



HOUSING AUTHORITY AGENDA

Thursday, November 20, 2025 at 8:30 AM

MEETING LOCATION

1101 Broad Street, Meeting House, Milliken, CO 80543

Zoom Meeting Details

To Join via Zoom

<https://us02web.zoom.us/j/82772437636?pwd=FwsPJSqw2UT2PTHHDzs8gcpFZkUQTk.1>

Meeting ID: 871 2523 7589

Passcode: 054513

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- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Agenda Approval**
 - a. Consideration of Approval of the Agenda for the Milliken Housing Authority for November 20, 2025**
- 5. Citizen Comments**
- 6. Minutes of Previous Meetings**
 - a. Consideration of Approval of the Meeting Minutes for the Milliken Housing Authority for October 16, 2025**
Caree Rinebarger, Town Clerk
- 7. Loveland Housing Authority Updates**
 - a. Loveland Housing Authority Written Report and Discussion**
- 8. Action Agenda**
 - a. Review and Consideration of the Approval of the Strategic Plan and Implementation Memo**
Sloane Hawes, Housing Authority Chair
 - b. Consideration of Approval of a Payment to Ayres and Associates**
 - c. Discussion and Possible Action of Cancellation of the December 2025 Commission Meeting(s)**

Sloane Hawes, Housing Authority Chair

9. Discussion Agenda

- a. Milliken Housing Authority Website**
- b. Milliken Housing Authority Budget for 2026**

10. Informational Agenda

a. Upcoming Events

- i) Strategic plan presentation for the Town Board - December 10, 2025
- ii) End of year holiday gift baskets - December 2025
- iii) MYCL-MHA shed painting project - Spring 2026**

11. Officer Reports

12. Future Business

13. Adjournment



Town Of Milliken
Milliken Housing Authority
Milliken Meeting House
1201 Broad Street

Meeting Minutes for October 16, 2025

1. Call to Order

2. Pledge of Allegiance

3. Roll Call

Those Present: Sloane Hawes, Kellie Matthews, Chad Wilson, Lori Vandiveer

Those Absent: Michelle Bauer

Also in attendance: Town Clerk Caree Rinebarger, Administrative Assistant II Tami Burns, and Loveland Housing Authority (LHA) Maintenance Manager Ray Grimaldi.

4. Agenda Approval

Commissioner Kellie Matthews moved to Approve the Agenda as presented. Trustee Lori Vandiveer seconded.

Voting Yes: Sloane Hawes, Kellie Matthews, Chad Wilson, Lori Vandiveer

Voting No: None

Motion 4-0. Motion Carried.

5. Citizen Comments

There were none.

6. Minutes of Previous Meetings

a. For Consideration and Approval of the September 18, 2025 minutes.

Commissioner Matthews stated that there was a duplicate sentence under 7a, paragraph 1 that needs to be removed. Chair Hawes asked that a title correction be made under 6a. from Trustee to Commissioner.

Commissioner Kellie Matthews motioned to approve the minutes for 10/16/2025 with changes. Commissioner Lori Vandiveer seconded.

Voting Yes: Sloane Hawes, Kellie Matthews, Chad Wilson, Lori Vandiveer

Voting No: None

Motion passed 4-0. Motion Carried.

7. Loveland Housing Authority Updates

a. Written report and follow-up questions.

Chair Hawes thanked LHA for sending the report to MHA.

Chair Hawes stated that Commissioner Matthews had done some research from the bid Gold's roofing provided. The Authority feels like the bid from Gold Roofing is higher than the market cost for solar netting. The Authority asked LHA if there were funds to cover this cost.

Maintenance Manager Ray Grimaldi inquired as to the source of the information referenced by Commissioner Matthews. Commissioner Matthews explained that she obtained the exact product and quantity amounts directly from the bid provided. She noted that the bid reflected a 50% markup on wiring and an 80% markup on clasps required for installation. The wiring brand specified in the bid retails on Amazon for \$75.00 per 100 linear feet, compared to the bid amount of \$84.99 per 100 linear feet for the same product. She further indicated that an alternative brand with identical specifications is available for \$34.95 per 100 linear feet through Amazon, noting that retail material costs from Amazon are considerably lower than those reflected in the bid. Commissioner Matthews also observed that the bid included 14 hours of installation labor at a rate of \$300.00 per hour, which she considered high even after accounting for the physical demands of the work. Given the overall cost, she recommended that additional bids be solicited for comparison. Chair Hawes reiterated that LHA retains final financial authority but concurred that seeking an additional quote would be prudent, noting that if LHA intends to request additional funding from MHA, the matter would require further discussion by the Authority. Mr. Grimaldi requested a copy of the supporting information presented by Commissioner Matthews for his review and stated that he would research comparable pricing from other companies performing similar work. Chair Hawes stated that she will follow up with Asset Management Director Jess Hinze and Regional Property Manager Ashley Wade regarding ADA compliance requirements from the state. The Authority is looking into the state's ADA documentation standards and would like to understand LHA's capacity to provide ADA-compliant documents to MHA, including financial statements and the monthly reports LHA submits.

Commissioner Matthews asked if the railing on one of the tenants' places had been reinstalled. Mr. Grimaldi states that yes, it has been reinstalled.

8. Action Agenda

There were no items.

9. Discussion Agenda

- a. Recap of 10/15/25 meeting with Town of Milliken Finance Director, Steven Krolczyk.**

Budget Cycle and Planning

The budget process and planning for the next year begins in July, for the Town of Milliken. A rough draft of the budget is prepared in August, and the finalized draft will be submitted to the Board in September. The Board will review the budget through October with hearings and adoption in November and December. If additional funding from the Board becomes available, it typically occurs in September.

Commissioner Wilson will begin gathering the necessary budget information in February 2026 for MHA to begin the possibility of beginning stages of development.

Website

MHA can utilize the Town-hosted website at no additional cost to the Authority if they choose to do so. MHA will be responsible for providing current and updated content for the site.

Commissioner Matthews stated that she has a Zoom meeting scheduled with CivicClerk tomorrow to discuss the possibility of creating an ADA-compliant website for MHA.

ADA Compliance

MHA's budget should include funding for ADA compliance and document remediation. The estimated cost for ADA remediation is \$5.80 per page. The Authority will need to determine what documents they want to live on the website that need immediate remediation and develop a plan/process for remediation of historical and other public documents as part of their budget planning process.

Staffing and Structure

Discussion was held on whether to hire a staff member for MHA or hire a contracted service moving forward. There is a need for someone to do the footwork on projects the Authority wants to implement, setting up meetings and tracking progress of the ongoing projects. The Authority will need to identify which responsibilities should be handled by staff or contracted services versus the Authority and where additional support may be needed. Consideration will be given to utilizing interns or AmeriCorps members to support operations.

Purchase Card

Finance Director Steven Krolczyk will look into obtaining a purchase card for MHA, which would be paid directly from the MHA account rather than reimbursing Authority members for expenses. Before a purchase card can be issued, the Town's Finance team will need to determine the logistics and accounting procedures, possibly through a separate in-house account. Additional information will be provided at a later date.

