

# Slate Creek Steering Committee Meeting

June 17th, 2026 - 1-4 PM – Vectra Bank, 2<sup>nd</sup> Floor Conference Room

June 18th, 2026 - 9-12 pm – Vectra Bank, 2<sup>nd</sup> Floor Conference Room

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## Meeting Summary

### About the Meeting

Staff, board members, and elected officials from the Yampa Valley Housing Authority, City of Steamboat Springs, and Routt County met to conclude a series of governance meetings aimed at building a collaborative effort to define the next decision-making steps for Slate Creek Neighborhood (formerly Brown Ranch).

By the end of these two meetings, the group aimed to complete the final deliverables:

- Develop a revised version of a steering committee that fosters collaboration between key entities
  - Membership
  - Decision-making
  - Role with community engagement
  - Communication practices for transparency
- Define an end goal for a future annexation proposal
- Outline of Annexation Roadmap for Brown Ranch with key milestones
- Identify the necessary components of the next Brown Ranch plan and annexation proposal

### Who Attended?

Emily Katzman, Development Project Manager, Yampa Valley Housing Authority

Lou Tortora, Board Member, Yampa Valley Housing Authority

Shannon Doin-Landers, Board Member, Yampa Valley Housing Authority

Tom Leeson, City Manager, City of Steamboat Springs

Gail Garey, City Council, City of Steamboat Springs

Dave Barnes, City Council, City of Steamboat Springs  
Jay Harrington, County Manager, Routt County  
Angelica Salinas, Commissioner, Routt County

## Key Decisions

Over the course of the meeting, the following decisions were made by consensus using fist-to-five voting, where each participant needed to be at a 3 or above to reach consensus. To view more about the discussion that led to these decisions, see the Full Meeting Notes section.

## Purpose Statement

The group finalized the purpose statement to include the following principles for decision-making to create a complete statement.

Together, we will create a path for Slate Creek Neighborhood by providing homes for our community, prioritizing affordability, feasibility, and community support.

As a group, we will work to balance the following principles in our decision-making:

1. **Homes for Our Community.** We prioritize housing for the people who live and/or work in Routt County.
2. **Genuinely Affordable.** We ensure homes are attainable for local incomes — and stay that way.
3. **Community-Driven.** We earn and maintain public trust through transparency, honest tradeoffs, and inclusive engagement.
4. **Feasible and Right-Sized.** We design what can be built and sustained — fiscally, infrastructurally, and at a scale the community can support.
5. **A Place to Belong.** We create a real neighborhood where people can connect, thrive, and put down roots.
6. **Connected to Daily Life.** We integrate the services, transit, and amenities that provide residents with a range of access and opportunities.
7. **Diverse Housing Options.** We offer a range of unit types, sizes, and price points (rentals, ownership, multifamily, and single-family) to serve people across all life stages.
8. **Part of a Bigger Solution.** We pursue Slate Creek as one important piece of a broader approach to housing.

## The Fist to Five Voting Method

On the count of 1-2-3, everyone simultaneously raises a fist with 0, 1, 2, 3, 4 or 5 fingers extended to express how you feel about the decision.



No way. I don't support this decision and I am vetoing.

I have strong reservations but will support the decision and will not veto.

I am uncomfortable with the decision but can live with it.

This decision is okay with me.

I support this decision.

I strongly support this decision.

9. **Responsible and Resilient infrastructure.** We address infrastructure, utilities, and long-term costs proactively — building in environmental sustainability so development benefits rather than burdens the community and the land for generations to come.
10. **Welcoming and inclusive.** We design for inclusion — ensuring people of all backgrounds, abilities, and circumstances have a fair opportunity to call Slate Creek home.

## Roles and Responsibilities

The group developed an outline of RACI that outlines which group would be Accountable, Responsible, Consulted, and Informed for the major activities involved in project management within the following categories (see Appendix images for draft outline):

- Oversee team collaboration
- Executing the roadmap
- Managing schedules and deliverables
- Resource and budget management
- Stakeholder communication

## YVHA as Project Manager

At a high level, a YVHA staff member will serve as the Project Manager with the option to bring on an Owner's Representative (or equivalent role) and additional contractors as needed to increase capacity to guide the Slate Creek Steering Committee toward an annexation vote going forward. An Owner's Representative (Owner's Rep) is an independent construction professional hired to act as a project owner's advocate and provide project management support.

