Lamar, CO
- Severance Planning Services, Severance, CO
- Northeastern Colorado Innovative Housing Strategies, CO
- Town of Mead Land Use Code Update, Mead, CO



Karlyn Vasan

Research & Data Analysis, Engagement

Karlyn started her professional planning career as a Resiliency and Recovery Planner for the Colorado Resiliency Office (Department of Local Affairs) where she provided technical assistance to local governments. She recently joined Ayres as a community planner and is actively assisting communities throughout the state and region on a variety of initiatives including specialty studies, code analysis and updates, and long-range planning. Karlyn is responsible for devising programs and plans regarding land use in towns, cities, and counties. She designs policies affecting zoning, codes, public utilities, and transportation, and she evaluates the environmental impacts that construction plans may have on land. She conducts public hearings, helps build public consensus, and provides long-range planning, grant writing, and grant administration.

Years of Experience

2 years

Education

MURP, Urban and Regional Planning, University of Colorado-Denver

BA, Sociology and Anthropology, Middlebury College, Middlebury, VT

Select Experience:

- Comprehensive & Master Planning: Lamar, CO and Douglas and Lander, WY
- Housing Code Analysis and Updates, Sterling, CO
- Marshall Fire Long Term Recovery, Boulder, CO
- Berthoud Housing Report and Strategies, Berthoud, CO
- Northeastern Colorado Innovative Housing Strategies, CO
- Pueblo Code Update, Pueblo, CO



Nathan Randall

Community Planner

Nathan started his professional career in Colorado as a long-range planner for the City of Fort Collins where he helped to assist the city with East Mulberry Plan updates, updated land use code, and provided technical GIS analysis on a wide array of projects. Most recently he began work with Ayres as a community planner where he contributed to projects such as Severance code updates, Eastern Plains housing assessment, DOLA strategic plans, and other projects. Nathan has experience with local community planning, ranging from policy buildout to technical work with ESRI GIS map making and tool utilization. He has been involved with public engagement events, community planning, and technical tool applications since joining the team.

Years of Experience

2 years

Education

BS, Environmental Studies and Sustainability, Northern Michigan University

Select Experience:

- Housing Assessment and Policy Recommendations: Eastern Plains Region, Montezuma County, Meeker, Kersey, Sterling, and NE Region, CO
- Senior Housing Analysis, NE/Multi-County Region, CO
- On-Call Planning Support: Severance, CO
- Economic Assessment: Morgan County, CO; Hardin, MT; Lander, WY; Lamar, CO



Lindsey Wilson

Community Planner

Lindsey joined Ayres after completing her internship where she contributed to housing assessments, community engagement, and long-range plan content across Colorado and Wyoming communities. Her strong analytical skills and attention to detail will support the day-to-day project needs.

Select Experience

- Housing Needs Assessments: Lamar, CO; Wright, WY; Lander, WY; Ranchester, WY; Wray, CO; Eaton, CO
- Severance On-Call Development Review, Severance, CO
- Platteville Development Review, Platteville, CO
- Douglas On-Call Planning Services 2024, Douglas, WY
- Chadron Brownfield Assessment – Area-Wide Planning, Chadron, NE

Total Experience

1 Year

Education

BS, Community and Regional Planning, Iowa State University

Project Approach

Our goal is to develop a Housing Needs Assessment and Housing Action Plan that the Town can use to effectively address its most pressing housing challenges. Too often, reports become little more than collections of data with few actionable steps and limited insight into the local housing market. We're focused on creating a plan that is both informed and practical, with clear strategies tailored to your community's unique needs.

We work closely with DOLA to ensure the plan aligns with state guidelines, positioning Milliken to be eligible for future housing grant funding. Our housing demand models and assessment tools are updated regularly to meet evolving state requirements and ensure the quality and relevance of our work.

As experts in Colorado land use codes with hands-on experience as practitioners, we bring the ability to anticipate challenges, navigate complexity, and help frame policy changes in a way that can build public understanding and support.