State and Grant Updates

Discussion was held regarding State of Colorado grants and Proposition 123 eligibility. Because the Town has not opted into the program, MHA is currently not eligible for State grants with the requirement of opting into Proposition 123. The Ayres Associate Group suggested requesting that the Town opt into Proposition 123. MHA will need to have a discussion with the Town Board of Trustees regarding this recommendation and what comes with it.

Strategic Planning

A Strategic Planning Work Session with the Town Board is scheduled for Wednesday, December 10, 2025, at 5:00 p.m. The session will provide time for discussion with the Board as well as asking questions and providing suggestions. Additional discussions within the authority may occur in November and December 2025 in preparation for the session.

b. Upcoming Events at Dove Valley

Chair Hawes asked the Authority to Table the remainder of the agenda to their November 20, 2025, meeting due to a scheduling conflict.

Commissioner Lori VanDiveer moved to Table the remainder of the Agenda. Commissioner Kellie Matthews seconded.

Voting Yes: Sloane Hawes, Kellie Matthews, Lori Vandiveer

Voting No: None

Motion 3-0. Motion Carried.

i) End of year holiday baskets for Dove Valley Residents — December 2025
Tabled to the November 20, 2025 meeting.

ii) Milliken Young Community Leaders (MYCL) and MHA Shed painting
project — Spring 2026
Tabled to the November 20, 2025 meeting.

10. Informational Agenda

There were no items.

11. Officer Reports

a. Treasury Report

Tabled to the November 20, 2025 meeting.

12. Future Business

a. Graphic designer for MHA website (Commissioner Matthews)

b. 2026 MHA Budget (Commissioner Matthews)

c. Consideration and approval of the Milliken Housing Authority Strategic Plan (Chair Hawes)

13. Adjournment

Motion by Commissioner Lori VanDiveer to adjourn the meeting, seconded by Commissioner Kellie Matthews to adjourn the meeting at 8:58 A.M. Motion passed unanimously.

Prepared By:

Approved By:

Tami Burns, Admin. Assistant II

Housing Authority Chair



MHA Monthly Report-

1. **General Updates:** (Greeley/Weld, policy/staffing changes)

2. **Dove Valley Residents:** (vacancies, resident complaints)

3. **Maintenance & Facilities Updates:** (WO requests, routine maintenance)

4. **Finance:** (Quarterly financials, variance notes)

5. **Other Updates:**

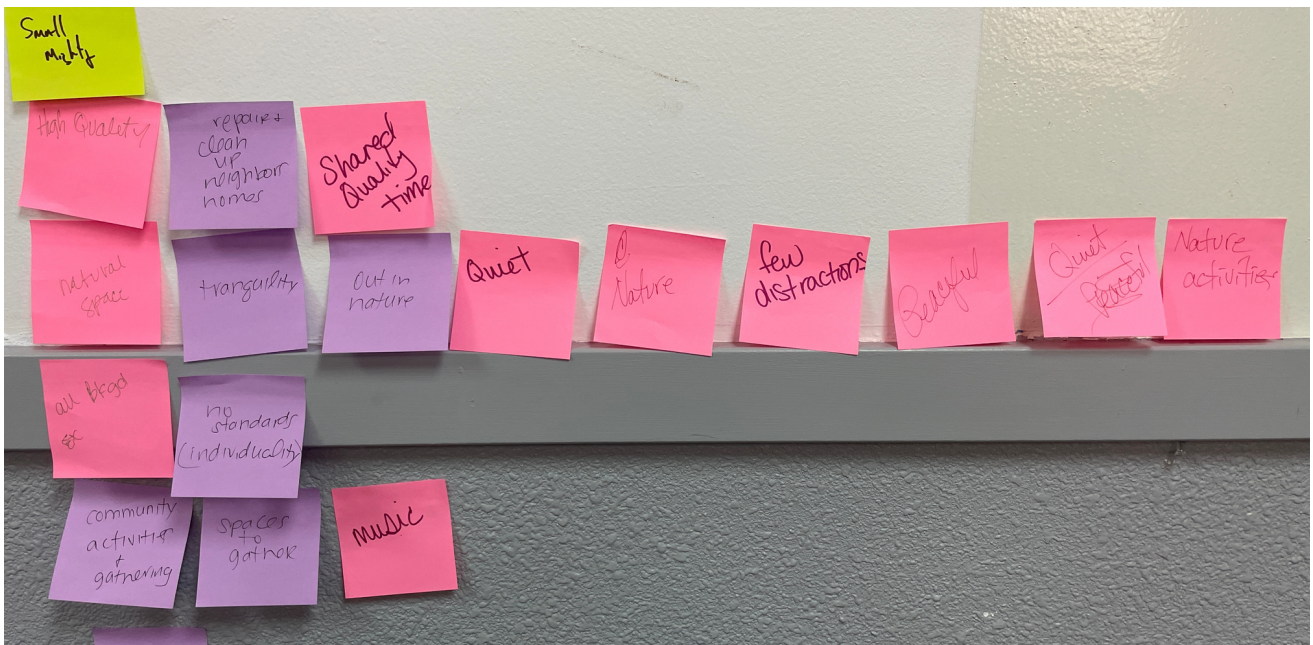
2025 STRATEGIC PLAN



BUILDING A BETTER FUTURE, ONE HOME AT A TIME.



MHA board members and Town staff share their notes and creative collages developed in the Strategic Planning Workshop.



Handwritten notes reflect some of MHA board members' values and priorities for desired future housing projects.

PREPARED BY AYRES ASSOCIATES



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INTRODUCTION

The Strategic Plan for the **Milliken Housing Authority (MHA)** outlines the organization's mission, goals, and strategies to expand affordable housing options in the Town of Milliken. On August 27, 2025, MHA board members participated in a strategic planning workshop facilitated by Ayres Associates. The purpose of the workshop was to:

- Clarify MHA's role in supporting and leading affordable housing efforts within the community.
- Define specific goals and actionable steps to guide future initiatives.
- Identify targeted strategies, development approaches, and key actions to help fulfill MHA's mission.

The input and the discussion at this workshop inform the content of this strategic plan.



Attendees of the Strategic Planning Workshop on August 27, 2025

WORKSHOP SUMMARY

The following summary captures key insights and themes from the strategic planning workshop discussion. These reflections provide essential context and help shape the direction of this Strategic Plan by highlighting the priorities, challenges, and opportunities identified by MHA board members.

Participants were encouraged to be fully present, set aside stress, silence devices, and let go of expectations for a perfect session. Many expressed a desire to approach the workshop with openness and focus to foster thoughtful dialogue and strategic thinking.