## SCSC Accountability for Major Milestones

The Slate Creek Steering Committee will provide overarching direction to the Project Manager on milestone decisions, including:

- Project goals
- Planning budget
- Timeline for planning
- Selection of major contractors
- Identification of stakeholders
- Advisory group design

The Project Manager will then be responsible for developing options that respond to direction received. Then the Slate Creek Steering Committee will make final decisions using consensus on the presented options from the Project Manager. For example, in the development of advisory groups, the SCSC will provide direction on the types of stakeholders who need to be recruited and which advisory groups should be formed. The Project Manager will then work to recruit potential advisory group members and provide a potential advisory group makeup to the

SCSC for final approval. The Project Manager will then work to schedule meetings for advisory groups.

The group viewed the SCSC as accountable for the overall success of team collaboration, including defining project goals, defining the scope of work for the project manager, and managing conflict within the group. As representatives of various organizations, it is the responsibility of SCSC members to communicate back to their respective boards and councils, solicit feedback on key decisions, and build trust and support for the collaborative process.

#### Additional Support

##### *Staff*

Overall, Routt County and the City of Steamboat Springs saw very little staff role beyond that of the staff representatives from each of their entities. The exception, however, was related to communications. While YVHA will lead the communication strategy (including potentially bringing on a contractor to support), communications staff at each entity will be responsible for disseminating shared messages in a unified voice.

##### *Contractors*

SCSC identified the need for an external facilitator to help with meeting logistics and creating the container for collaboration between the entities. They also identified the need for an external communications contractor to develop and execute a communications plan. There may be additional contractor needs identified over time.