Generally, we divide the project into six primary tasks that include overlapping activities during the life of the project.

The six tasks are:

- Kickoff and Project Management
- Research and Data Analysis
- Community Engagement
- Code Analysis
- Housing Action Plan
- Final Deliverables and Implementation Guide

This process will help us maintain our momentum, while delivering information and results in a timely manner and discussions are still fresh in the community's minds. We look forward to visiting with you to discuss our approach and if this can be better tailored to meet your needs.

If selected, we would provide a full scope of work and schedule.

Availability

If selected, our team will allocate the necessary staff and hours to successfully complete the project. We are currently wrapping up work in two other communities and are prepared to shift our focus to Milliken as soon as those projects conclude.



Detailed Budget

We believe that we can complete the work for a proposed a lump-sum budget of **\$65,000**, following the scope of work provided in the RFP and broken down by tasks as outlined earlier. A lump-sum contract allows for cost certainty and helps reduce administrative burden and encourages our team to stay on schedule and work efficiently.

If a per-hour billing structure is preferred by the Town, we are happy to accommodate that as well. For more information, please refer to the Project Approach section above.

Lump Sum Budget: \$65,000

- ◆ Estimated Hours: 398 hours
- ◆ Estimated average bill rate: \$154/hour
- ◆ **Task 1: Kickoff and Project Management, \$6,000, est. 32 hours**
 - ✓ Client coordination meetings
 - ✓ Project Accounting
 - ✓ Quality control of deliverables
- ◆ **Task 2: Research & Data Analysis, \$4,000, est. 30 hours**
 - ✓ State Demographer, Census Bureau, Multiple Listing Service, and Client-provided municipal information
 - ✓ Digital spreadsheet, GIS map(s) of housing and opportunity areas
- ◆ **Task 3: Public Engagement, \$30,000, est. 176 hours**
 - ✓ 1 Community Event Booth
 - ✓ 2 Steering Committee Meetings
 - ✓ 10 1:1 Stakeholder interviews
 - ✓ 2 Board of Trustees/Planning Commission Work Sessions
 - ✓ 1 Final Presentation
- ◆ **Task 4: Code/Policy Analysis, \$5,000, est. 32 hours**
 - ✓ Digital memo for agenda report
 - ✓ Digital redlined code document for ordinance attachment
- ◆ **Task 5: Action Plan, \$6,000, est. 40 hours**
 - ✓ Action Plan in spreadsheet form and incorporated into the assessment
- ◆ **Task 6: Final Deliverables, \$14,000, est. 88 hours**
 - ✓ 2 rounds of draft review (1 each, draft content and draft design)
 - ✓ 1 Housing Needs Assessment
 - » 5 printed and bound copies of the Housing Needs Assessment
 - » Digital (with design) .pdf
 - » Content (pre-design) .docx



CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
01/02/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

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	INSURER(S) AFFORDING COVERAGE INSURER A: Zurich American Insurance Company of Illin 27855 INSURER B: Zurich American Insurance Company 16535 INSURER C: American Guarantee and Liability Insurance 26247 INSURER D: RLI Insurance Company 13056 INSURER E: INSURER F:	
INSURED Ayres Associates, Inc. 3433 Oakwood Hills Parkway Eau Claire, WI 54701		

COVERAGES

CERTIFICATE NUMBER: W37299920

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			GLO 4296347 - 02	01/01/2025	01/01/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
B	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY			BAP 4296348 - 02	01/01/2025	01/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED \$ RETENTION \$			SXS 4261979-02	01/01/2025	01/01/2026	EACH OCCURRENCE \$ 9,000,000 AGGREGATE \$ 9,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC 4296346 - 02	01/01/2025	01/01/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Professional Liability			RDP0051248	06/30/2024	06/30/2025	Per Claim \$5,000,000 Aggregate \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Evidence of Coverage	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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