Participants outlined what they hoped to achieve with the workshop:

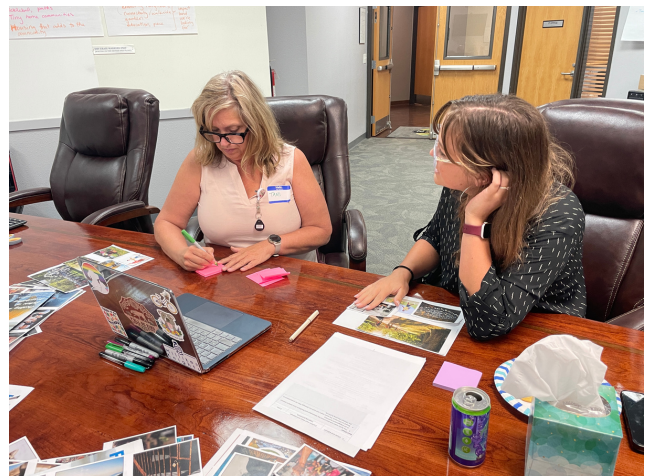
- **Clarity:** Develop a clear picture of the organization's role and where it is going.
- **Simplicity:** Identify simple actions to take, not overcomplicated.
- **Plan:** Build a roadmap to guide the work of the organization.

Participants engaged in a series of structured exercises designed to foster creative thinking and collaborative dialogue. The primary objective was to identify shared priorities and areas of alignment that could inform the strategic direction of the Milliken Housing Authority.

The discussion revealed a need for greater organizational **focus**, enhanced **capacity**, and a more intentional approach to identifying and aligning **priorities and opportunities**.



The Ayres team facilitates discussion and records ideas.



Attendees engage in processes that encourage creative collaboration.

ATTENDANCE

The following were in attendance for the workshop held on August 27, 2025, at Milliken Town Hall:

Sloane Hawes	Chair, MHA Board of Commissioners
Chad Wilson	Vice Chair, MHA Board of Commissioners <i>*attended virtually via Zoom</i>
Kellie Matthews	Secretary and Treasurer, MHA Board of Commissioners
Lori Vandiveer	Commissioner, MHA Board of Commissioners
Tami Burns	Administrative Assistant, Town of Milliken
Jordan Cashman	Planner, Town of Milliken
Chris Wilson	Facilitator and Community Planner, Ayres Associates
Michael Scholl	Economic Development and Redevelopment Lead, Ayres Associates

ROLES AND SKILLS

Participants used Insight Cards as visual prompts to reflect on their role in the MHA mission. Each selected a card that best represented their unique role in advancing the mission of the MHA.



Insight Cards operate as visual prompts

Participants used Insight Cards as visual prompts to reflect on their role in the MHA mission. Each selected a card that best represented their unique role in advancing the mission of the MHA.

Shared roles included:

- Strategic decision-making
- Community building
- Advocacy and listening
- Historical perspective
- Direction and insight



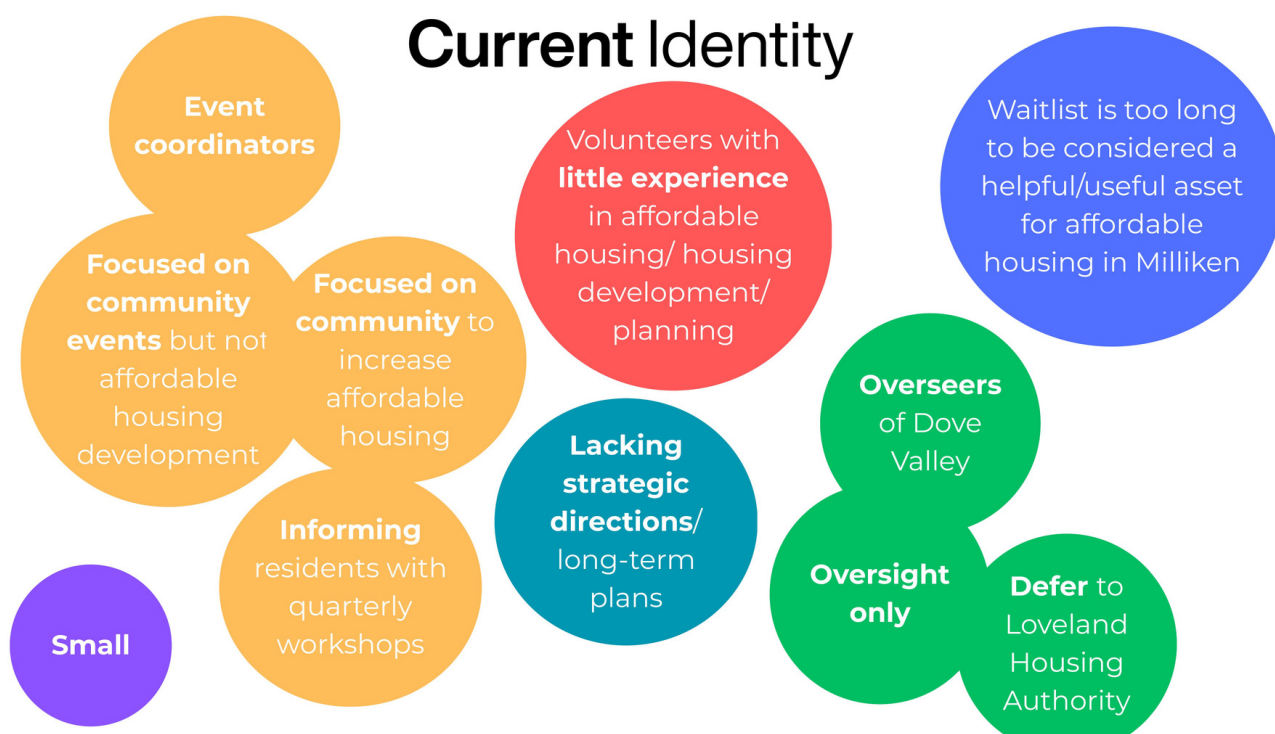
Participants discuss team contributions, strengths, and gaps.

Identified skill gaps for future board appointments:

- Event planning and organization
- Marketing and promotion
- Fundraising and grant writing
- Practical “how-to” knowledge

ORGANIZATIONAL IDENTITY

A discussion about MHA’s current identity highlights both its strengths and limitations, including its advocacy role, idea generation capacity, and community engagement focus. These insights provide a foundation for understanding the organization’s aspirations, revealing areas where MHA seeks to enhance effectiveness, clarify its scope, and expand resources to better fulfill its mission.



Pre-workshop survey responses to the question, “What is the current identity of the organization?”

KEY THEMES: CURRENT IDENTITY OF MHA

- **Advocacy without Decision-Making Authority:** MHA advocates for and oversees Dove Valley but has limited authority to make major decisions, creating a gap between responsibility and control.

- **Strength in Idea Generation, Challenges in Implementation:** The organization generates creative ideas but struggles to implement them, indicating a need for greater execution capacity.
- **Significant Investment in Community Events:** MHA devotes substantial time and resources to community events, which build engagement but may divert focus from broader organizational goals.

Desired Identity



Pre-workshop survey responses to the question, "What identity would you like to see the organization step into?"

KEY THEMES: ASPIRATIONAL IDENTITY OF MHA

- **Effective Advocacy and Action:** MHA aims to deliver tangible results, reduce bureaucracy, and build trust in its advocacy efforts.
- **Clarity of Scope and Collaboration:** Clear understanding of roles and trust-based partnerships are essential to strengthen impact.
- **Expanded Resources:** Success depends on increasing funding, knowledge, and housing inventory to support organizational goals.