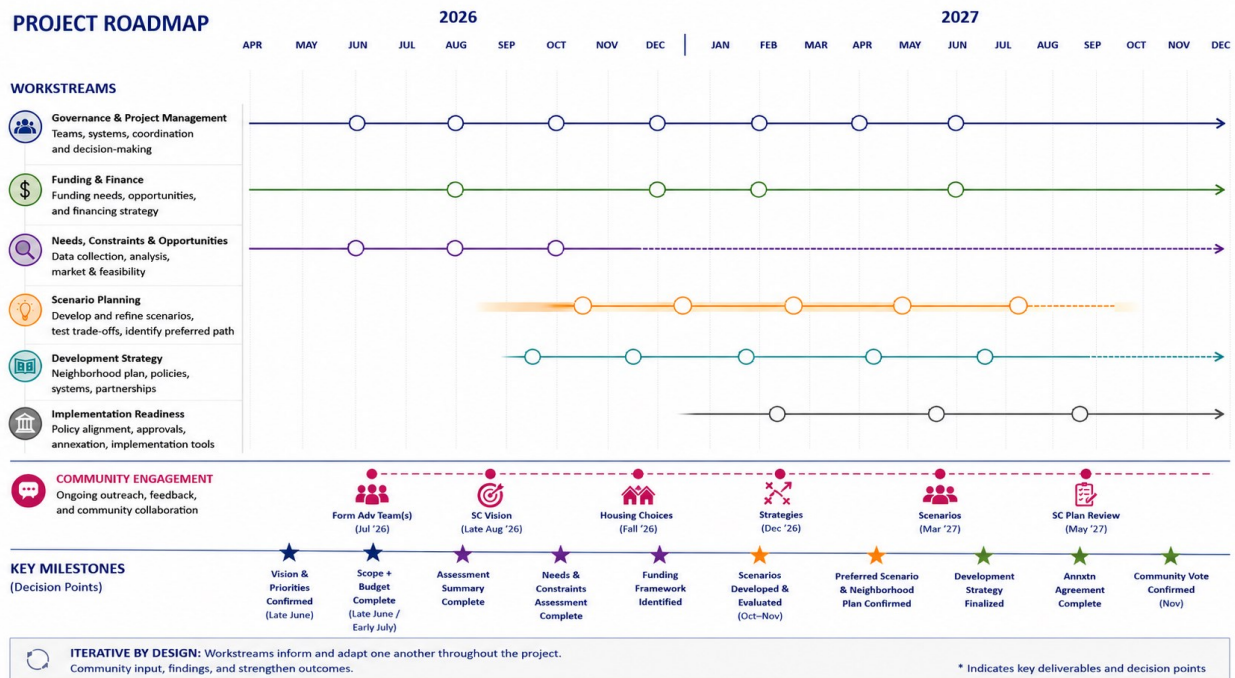
#### Advice on Communications Plan

SCSC supported the overall direction of the draft communications plan created by YVHA Communications staff, Laraine Martin, and Manifest Communications' Rachel Brenneman (a City of Steamboat Springs contractor). The group emphasized the need for communications to be:

- Consistent, unified messaging across all three entities
- Regular meeting summaries and project updates
- Increased transparency about the steering committee structure and membership
- A shared goal of establishing a common set of facts within the broader community

#### Roadmap to Annexation

SCSC finalized the following roadmap, but it also noted there was one key decision that needed to be made - the timeline for annexation. SCSC recommended that the YVHA board and City of Steamboat City Council each consider whether they would support an accelerated (Fall of 2026 or Spring of 2027) annexation proposal limited by the conditions identified in the Constraints Analysis recently conducted by the City of Steamboat Springs. If both entities support this direction, SCSC will work towards an annexation early in the process that will then be followed by a planning process. If one or both entities don't support this direction, SCSC will move forward with the roadmap as outlined in the diagram.



## Full Meeting Notes

### Day 1

Kale McMonagle (Civic Canopy) facilitated the group while Clark Anderson (Community Builders) provided technical expertise. The day opened with an overview, a check-in using a "which Nicolas Cage are you today?" prompt, and a review of working agreements.

### Purpose Statement and Guiding Principles

The group reviewed the purpose statement carried over from the April meeting and turned to adopting a set of guiding principles. Kale had prepared two versions -- a simple list and a more detailed version -- using AI to synthesize prior meeting documents and existing community engagement materials.

After temperature checks (fist-to-five), the group showed stronger support for the simple version, finding the detailed version too dense. Discussion focused on revisions to several principles:

- **Principle 1 (Homes for Our Community)**: The group changed "live and work in Steamboat Springs" to "live and/or work in Routt County" to include people who have been priced out of the area but still work locally, and to align with YVHA's existing deed restriction language.

- Principle 7 (Diverse Housing Options): The group removed the phrase "income levels" to avoid implying the project would serve all income levels including the very wealthy. Revised to focus on unit types, sizes, and price points across life stages.
- Principle 8 (Part of a Bigger Solution): The group removed "regional" to avoid implying the project would push housing challenges to neighboring communities. Revised to "a broader approach to housing."
- Principle 9 (Responsible and Resilient Infrastructure): The group adopted the headline from the detailed version and kept the simpler description from the basic version.
- Principle 4 (Feasible and Right-Sized): A small word change -- removing "actually" -- allowed the group to reach consensus on this principle.

There was also a brief discussion about adding a principle around collaboration and partnership between entities. The group noted that while this value was implicit throughout the document and captured in the purpose statement, they were open to it if others felt strongly. No consensus to add it emerged, and the group moved on.

A temperature check on the final revised simple version reached consensus. The group set aside the detailed version.

### Annexation Roadmap Overview

Clark Anderson walked the group through the revised annexation roadmap, which organizes the work into four phases:

- Phase 1 -- Groundwork: Governance, project management structure, communications and community engagement strategy, project scoping.
- Phase 2 -- Assessment: Feasibility analysis, housing needs and market segmentation, constraints analysis, resource and funding opportunities, scale and phasing plan.
- Phase 3 -- Planning: Strategy development, scenario planning preparation, scenario evaluation, preferred scenario selection, and development of the neighborhood plan.
- Phase 4 -- Implementation: Development strategy, development partnerships, annexation agreement, policy and systems alignment, annexation vote.