Comparing MHA's current and aspirational identities highlights opportunities for growth. Strengthening implementation capacity, clarifying decision-making authority, and strategically allocating time and resources will help MHA move from idea generation to measurable

outcomes. Focusing on trust-based collaboration and expanding funding, knowledge, and housing inventory will position the organization to achieve its advocacy goals more effectively and enhance its overall impact within Dove Valley.

STRATEGIC CHALLENGES

Participants identified challenges and envisioned opportunities using Insight Cards as visual prompts. They responded to four guiding questions, shared their answers with the group, and discussed alignments across responses.

WHAT ARE THE CHALLENGES HOLDING MHA BACK?

- Lack of focus and too many competing priorities
- Scattered efforts and unclear direction

IF THAT HURDLE WERE REMOVED, WHAT WOULD BE POSSIBLE?

- Expanded board and community engagement
- Improved tenant services
- Clear goals and project execution

WHAT WILL IT TAKE TO GET THERE?

- Strong leadership and strategic planning
- Land acquisition and partnerships
- Increased organizational capacity and knowledge

WHAT RESOURCES AND PARTNERS WILL MHA NEED?

- Compliance and operational expertise
- Community buy-in and education
- Teamwork, shared goals, perseverance, and collaboration



Workshop attendees collaborate in partner discussions.

The discussion highlighted that MHA's challenges stem from scattered focus and competing priorities. Addressing these could enable expanded board and community engagement, improved tenant services, and clearer goals with effective project execution. Success will require strong leadership, strategic planning, organizational capacity, partnerships, and operational expertise, along with community collaboration.

FUTURE VISION

The Milliken Housing Authority board members expressed a clear and thoughtful vision for the type of affordable housing they hope to develop. Their priorities reflect a desire for housing that goes beyond basic shelter to foster well-being, community, and inclusivity.

KEY THEMES:

- Peaceful, nature-integrated environments.
- Intergenerational living that brings seniors and youth together.
- A strong emphasis on social health, safety, and belonging.

Participants also highlighted the importance of walkability, access to gardens and exercise, and spaces that promote active lifestyles and community engagement. The group envisions affordable housing that is responsive to resident input, built around shared goals, and inclusive of pets and communal gathering spaces. High standards for quality and repair were also emphasized, indicating a commitment to maintaining dignity and pride in housing.

Overall, the type of affordable housing this group is seeking is holistic, designed not only to meet financial needs but to support vibrant, connected, and resilient communities. It reflects a forward-thinking approach that integrates physical, social, and emotional well-being into the fabric of housing development.



Workshop attendees discuss their vision for MHA's future.



Attendees visualize the organization's best outcomes.



They analyze a frequency matrix of outcome ideas.

CURRENT CONDITIONS

While the Milliken Housing Authority (MHA) board expressed a strong interest in evolving into a dynamic developer of affordable housing, several foundational challenges must be addressed to make this goal viable. Chief among these is the organization's reliance on volunteer labor and the absence of dedicated, full-time staff. This limits MHA's ability to manage even basic day-to-day requirements of a housing authority.

Additionally, the board identified a lack of technical expertise in housing development, which constrains their capacity to plan, execute, and oversee new projects effectively. Compounding these challenges is the limited availability of assets—particularly land—which restricts opportunities for site acquisition and project initiation. Overcoming these barriers will require strategic investment in staffing, skill-building, and resource development to position MHA as a capable and sustainable housing developer.

RELATIONSHIP TO DOVE VALLEY AND LOVELAND HOUSING AUTHORITY

In 2005, the Town of Milliken entered into a partnership with the Loveland Housing Authority (LHA) to develop a 20-unit affordable rental housing project on a five-acre site within the town. This led to the creation of the MHA as a limited partner in the Dove Valley development.

Under the terms of the agreement, LHA serves as the managing partner and property manager, while the MHA retains ownership of the development. The project generates approximately \$250,000 in annual revenue, resulting in a net cash flow of \$30,000 to \$40,000 per year.

While property management has occasionally been a source of tension due to perceptions of insufficient attention to the site, it is important to recognize that the Loveland Housing Authority (LHA) manages over 1,400 units across the Front Range. LHA has developed substantial organizational capacity to meet the reporting requirements of affordable housing programs and to oversee the general maintenance and operations of its properties.

The MHA has considered assuming the general partnership role for Dove Valley as a way to address ongoing maintenance concerns. However, this transition is not recommended at this time. The MHA lacks the operational capacity to effectively manage the Dove Valley units. Additionally, given that the development is now over 20 years old, it is likely that significant capital improvements will be required within the next five to ten years to maintain quality and functionality. For context, affordable housing developments of this type typically require a portfolio of around 200 rental units to achieve the scale necessary for efficient property management and operational sustainability.



View of the front of an attached unit in Dove Valley Senior Community.



Dove Valley sign at entrance to the community.



Row of units in Dove Valley.

CURRENT BUDGET

The MHA currently holds a balance of just over \$100,000, primarily derived from fees and distributions associated with the Dove Valley project. Most of the expenditures are directed toward marketing and advertising, with some preliminary consideration given to a potential Phase II expansion of Dove Valley.

The organization does have some capacity to bring on limited staff support, but this will need to be carefully reviewed.

MOVING FORWARD

Based on the outcomes of the strategic planning workshop, we recommend that the board formally adopt the following strategic plan to guide its actions over the next five to ten years. By committing to a clear and forward-looking plan, the board will demonstrate its intent to advance the organization's vision and strengthen efforts to expand affordable housing in Milliken.



A recent housing development in Milliken.

MISSION

The Milliken Housing Authority is committed to fostering inclusive, high-quality, and affordable housing opportunities that reflect the values of community, dignity, and sustainability. Through collaboration, innovation, and resident engagement, MHA works to create vibrant neighborhoods that support intergenerational living, promote social well-being, and enhance the quality of life for all Milliken residents.

VISION

The Milliken Housing Authority envisions a thriving community where every home strengthens the whole—uplifting residents, fostering connection, and building a better future one home at a time.

GOALS AND STRATEGIES

The following goals and strategies are recommended based on the Milliken Housing Authority's long-term vision and the current realities facing the organization. They reflect both the aspirational direction identified during strategic planning and the practical needs for organizational focus, capacity building, and opportunity alignment. These recommendations are intended to guide MHA in making informed decisions, prioritizing resources, and advancing its mission to provide inclusive and impactful affordable housing in the Town of Milliken.

The goals and strategies are organized around three basic concepts:



focus



capacity



opportunity



GOAL: FOCUS THE ACTIVITIES OF THE BOARD AND THE MHA

Over the course of the strategic planning workshop, it became evident that the MHA is currently navigating multiple, and at times competing, priorities. This lack of a unified direction has contributed to a lack of internal alignment and limited progress toward long-term goals. Participants recognized the need to establish a clearer focus, streamline efforts, and build internal capacity to better align with the community's housing needs and aspirations.

By identifying areas of overlap and shared values, the workshop helped illuminate opportunities for MHA to refine its strategic approach. Moving forward, the organization will benefit from prioritizing initiatives that reflect its core mission, leveraging partnerships, and developing the leadership and resources necessary to deliver impactful, community-centered affordable housing solutions.



RECOMMENDED STRATEGIES:



Refocus Board Role Toward Strategic Leadership

Reevaluate the board's role as direct advocates for Dove Valley residents. While resident concerns are valid and important, addressing them during board meetings may detract from broader strategic discussions. Consider referring operational or site-specific issues directly to the Loveland Housing Authority, allowing the MHA board to concentrate its time and energy on long-term planning, policy development, and organizational growth.



Establish a Resident Engagement Protocol

Develop a formal process for collecting and addressing resident issues outside of board meetings. The process for resident engagement should be to direct residents to the LHA. By maintaining a structured channel for resident input, the board can remain informed while maintaining its strategic focus.



Implement a Strategic Agenda Framework

Adopt a meeting structure that prioritizes strategic topics that address the Mission and Vision of the organization, such as housing development opportunities, funding strategies, and organizational capacity. Limit operational updates to written reports or consent agendas, ensuring that board time is used effectively to advance MHA's mission and long-term goals.



Set Clear Housing Targets and Define the Board's Role

Clarify the Milliken Housing Authority Board's role in advancing affordable housing within the community. While becoming a direct developer is an aspirational long-term goal, it requires significant resources, expertise, and time. In the short term, the board can pursue impactful alternatives such as forming strategic partnerships with private developers interested in affordable housing, collaborating with the Town to support housing incentives, and advocating for policies that expand housing access. Establishing clear housing targets will help guide decision-making and ensure alignment between board activities and community needs.



GOAL: BUILD ORGANIZATIONAL CAPACITY

Advancing affordable housing in Milliken requires more than vision, it requires sustained effort, expertise, and resources. While volunteer commitment has been instrumental in MHA's progress, it alone cannot support the scale and complexity of future initiatives. To carry forward strategic priorities effectively, MHA must invest in building organizational capacity. This includes seeking dedicated staff, expanding operational ability, and developing systems that enable consistent execution and long-term sustainability. Strengthening capacity will empower MHA to move from planning to implementation with greater confidence and impact.

The board should regularly assess gaps in its collective knowledge and expertise, identifying areas where additional skills or perspectives could strengthen decision-making and strategic direction. Over time, these gaps can be addressed through thoughtful recruitment of new board members, targeted training, and collaboration with subject matter experts. By intentionally building a more well-rounded and informed board, MHA will be better equipped to navigate complex housing challenges, pursue innovative solutions, and fulfill its mission with greater confidence and impact.



RECOMMENDED STRATEGIES:



Plan to Hire Dedicated Staff or Secure Contract Support

To advance its strategic priorities and improve operational effectiveness, the Milliken Housing Authority should develop a plan to transition from a volunteer-led model to one that includes paid staff or contracted professionals. Key functions such as board administration, project development, grant writing, and community engagement require consistent expertise and dedicated time—resources that are difficult to sustain through volunteer labor alone. With a current budget balance of approximately \$100,000 and ongoing revenue from developer fees and distributions, MHA is well-positioned to invest in staffing solutions that will build capacity and accelerate progress toward its mission.



Conduct a Board Skills Audit and Recruit Strategically

Regularly assess the board's collective expertise and identify gaps in areas such as finance, housing development, legal compliance, and

communications. Use this insight to guide recruitment of new commissioners and target training opportunities. Consider opportunities for technical assistance training through both the Colorado Housing and Finance Authority and Housing Colorado.



Develop Operational Systems for Sustainability

To maintain a consistent focus on developing affordable housing opportunities in Milliken, the Milliken Housing Authority should prioritize building robust internal systems for budget management and project tracking. These systems will enable the organization to monitor financial activity in real time, assess progress against strategic goals, and ensure accountability across all initiatives. By implementing tools and processes that support transparent reporting, resource allocation, and timeline management, MHA can improve decision-making, streamline operations, and better position itself to deliver impactful housing solutions to the community.



GOAL: SEEK OUT FUTURE OPPORTUNITIES AND BE OPPORTUNISTIC

The Milliken Housing Authority has articulated a bold vision to evolve into a proactive housing developer focused on creating welcoming, safe, and inclusive communities. This vision goes beyond simply building affordable units, it emphasizes the importance of designing neighborhoods that foster connection, dignity, and a sense of belonging for all residents. MHA aims to be known not just for its housing developments, but for cultivating environments where people of all ages (and their pets), backgrounds, and abilities feel supported and valued.

By prioritizing thoughtful design, community engagement, and long-term stewardship, MHA seeks to lead with purpose and compassion. Its future developments will reflect this commitment by integrating features that promote safety, accessibility, intergenerational living, and social well-being, ensuring that affordable housing in Milliken is not only attainable but truly enriching.

To achieve this goal, the MHA will need to be opportunistic and strategic as it seeks to build capacity and increase affordable housing opportunities.



RECOMMENDED STRATEGIES:



Form Strategic Partnerships with Local Housing Developers

To accelerate the development of affordable housing in Milliken, the Milliken Housing Authority should proactively form strategic partnerships with key local housing developers. These collaborations can leverage private-sector expertise and resources while aligning with MHA's mission. The Town may consider offering incentives, such as fee relief, expedited permitting, or density bonuses to developers who commit to setting aside a portion of units as affordable or donating land for future MHA-led projects. These partnerships will be essential in expanding housing options, reducing development costs, and fostering a shared commitment to community well-being.



Form a Plan Regarding the Future of Dove Valley

With Dove Valley approaching its 20th anniversary in 2027, the Milliken Housing Authority (MHA) is entering a pivotal moment in its relationship with the development and its investors, particularly the Loveland Housing Authority, which has served as the managing partner. It is common for limited partners to exit housing partnerships around the 20-year mark, creating an opportunity to reassess ownership and governance structures.

Colorado does have a 30-year affordability threshold so the units will need to be maintained as affordable through 2036 regardless of ownership changes. However, MHA should explore options such as restructuring the partnership to assume greater control or pursuing a property acquisition from the general partner. Either path could position MHA to play a more direct role in Dove Valley's future, aligning the development more closely with local housing priorities. Additionally, this transition could yield financial benefits, such as increased revenue or equity, that could be reinvested into new affordable housing initiatives in Milliken, further advancing MHA's mission.



Invest in Community-Centered Design and Engagement Practices

To ensure future developments reflect the values of inclusion, dignity, and connection, MHA should prioritize community-centered design and resident engagement throughout the planning and development process. This includes hosting listening sessions, incorporating feedback into site plans and

amenities, and designing spaces that promote intergenerational interaction, accessibility, and social well-being. By embedding community voices into the design process, MHA can create housing that not only meets physical needs but also fosters a strong sense of belonging and pride among residents. This approach will reinforce MHA's reputation as a developer that builds with purpose and compassion.



Street view of Dove Valley Senior Community.