Clark also noted that cross-cutting activities -- including ongoing community engagement, communications, and community teams (project management, developer advisory, and community engagement teams) -- would run throughout all phases.

Discussion focused on the visual presentation of the roadmap. Multiple members noted that it appeared sequential when in reality many activities would run in parallel. Clark acknowledged this limitation and noted that he had attempted to stay close to the group's prior work to preserve continuity. Members recommended converting it to a Gantt chart format or workflow

diagram with a clear timeline, and several noted that phases like funding strategy should be treated as ongoing work rather than discrete sequential steps.

The group also discussed whether the current roadmap was appropriately scaled. Dave Barnes raised the possibility of a much simpler annexation approach -- annexing a smaller parcel for a first phase (approximately 250 units based on constraints analysis guidance) -- and moving to an annexation vote quickly before completing the full planning process. This sparked substantive discussion about the tradeoffs:

- A simpler annexation could create certainty sooner and attract developer partners earlier.
- Need for community engagement might be perceived differently if the project scope is smaller and costs are lower.
- Scenario planning as described in the roadmap may be more relevant to larger-scale planning contexts.
- However, the group raised concerns about the risk of a failed vote, the need to educate the community on tradeoffs, and the challenge of running a full annexation process on a very compressed timeline.

Emily Katzman noted that a key lesson from the first Brown Ranch attempt was that community engagement during the annexation agreement phase was insufficient, and that this round needed to do better -- particularly in helping the community understand the tradeoffs associated with different development choices.

### Project Management and Staffing

The group discussed who would lead the project going forward. There was general agreement that YVHA was the logical lead given their mission and expertise. Both the City and County acknowledged capacity constraints but affirmed support for YVHA taking the primary project management role. Emily Katzman described three major buckets of project management work:

- Overseeing the Steering Committee process (scheduling, facilitation support, logistics)
- Managing technical work (working with consultants, coordinating technical inputs with city staff)
- Managing community engagement and communications

Tom Leeson raised the model used for the Stockbridge Campus Housing project -- hiring an Owner's Representative as a project manager -- as a potentially useful structure, particularly given YVHA's current staffing gap. Clark noted that this kind of intermediary role can work well but requires clarity on who the Owner's Rep reports to.

Clark also raised the possibility of a future partnership with Cascadia (a firm specializing in scenario planning and community development) if the group pursues the fuller roadmap approach.

The group then transitioned into a RACI brainstorm activity. Members used color-coded sticky notes (pink = YVHA, teal = City of Steamboat, blue = Routt County, yellow = SCSC, green = unknown/contractor) to populate five wall charts organized around project management categories. Each entity worked together and then rotated between charts to add their input.

## Day 2

Day 2 opened with a roll call and a brief agenda overview. The group returned to the RACI charts and then moved to communications and community engagement before concluding with the roadmap and contractor direction.

### RACI Debrief: Roles and Responsibilities

Each entity shared their approach and what questions had come up:

- City of Steamboat Springs: Approached primarily from a City Council perspective. Saw their role as mostly “consulted”. Noted a “responsible” role on funding (particularly STR funds). Found the activity helpful for clarifying where Council’s role ends and the SCSC’s role begins.
- Routt County: Focused primarily on the role of the Board of County Commissioners (BCC), largely “consulted” or “informed”. Jay Harrington noted his role as County Manager would be covered under the SCSC. The commissioners have affirmed they are supportive and want to be engaged, primarily through Jay and Angelica on this committee.
- YVHA: Focused heavily on the Resource and Budget Management section. Found the SCSC vs. YVHA “accountable” distinction to be the most complex question, landing on the view that the SCSC as a whole is “accountable”, since it represents all three entities.