MILLIKEN HOUSING AUTHORITY

2025 STRATEGIC PLAN

MEMORANDUM

To: Milliken Housing Authority – Board

From: Mike Scholl, Economic and Planning Specialist

Date: October 31, 2025

Re: Implementation Guidance Memorandum – Strategic Plan

Background and Purpose

This memorandum is intended to serve as a strategic implementation guide for the Milliken Housing Authority (MHA) Board. It translates the vision, goals, and strategies outlined in the 2025 Strategic Plan into actionable steps, timelines, and priorities. By providing a clear framework for execution, this document aims to support the Board in making informed decisions, allocating resources effectively, and maintaining alignment with MHA's mission to expand inclusive and impactful affordable housing in Milliken. It is designed to ensure that strategic intent is matched by operational follow-through, enabling the organization to move confidently from planning to measurable progress.

Immediate Priorities – 3 to 6 months

Priority/Activity	Action Steps/Description	Responsible Party	Timeline
Adopt strategic agenda format to guide board meetings	Shift board meetings to focus on strategic issues and move operational matters to consent agenda or LHA report-outs.	Board Chair	Month 1
Resident engagement protocol	Develop formal process to route resident issues to LHA rather than board meeting discussions.	Board Chair/LHA Staff	Month 1 -2
Complete board inventory	Conduct a simple assessment of board skills (finance, project management, fundraising, legal etc.)	Board/Executive Committee	Month 2-3
Engage with Town on staffing needs	Initiate discussions with the Town regarding a partnership including staff support to assist with capacity. Include discussion of cost-sharing models, scope of work, and reporting structure.	Board Chair/Staff Liaison	Month 3-6
Define long-term housing goals.	Consider reasonable targets for both the creation of and preservation of affordable housing units in Milliken.	Board	Month 3-6

Organizational Capacity - 6 to 12 months

Priority/Activity	Description	Estimated Cost	Notes
Hire part-time staff or contract support	Administrative and project coordination support.	\$20,000	Could be funded through Dove Valley Revenue or with Town support.
Board Training	CHFA or Housing Colorado workshops on affordable housing opportunities, partnership models, and compliance requirements.	\$500-\$1000	Identified as a skill gap in the plan.
Strategic Recruitment	Seek board members with experience in grants, development or legal	No Cost	Address skill gaps as needed.
Work with the town on DOLA housing grants	DOLA is expected to have grant funding for rental/homeownership development (LOI is due 12/15)	Potential match through the town.	Increase the availability of quality affordable housing. A portion of the funding may be able to be applied to administrative costs.

Future Opportunities & Strategic Actions – 12 to 36 months

1. Planning for Dove Valley Future

- With staff, begin timeline to evaluate partnership with Loveland Housing Authority ahead of Year 20. This evaluation should begin in 2026 to ensure adequate time for legal, financial, and operational planning prior to the 20-year mark in 2027.
- Consider financial and operational implications of assuming general partnership or acquiring the asset.
- Coordinate investigation with attorney or accountant specializing in LIHTC portfolios.

2. Identify Development or Partnership Sites

- Meet quarterly with Town of Milliken staff to identify public or vacant sites suitable for affordable housing.
- Develop developer outreach strategies, especially local builders with interest in income-restricted units.
- Work with Town to participate in incentive plans where the MHA can leverage its role.

3. Community-Centered Design and Engagement

- When a development opportunity arises, commit to early resident listening sessions, design charrettes, and inclusion of walkability, intergenerational living, and nature-based amenities.

Board Decision Points

The following items require formal direction or action by the Board:

- Adopt Strategic Meeting Agenda format
- Approve resident engagement protocol
- Authorize budget for part-time staff/contract support
- Confirm whether the Board is willing to allocate up to \$20,000/year for staffing support through the Town or contracted support.
- Create a subcommittee on Development Opportunities and Dove Valley Transition (as board expands and evolves)
- Establish measurable housing unit targets (2026–2030)

Conclusion

This implementation framework moves the Housing Authority from planning to action. By focusing meetings on strategy, building staff capacity, and forming partnerships for new housing development, MHA can advance its mission of building inclusive, high-quality, community-oriented housing in Milliken.



Ingenuity, Integrity,
and Intelligence.

July 7, 2025

Sloan Hawes
Chair, Board of Commissioners
Milliken Housing Authority
1101 Broad Street
Milliken, CO 80543

Re: Strategic Planning and Board Facilitation Session

Dear Sloan,

Thank you for the opportunity to submit this proposal for professional services for Strategic Planning and Board Facilitation Session

This letter presents our proposed scope of services, time schedule, fee, and contract terms and conditions.

Project Description

The Milliken Housing Authority (MHA) seeks professional services to guide its Board through a strategic planning session. The goal is to align the board on mission, vision, priorities, and actionable goals to support the development and management of affordable housing in Milliken, CO.

Scope of Services

Pre-Session Preparation

- Conduct a discovery call with the Board of Commissioners Chair or designated liaison.
- Review relevant documents (e.g., bylaws, past strategic plans, housing data, board minutes).
- Design a customized agenda and facilitation plan.
- Develop and distribute a pre-session survey to board members.

Strategic Planning Session (Half Day)

- Facilitate interactive discussions and exercises.
- Guide the board through:
 - Environmental scan (SWOT or PEST analysis)
 - Mission and vision refinement
 - Strategic priority setting
 - Goal development and alignment
- Ensure all voices are heard and consensus is built.

Responsibilities of Milliken Housing Authority and Others

The MHA shall designate in writing a representative authorized to act in the MHA's behalf, and shall furnish required information, approvals, and decisions as expeditiously as necessary for the orderly progress of Ayres' services.

Ayres shall be entitled to rely on the accuracy and completeness of necessary project information supplied by the MHA.



Additional Services

None anticipated at this time.

Time Schedule

Week 1:

- Preliminary review of existing documents, agreements and other efforts.
- Conduct discovery call to understand MHA goals, and expectations, and to lay the groundwork for the planning session.
- Board survey – The survey would be provided to the board members prior to the planning session, seeking to insight into a few key strategy areas and to stimulate discussion.
- Agenda review and approval

Week 2:

- Half day strategic planning session (2.5 - 3 hours)

Week 3:

- Delivery of Summary Report and Strategic Plan. Please note, the report will be formatted in word, with minimal graphics.
- Implementation guide and next steps in memorandum form.

Fee

We will perform the above services for a lump sum amount of \$6,000, and will not exceed that amount, unless written approval is provided.

Retainer

Not Applicable

Deliverables

- Draft Strategic Plan to include priorities and goals
- Summary report of session outcomes
- Implementation guide and next steps (in memorandum format)

Contract Terms and Conditions

Attached are "Contract Terms and Conditions" which will apply to the services and which are incorporated into this proposal by reference.

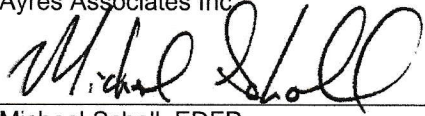
Acceptance

If this proposal and terms and conditions are acceptable to you, a signature on the enclosed copy of this letter will serve as our authorization to proceed.