A key theme that emerged across the discussion was the importance of clarity on when YVHA as Project Manager can act independently vs. when a decision requires coming back to the full SCSC. The group worked through several examples:

- Major contracts and development partners: YVHA would do the legwork and present options; SCSC would be accountable for the final decision.
- Minor contracts: YVHA would be accountable, with the SCSC consulted.
- Selecting advisory committee members: YVHA would solicit and recommend; SCSC would formally approve.

- Budget approvals: Each entity is responsible for going to their own boards; the SCSC as a whole is accountable for securing the overall planning budget.

A general guardrail pattern emerged: the SCSC provides direction, YVHA implements, and the SCSC approves final decisions on major items. The group agreed that this framework would need to be formalized and that nimble systems -- including regular project updates to SCSC members -- would be essential to keeping the 12-month roadmap on track without creating bottlenecks.

On communications specifically, the group agreed that:

- YVHA (potentially with contractor support) would be accountable for developing the communications plan and materials.
- Communications staff at the City and County would be responsible for disseminating shared content through their respective channels.
- All three entities should put out consistent messaging, even if each adds their own organizational voice and branding.

The group also noted the importance of a facilitator continuing to support the SCSC process, and reached consensus that YVHA would take on the project management role for the SCSC, with external facilitation and contractor support as needed.

### Communications Plan

Laraine Martin (YVHA) presented a high-level draft communications plan organized around the four phases of the roadmap. Key themes:

- Phase 1 (Groundwork): Focus on building trust and regularity -- consistent summaries, clearer explanation of who is on the steering committee and why, and increasing frequency and clarity of communications.
- Phase 2 (Assessment/Clarifying Needs): Continue amplifying related communications already happening in the broader community (e.g., housing needs assessments), and begin developing shared messaging around the constraints and opportunities.
- Phase 3 (Planning): Scenario communications, storytelling around the project, and graphic materials that help the community understand tradeoffs.
- Phase 4 (Policy and Implementation): Building community confidence in the preferred path forward ahead of a vote.

Tom Leeson emphasized the need for messaging to be as close to identical as possible across entities -- to avoid the inconsistency that contributed to confusion in the first Brown Ranch attempt. Laraine noted there is some room for each platform's authentic voice while maintaining consistent substance. The group endorsed the overall direction.

## Community Engagement Direction

Kale presented four community engagement approaches for discussion, ranging from higher-touch to lighter-touch:

- Approach A -- Ambassador/Advisory Model: Build community advisory and developer advisory teams who serve as ambassadors throughout; use surveys for broader input; advisory groups help refine outputs.
- Approach B -- Two-Way Dialogue: Advisory teams host community conversations; workshops facilitate problem-solving among community members to help them understand tradeoffs, not just vote on options. Includes potential for a civic assembly model (as used in Fort Collins for the Hughes Stadium parcel).
- Approach C -- Technology and Scale: Broad-reach surveys and online forums to reach large numbers of people efficiently; lower-touch but more accessible.
- Approach D -- Targeted Stakeholder Engagement: Focus primarily on stakeholders most likely to support or block the proposal; lighter overall engagement; group synthesizes previous engagement to build on rather than restart.

The group discussion surfaced several key points:

- Lou Tortora raised the risk of advisory committees being undermined by outside voices, noting that successful engagement needs to be both inclusive and protect the process from bad-faith interference.
- Tom Leeson and Gail Garey saw the need for elements of all approaches, while balancing efficiency and focus -- noting there is already significant existing data from prior community engagement that the group should build-on rather than re-gathering.
- Dave Barnes raised concern about engagement fatigue -- the community has been through multiple processes, and over-engaging on minutiae could backfire.
- Emily Katzman and Shannon Doin-Landers emphasized that the community needs to understand tradeoffs -- not just be asked preferences -- so they can make informed decisions when an annexation comes to a vote.
- Clark noted that a mix of breadth (reaching many people) and depth (smaller group dialogue) is typically most effective, and that how you engage matters as much as how much -- making engagement meaningful and substantive is more likely to shift civic culture than high-volume surveys.
- Shannon Doin-Landers, as a former YVHA resident, noted that the people most affected by affordable housing decisions are often unable to attend formal engagement events due to work and life constraints -- a reminder to design engagement that is accessible.

The group landed on the view that all four approaches have a role depending on the phase and question at hand. Kale summarized three key moments where community engagement would be most valuable:

- Goal-setting and prioritizing design principles at the outset of planning
- Housing mix and typology input to inform scenario planning
- Evaluating trade-offs in preferred scenario selection

Clark expanded this set of priorities to those reflected in the final version of the roadmap.

Kale observed that declining civic participation is a national trend, not a Steamboat-specific problem — driven by people's growing fear that public engagement will devolve into conflict. Local social media reflects this, even if the in-person conversations during the Brown Ranch process were more productive. Her point was that this creates a two-layer challenge for the Slate Creek work: the group needs to advance a housing policy, but they also need to actively rebuild local civic culture in order to do that successfully.

She cautioned against assuming the first vote failed along simple political lines. The reality was more nuanced — many people who support affordable housing in principle voted no because of concerns about the specific plan. That means the path forward isn't about winning over one political "side," but about finding genuine common ground and keeping the conversation rooted in what Steamboat Springs residents share, rather than national partisan divisions.

On engagement design, she pushed the group to move away from the traditional town hall format — which signals to people that they're about to sit through a shouting match — and toward something that feels meaningful and even enjoyable. Her argument is that civic duty as a motivator is no longer effective; people need to feel that participating connects them to their community, not that they're being obligated or scolded into showing up.

### Roadmap -- Key Decision on Annexation Timeline

Clark presented a revised version of the roadmap with an updated timeline and integrated community engagement touchpoints. The group discussed two main pathways:

- Option 1 -- Accelerated Annexation (Fall 2026 or Spring 2027): Bring a limited annexation proposal to voters based on the City's existing Constraints Analysis. This would establish a zoning framework for a first phase, allow planning and development partnerships to move forward faster, and potentially generate momentum with developer partners sooner. If this path is chosen, November 2026 was identified as preferable (highest voter turnout, lowest cost).
- Option 2 -- Roadmap-First Approach (November 2027): Complete the full planning process -- assessment, scenario planning, neighborhood plan -- and then bring a well-supported annexation proposal to the November 2027 ballot.

Ryan Stone of EastWest Partners (who was observing the meeting) was invited to share a developer perspective. He noted that an annexed and zoned parcel is far more attractive to a developer than an un-entitled property and emphasized the importance of getting constraints clearly defined and reflected in the annexation parameters. He also distinguished between a "development consultant" (needed before annexation) and a "developer partner" (ready to move once entitlements are in place).

Key considerations the group weighed:

- In favor of accelerating:
  - Greater voter turnout in November
  - Opportunity to attract a development partner sooner
  - Builds credibility for YVHA and the collaborative by responding to community calls for a smaller scope
  - Addresses community frustration that progress has been slow
  - Possibility of garnering support from those initially opposed to previous annexation proposal through smaller scope
- Concerns about accelerating:
  - Extremely compressed timeline
  - Risk of appearing rushed or sloppy
  - Difficulty mounting an effective public information campaign in 6 weeks
  - Capacity constraints at both city and YVHA
  - Risks of losing public support if another annexation proposal fails
  - Possibility of losing support from housing advocates who see the scope as too small

A first fist-to-five on the accelerated path did not reach consensus. After further discussion -- including Ryan Stone's remarks and exploration of whether the annexation legally had to go to a public vote -- the group moved to a second vote on a more modest question:

*Is it worthwhile to bring the accelerated annexation option to our respective councils and boards for vetting?*

This vote reached consensus (all 3s or above). The group agreed to bring the question to City Council and the YVHA Board, gather their input, and schedule a follow-up SCSC meeting in early July (tentatively July 9) to make a final decision on timeline.

Kale noted that one marker of the group's progress was that the vote on this question did not split along organizational lines -- members from each entity were both supportive and cautious - which reflects the collaborative orientation the group has built.