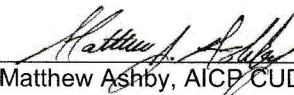
This proposal is valid until July 30, 2025 unless extended by us in writing.

Proposed by Consultant:

Ayres Associates Inc.



Michael Scholl, EDFP
Economic Development & Redevelopment Lead

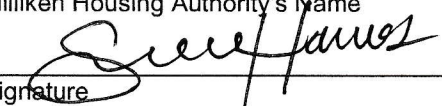


Matthew Ashby, AICP CUD
Vice President, Development Services

Accepted by Milliken Housing Authority:

Milliken Housing Authority

Milliken Housing Authority's Name



Signature

Sloane Hawes

Name

Chair, Board of Commissioners

Title

7/7/2025

Date

Attachments: Contract Terms and Conditions

**AYRES ASSOCIATES INC.
CONTRACT TERMS AND CONDITIONS**

1. Performance of Services: Consultant shall perform the services outlined in its proposal to MHA in consideration of the stated fee and payment terms.

2. Billing and Payment: Invoices for Consultant's services shall be submitted to MHA on a monthly basis. Invoices shall be due and payable within 30 days from date of invoice. If any invoice is not paid within 30 days, Consultant may, after giving 7 days' notice, without waiving any claim or right against MHA, and without liability whatsoever to MHA, suspend or terminate the performance of services. Accounts unpaid 30 days after the invoice date will be subject to a monthly service charge of 1.5% on the unpaid balance, or the maximum rate of interest permitted by law, if less. The amount of any excise, value-added, gross receipts, or sales taxes that may be imposed on payments shall be added to the Consultant's compensation. MHA shall pay all costs of collection, including reasonable attorney's fees and costs incurred by consultant, in collecting any amounts due from MHA. No deductions or offsets shall be made from Consultant's compensation or expenses on account of any setoffs or back charges. If MHA disputes an invoice, either as to amount or entitlement, then MHA shall promptly advise Consultant in writing of the specific basis for doing so, may withhold only the portion so disputed, and must pay the undisputed portion.

3. Not Applicable.

4. Not Applicable.

5. Not Applicable.

6. Insurance: Consultant shall maintain Workers' Compensation, General Liability, Professional Liability, and Automobile Liability Insurance during its services for MHA. Consultant shall furnish a Certificate of Insurance to MHA upon written request. MHA agrees that Consultant shall not be liable or responsible to MHA for any loss, damage, or liability beyond the amounts, limits, exclusions, and conditions of such insurance.

7. Limitation of Professional Liability: MHA agrees to limit Consultant's professional liability for any and all claims for loss, damage or injury, including but not limited to, claims for negligence, professional errors or omissions, strict liability, and breach of contract or warranty, to an amount of \$50,000.00 or Consultant's fee, whichever is greater. In the event that MHA does not wish to limit Consultant's professional liability to this sum, Consultant agrees to raise the limitation of liability to a sum not to exceed \$1,000,000.00 for increased consideration of ten percent (10%) of the total fee or \$500.00, whichever is greater, upon receiving MHA's written request prior to the start of Consultant's services.

8. Not Applicable

9. Not Applicable

10. Not Applicable

11. Standard of Performance: The standard of care for all professional services performed or furnished by Consultant under this contract will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Consultant does not make any warranty or guarantee, expressed or implied, nor is this contract subject to the provisions of any uniform commercial code. Similarly, Consultant will not accept those terms and conditions offered by MHA in its purchase order, requisition, or notice of authorization to proceed, except as set forth herein or expressly agreed to in writing. Written acknowledgement of receipt or the actual performance of services subsequent to receipt of such purchase order, requisition, or notice of authorization to proceed is specifically deemed not to constitute acceptance of any terms or conditions contrary to those set forth herein.

12. Ownership and Use of Documents: All documents produced by Consultant under this contract are instruments of Consultant's professional service. MHA will own the rights to use and reproduce the deliverables. MHA shall indemnify and hold harmless Consultant and its officers, directors, employees and Subconsultants from all claims, damages, losses, and expenses, including reasonable attorney fees, arising out of or resulting from any use, reuse, or modification of documents without written verification, completion or adaptation by Consultant.

13. Electronic Files: MHA and Consultant agree that any electronic files furnished by either party shall conform to the specifications agreed to at the time this contract is executed. Electronic files furnished by either party shall be subject to an acceptance period of 60 days during which the receiving party agrees to perform appropriate acceptance tests. The party furnishing the electronic file shall correct any discrepancies or errors detected and reported within the acceptance period. After the acceptance period, the electronic files shall be deemed to be accepted and neither party shall have any obligation to correct errors or maintain electronic files. MHA is aware that differences may exist between the electronic files delivered and the printed hard-copy documents. In the event of a conflict between the hard-copy documents prepared by Consultant and electronic files, the hard-copy documents shall govern.

14. Financial and Legal Services: Consultant's services and expertise do not include the following services, which shall be provided by MHA if required: (1) Accounting, bond and financial advisory (including, if applicable, "municipal advisor" services as described in Section 975 of the Dodd-Frank Wall Street Reform and Consumer

Contract Terms and Conditions

Page 1 of 2

Protection Act (2010) and the municipal advisor registration rules issued by the Securities and Exchange Commission), independent cost estimating, and insurance counseling services; (2) Legal services with regard to issues pertaining to the Project as MHA requires, Contractor(s) raises, or Consultant reasonably requests; and (3) Such auditing services as MHA requires to ascertain how or for what purpose any Contractor has used the money paid.

15. Termination of Services: This contract may be terminated at any time by either party should the other party fail to perform its obligations hereunder. In the event of termination for any reason whatsoever, MHA shall pay Consultant for all services rendered to the date of termination, all reimbursable expenses incurred prior to termination, and reasonable termination expenses incurred as the result of termination. Consultant shall have no liability to MHA on account of termination for cause by Consultant.

16. Controlling Law: This contract is to be governed by the law of the place of business of Consultant at the address in its proposal to MHA.

17. Assignment of Rights: Neither MHA nor Consultant shall assign, sublet or transfer any rights under or interest in this contract (including, but without limitation, moneys that may become due or moneys that are due) without the written consent of the other, except to the extent mandated or restricted by law. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this contract. Nothing contained in this paragraph shall prevent Consultant from employing such independent subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

18. Third Party Benefits: This contract does not create any benefits for any third party.

19. Dispute Resolution: MHA and Consultant agree to negotiate all disputes between them in good faith for a period of 30 days from the date of notice prior to exercising their rights under the following dispute resolution provision. If direct negotiations fail, MHA and Consultant agree that they shall submit any and all unsettled claims, counterclaims, disputes, and other matters in question between them arising out of or relating to this contract or the breach thereof to mediation in accordance with the Construction Industry Mediation Rules of the American Arbitration Association effective on the date of this contract prior to exercising other rights under law.

20. Exclusion of Special, Indirect, Consequential, and Liquidated Damages: Consultant shall not be liable, in contract or tort or otherwise, for any special, indirect, consequential, or liquidated damages including specifically, but without limitation, loss of profit or revenue, loss of capital, delay damages, loss of goodwill, claim of third parties, or similar damages arising out of or connected in any way to the project or this contract.

21. Betterment: If, due to Consultant's negligence, a required item or component of the project is omitted from the construction documents, Consultant's liability shall be limited to the reasonable cost of correction of the construction, less what MHA's cost of including the omitted item or component in the original construction would have been had the item or component not been omitted. It is intended by this provision that Consultant will not be responsible for any cost or expense that provides betterment, upgrade, or enhancement of the project.

22. Severability: To the extent that any provision of this contract is finally adjudged invalid by a court of competent jurisdiction, that provisions shall be deleted or modified, as necessary, to make it enforceable, and the remaining provisions of this contract shall remain in full force and effect and be binding upon the parties hereto.

23. California Privacy Rights Act Employer

24. Entire Agreement: This agreement contains the parties entire understanding and supersedes all prior negotiations or agreements over the services described herein. This contract may only be amended, supplemented, modified, or canceled by a duly executed written instrument.

25. Notice of Lien Rights: Ayres Associates Inc. hereby notifies MHA that persons or companies furnishing labor or materials, including engineering, architectural, and surveying services, for the improvement of or construction on MHA's land may have lien rights on MHA's land and buildings if not paid. MHA should give a copy of this notice to their mortgage lender, if any. Ayres Associates Inc. agrees to cooperate with the MHA and MHA's lender, if any, for resolution of POTENTIAL LIEN claims made as part of this contract.

Milliken Housing Authority 2026 Budget and Activity Summary

Balance at Jan 1, 2026							\$ 108,732.28	
Revenue	Projected	Notes	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	YTD Actual	
Developer fee	\$ 15,000.00	Distributed in Q3		\$ -				
Distribution to the Limited Partner	\$ 5,000.00	Distributed in Q3	\$ -	\$ -				
Total Revenue			\$ -				\$ -	
Expenses	Budget		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	YTD Actual	Remaining Budget
Affordable Housing Project - Phase II							\$ -	
Grant writer	\$ 1,200.00	\$30/hour - 40 hours of support	\$ -	\$ -			\$ -	
Pre-Application Meeting with Town Consultants	\$ 2,000.00	\$200/hour - 10 hours of consultation	\$ -	\$ -			\$ -	
Town development application fee	\$ 3,500.00	Land use application - Site Plan for more than 25,000 sq. ft. - deposit is \$3500, fee is \$1000	\$ -	\$ -			\$ -	
Miscellaneous	\$ 2,000.00	For unanticipated costs	\$ -	\$ -			\$ -	
	\$ 8,700.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,700.00
Resource Events (quarterly)							\$ -	
Q1 event (TBD)	\$ 500.00						\$ -	
Q2 event (Paws resource event)	\$ 500.00						\$ -	
Q3 event (Beef and Bean day)	\$ 500.00						\$ -	
Q4 event (holiday/end of year event and gifts for residents)	\$ 1,000.00						\$ -	
Total Resource Events	\$ 2,000.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
Community Workshops (two a year)							\$ -	
Speaker Stipends	\$ 200.00	\$100 each speaker					\$ -	
Childcare	\$ 400.00	\$200 for two hours					\$ -	
Food/Drink	\$ 600.00	\$300 for drinks and snacks					\$ -	
Room Reservation	\$ 200.00	\$100 (TRPR) or \$50 (Town Hall)					\$ -	
Giveaway	\$ 200.00	\$100 gift card					\$ -	
Total Community Workshops	\$ 1,600.00	\$800 per workshop, three workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600.00
Social Events (two a year)							\$ -	
Summer social with MYCL	\$ 500.00						\$ -	
Fall social with MYCL	\$ 500.00						\$ -	
Total Socials Events	\$ 500.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00

Advertising/Marketing							\$ -	
Giveaways and swag for events	\$ 2,000.00						\$ -	
Facebook ads for commissioners	\$ 1,000.00						\$ -	
Marketing Workshops and Socials	\$ 1,200.00						\$ -	
Water Bottle Labels (for Beef and Bean Day)	\$ 100.00						\$ -	
Total Advertising	\$ 4,300.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,300.00
Miscellaneous								
ADA Document Remediation	\$ 200.00	\$0.80/page for 200 pages						
Nonprofit status	\$ 100.00						\$ -	
Legal services	\$ 1,000.00	Martell \$250/hour					\$ -	
Total Miscellaneous	\$ 100.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100.00
Total Expenses	\$ 17,200.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,200.00
Current Balance							\$ 108,732.28	
YTD Activity Summary								
Beginning Balance (1/1/26)	\$ 108,732.28							
Deposits	\$ -							
Disbursements	\$ -							
Current Balance (10/9/25)	\$ 108,732.28							

Milliken Housing Authority 2026 Budget and Activity Summary

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Total Revenue			\$ -				\$ -	
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Grant writer	\$ 1,200.00	\$30/hour - 40 hours of support	\$ -	\$ -			\$ -	
Pre-Application Meeting with Town Consultants	\$ 2,000.00	\$200/hour - 10 hours of consultation	\$ -	\$ -			\$ -	
Town development application fee	\$ 3,500.00	Land use application - Site Plan for more than 25,000 sq. ft. - deposit is \$3500, fee is \$1000	\$ -	\$ -			\$ -	
Miscellaneous	\$ 2,000.00	For unanticipated costs	\$ -	\$ -			\$ -	
	\$ 8,700.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,700.00
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Childcare	\$ 400.00	\$200 for two hours					\$ -	
Food/Drink	\$ 600.00	\$300 for drinks and snacks					\$ -	
Room Reservation	\$ 200.00	\$100 (TRPR) or \$50 (Town Hall)					\$ -	
Giveaway	\$ 200.00	\$100 gift card					\$ -	
Total Community Workshops	\$ 1,600.00	\$800 per workshop, three workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600.00
Social Events (two a year)							\$ -	
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Fall social with MYCL	\$ 500.00						\$ -	
Total Socials Events	\$ 500.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00

Advertising/Marketing							\$ -	
Giveaways and swag for events	\$ 2,000.00						\$ -	
Facebook ads for commissioners	\$ 1,000.00						\$ -	
Marketing Workshops and Socials	\$ 1,200.00						\$ -	
Water Bottle Labels (for Beef and Bean Day)	\$ 100.00						\$ -	
Total Advertising	\$ 4,300.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,300.00
Miscellaneous								
ADA Document Remediation	\$ 200.00	\$0.80/page for 200 pages						
Nonprofit status	\$ 100.00						\$ -	
Legal services	\$ 1,000.00	Martell \$250/hour					\$ -	
Total Miscellaneous	\$ 100.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100.00
Total Expenses	\$ 17,200.00		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,200.00
Current Balance							\$ 108,732.28	
YTD Activity Summary								
Beginning Balance (1/1/26)	\$ 108,732.28							
Deposits	\$ -							
Disbursements	\$ -							
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