Contractor Support and Next Steps

The group reached consensus to continue working with Community Builders and Civic Canopy. Given the potential for an accelerated annexation path, the group discussed what a shorter-term engagement might look like:

- If the accelerated annexation path is chosen, the role of Community Builders/Civic Canopy would likely shift -- their full community engagement model may not be needed in the same form.
- In either case, facilitator support for the July follow-up meeting was requested.
- Brad Calvert (current project manager) noted that the Belonging Colorado grant funds (approximately \$60,000 remaining) must be spent by end of 2026. Funds could not be used for engagement that may be considered campaigning once ballot language is published; a potential second-year award from Belonging Colorado could support Phase 2 work in 2027.

The group closed with a request for all members to complete the Belonging Colorado evaluation survey (sent via email) within the following week to support grant reporting.

The next meeting was tentatively discussed for July 9, with a focus on vetting the annexation timeline decision after YVHA Board and City Council conversations.

# Appendix

## Raci Matrix

### 1. Oversee Team Collaboration

| Activity                                                              | R (Responsible)                                                             | A (Accountable)                | C (Consulted)                               | I (Informed)                  |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------|---------------------------------------------|-------------------------------|
| <b>Define Shared Goals</b>                                            | Board Of County Commissioners, City Council                                 | Slate Creek Steering Committee |                                             |                               |
| <b>Develop Project Scope / Determine Project Manager Expectations</b> |                                                                             |                                | Board Of County Commissioners, City Council |                               |
| <b>Identify Committees</b>                                            | Slate Creek Steering Committee                                              |                                | Board Of County Commissioners, City Council |                               |
| <b>Mediate Conflict</b>                                               | City Council, Yampa Valley Housing Authority, Board Of County Commissioners | Slate Creek Steering Committee | Slate Creek Steering Committee              | Board Of County Commissioners |
| <b>Develop Communication Strategy</b>                                 | Yampa Valley Housing Authority Staff, Contractor (Manifest Communications)  |                                | Board Of County Commissioners               |                               |
| <b>Facilitate Slate Creek Steering Committee Meetings</b>             | Contractor                                                                  |                                | Board Of County Commissioners               | Board Of County Commissioners |
| <b>Meeting Support (Scheduling, Booking, Admin)</b>                   | Yampa Valley Housing Authority Staff                                        |                                |                                             | Board Of County Commissioners |

### 2. Managing Schedule & Deliverables

| Activity | R (Responsible) | A (Accountable) | C (Consulted) | I (Informed) |
|----------|-----------------|-----------------|---------------|--------------|
|----------|-----------------|-----------------|---------------|--------------|

|                                                                                      |                                                               |                                                |                                             |                                             |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------|---------------------------------------------|---------------------------------------------|
| <b>Developing Meeting Cadence</b>                                                    | Yampa Valley Housing Authority Staff                          | Slate Creek Steering Committee                 | Board Of County Commissioners, City Council |                                             |
| <b>Executing Meeting / Release Logistics</b>                                         | Contractor                                                    | Contractor                                     |                                             | Board Of County Commissioners, City Council |
| <b>Developing Meeting Materials (Pre &amp; Post)</b>                                 | Contractor                                                    | Contractor                                     |                                             | Board Of County Commissioners               |
| <b>Identify Implementation Schedule</b>                                              | Board Of County Commissioners, Slate Creek Steering Committee | Yampa Valley Housing Authority Project Manager | City Council                                | City Council                                |
| <b>Manage Schedule &amp; Deliverables / Detailed Scope And Budget / Wbs Activity</b> |                                                               | Slate Creek Steering Committee                 | City Council                                | Board Of County Commissioners               |

### 3. Resource & Budget Management

| Activity                                                                                                                          | R<br>(Responsible)                     | A<br>(Accountable)             | C (Consulted)                               | I (Informed)                  |
|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------|---------------------------------------------|-------------------------------|
| <b>Develop Budget For Roadmap Implementation</b>                                                                                  | Yampa Valley Housing Authority Staff   | Slate Creek Steering Committee | Board Of County Commissioners, City Council |                               |
| <b>Identify Grant, Cost-Share &amp; Other Funding Opportunities (For Roadmap Impl.) / Evaluate Impacts Of Constraint Analysis</b> |                                        |                                | City Council                                | Board Of County Commissioners |
| <b>Secure Necessary Budget Approvals (Supplemental Budget Requests)</b>                                                           | All: City Council, Routt County, Yampa | Slate Creek Steering Committee |                                             |                               |

|                                                                                               |                                                       |                                                |                                |                                             |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------|--------------------------------|---------------------------------------------|
| <b>/ Contribute Funding</b>                                                                   | Valley Housing Authority                              |                                                |                                |                                             |
| <b>Identify Major Contractors, Manage Contracts &amp; Budgets / Engage Potential Partners</b> | Yampa Valley Housing Authority Staff, Project Manager | Slate Creek Steering Committee                 | City Council                   | Board of County Commissioners               |
| <b>Identify Minor Contractors, Manage Contracts &amp; Budgets</b>                             |                                                       | Yampa Valley Housing Authority Project Manager | Slate Creek Steering Committee |                                             |
| <b>Reporting To Funders &amp; Stakeholders</b>                                                | Yampa Valley Housing Authority Staff                  | Yampa Valley Housing Authority Project Manager | Board Of County Commissioners  | City Council, Board Of County Commissioners |
| <b>Identify Capital Stack</b>                                                                 |                                                       |                                                |                                |                                             |

#### 4. Stakeholder Communication

| Activity                                               | R (Responsible) | A (Accountable)                                | C (Consulted)                               | I (Informed)                  |
|--------------------------------------------------------|-----------------|------------------------------------------------|---------------------------------------------|-------------------------------|
| <b>Identify Stakeholders (+ &amp; -)</b>               |                 | Slate Creek Steering Committee                 | City Council, Board Of County Commissioners |                               |
| <b>Solicit Request For Committee Members</b>           |                 | Yampa Valley Housing Authority Project Manager | Slate Creek Steering Committee              |                               |
| <b>Approve Committee Members</b>                       |                 | Slate Creek Steering Committee                 |                                             |                               |
| <b>Managing Slate Creek Steering Committee Process</b> |                 | Consultant                                     |                                             | Board Of County Commissioners |

|                                         |                                                                                     |                                                |                                             |  |
|-----------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------|--|
| <b>Communications Plan</b>              | Other, All 3 Staff                                                                  | Yampa Valley Housing Authority                 | City Council, Board Of County Commissioners |  |
| <b>Disseminate Materials</b>            | City Council, Routt County, And Yampa Valley Housing Authority Communications Staff | Yampa Valley Housing Authority                 | City Council, Board Of County Commissioners |  |
| <b>Report Out To Decision Makers</b>    | Slate Creek Steering Committee                                                      | Yampa Valley Housing Authority Project Manager | Board Of County Commissioners               |  |
| <b>Plan In-Person Opportunities</b>     |                                                                                     |                                                |                                             |  |
| <b>Project Manager Progress Updates</b> |                                                                                     | Yampa Valley Housing Authority Project Manager |                                             |  |

## 5. Executing The Roadmap

| Activity                              | R (Responsible)                      | A (Accountable)                                | C (Consulted)                               | I (Informed)                                |
|---------------------------------------|--------------------------------------|------------------------------------------------|---------------------------------------------|---------------------------------------------|
| <b>Delineating Timelines</b>          |                                      | Slate Creek Steering Committee                 | City Council, Board Of County Commissioners |                                             |
| <b>Meeting Deadlines</b>              | Yampa Valley Housing Authority Staff |                                                | Board Of County Commissioners               |                                             |
| <b>Milestone Check-Ins</b>            |                                      |                                                | Board Of County Commissioners, City Council |                                             |
| <b>Collecting Data</b>                | Consultant                           | Slate Creek Steering Committee                 |                                             | Board Of County Commissioners, City Council |
| <b>Analysis Of Demand Study Needs</b> | Yampa Valley Housing Authority Staff | Yampa Valley Housing Authority Project Manager | City Council                                | Board Of County Commissioners               |