Town of Rangely

RDA Packet

March 09, 2017 @ 7:30am

1 – Agenda

GUIDELINES FOR PUBLIC INPUT

Public Input is a vital and important portion of every meeting and will be permitted throughout the meeting, but according to the following guidelines:

a. Public input is allowed during the Agenda identified **Public Input** and **Public Hearing** portion of the meeting.
    i. If you would like to address the meeting during the appropriate times, please raise your hand and when called upon you will be asked to come to the podium***. Announce your name*** so that your statements can be adequately captured in the meeting minutes.
    ii. ***Please keep your comments to 3-5 minutes*** as others may want to participate throughout the meeting and to insure that the subject does not drift.
b. Throughout the meeting agenda calls for public input will be made, generally pertaining to specific action items. Please follow the same format as above.
c. At the conclusion of the meeting, if the meeting chair believes additional public comment is necessary, the floor will be open.

We hope that this guideline will improve the effectiveness and order of the Town's Public Meetings. It is the intent of your publicly elected officials to stay open to your feelings on a variety of issues.

Thank you, Rangely Mayor

AGENDA
RANGELY DEVELOPMENT AGENCY (RDA)

Rangely District Hospital Conference Room

*** March 09, 2017 @ 7:30 a.m. ***

Brad Casto, Chairman

Tim Webber – Vice Chair
Karen Reed
David Morton

Lenora Smuts - Treasurer
Sarah Nielsen
Andrew Key

Ex-Officio

Rio Blanco County Commissioner – Jon Hill
School District Representative – Joyce Key
Library District Board Representative(s) – Sandy Payne
RJCD Board Representative – Ron Granger
Rio Blanco Water Conservancy Dist. – Tim Winkler
Rangely District Hospital – John Payne

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1. Call to Order

2. Roll Call

3. Approval of Minutes of January 19, 2017

4. Changes to the Agenda

5. Public Input

6. Old Business

a. Tabled-Ongoing Development of the Grant/Loan Program

7. New Business

a. Discussion and Action to Approve the December 2016 Financials
b. Discussion and Action to Approve the January 2017 Financials
c. Update from Ron Granger on CNCC Program Enhancements and General Updates pertinent to the RDA
d. Update on Econ Development Activities including those pertinent to the RDA- Katelin Cook
e. RDA Project Update on Activities Associated with Scope of Work Activities

8. Information

a. Donald Peach Economic Development Feasibilities and Proposals Memo
b. Agreement for Services with RBC Commissioners, Rio Blanco County and Better City LLC.
c. Bi- Monthly Phone Conference with RBC Economic Development and Better City. 1st and 3rd Thursdays at 10:00 a.m. Conference number 857-216-3770 PIN # 61607

d. Hang Gliding Event

e. Gateway Directional and Promotional Signage

f. Brand Guide

9. Adjourn

3 – Minutes

Minutes
RANGELY DEVELOPMENT AGENCY (RDA)

Rangely District Hospital Conference Room

*** January 19, 2017 @ 7:30 a.m.***

Brad Casto, Chairman

Tim Webber – Vice Chair
Karen Reed
David Morton

Lenora Smuts - Treasurer
Sarah Nielsen
Andrew Key

Ex-Officio

Rio Blanco County Commissioner – Jeff Rector
School District Representative – Joyce Key
Library District Board Representative(s) – Sandy Payne
RJCD Board Representative – Ron Granger
Rio Blanco Water Conservancy Dist. – Tim Winkler
Rangely District Hospital – John Payne

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1. Call to Order

2. Roll Call Brad Casto, Sarah Nielsen, Joyce Key, David Morton, Ron Granger, Sandy Payne, Andrew Key, John Payne, Karen Reed were present. Tim Webber, Lenora Smuts, Karen Reed and Tim Winkler were absent.

   Katelin Cook, Joe Nielsen, Konnie Billgren, Leslie Nielsen, Amber Barnes, John Hume, Andrew Shaffer, Roger Polley were also present.

3. Approval of Minutes of December 08, 2016 Motion to approve the minutes of December 8, 2016 made by Andy Key, seconded by John Payne, motion passed

4. Changes to the Agenda None

5. Public Input

   a. Tom Clark – President of Clark's Market Q&A Joe Nielsen met with Tom and Randy from Clark's market. The current owner of our local grocery store indicated that he wanted to withdraw from the grocery business as of the end of December 2016. He has not yet done so, so we are unsure of what his position is at this point. Tom and Randy's business is the grocery market and they are interested in coming into the market. This is an opportunity to come into Rangely. Joe appreciates them coming into our meeting and letting us know their thoughts.

      Tom Clark has eight grocery stores located in Colorado and Utah. Half are in ski resorts such as Aspen and Telluride and half are in country towns such as Norwood, Battlement Mesa and two in Blanding. Rangely has always been on our radar and he feels that they do well in small communities. They have two types of stores that fit the type of community they serve. Clarks is a family owned business with 400

employees that was established in 1978. Tom became president in 2007. They are very interested and have had conversations with the town government over the years. This is an interesting market and they would be interested into coming here and are open to any questions that anyone has and appreciate that they have been invited to come to the meeting. Roger Polly believes that having a grocery store that can be competitively priced is important but also one that has some selection and depth would be great. Rangely used to support two family owned grocery businesses and feel that we have a base community that could be served. Right now would be the time to get a good grocery store during our economy's downturn. When the economy returns, it would be very profitable for any operator that would be interested. Roger said that we have an above middle income for such a small town. Clark's is not going to be Sam's Club so they will never be as competitive. But he said they would try to be 10% above that market. Their major concern is that the community has become accustomed to driving over an hour to shop. They would need to change their buying habits to stay in town to shop. In Blanding they had the same challenge. It took them awhile to change their buying habits there as well. He does know that it is a two way street he does not expect that the community will automatically support them. He knows that he has to earn their trust and they will work to earn that. John Payne asked how they would change that trend. Tom said that having a presence in the community and becoming involved is a great start. The other is getting the best value and putting advertisements out in the community so people know what is there and also having the right employee's and the right selection. Ron Granger said that CNCC is trying to get a summer enrollment and they do not have food services so having a good store would be a great help in creating a summer enrollment. Ron also feels that it is hard to get fresh produce and all the ingredients you need from here. Tom stated that produce is a real challenge in smaller stores. Brad Casto said that is part of the problem but many people go out of town for entertainment or for other reasons which sometimes takes people out for groceries as well. Brad isn't sure how we can get citizens to stay in Rangely to shop. Tom stated that the estimated market here is around $120,000 a week and that is including Dinosaur and up towards Meeker. Even taking half of that would make it tough to work. We would need more than half to make it successful.

Roger said that no one likes to go out of town to buy groceries, but you will always have people that go out of town. He does think there is a large part of the community that would love to start shopping at home. He believes that the depth of the store and the selection is a big problem. Clark's said that they believe that most big retailers do not support your community. Clarks will do this, they will participate in fund raisers in the parking lot and believes this will help with people accepting Clark's at home. City Market and other larger grocers have huge buying power. Clarks does work hard to be competitive. Andy Shaffer said that it seems that their stores serve the community well. If they only put a markup of 5% you cannot beat that price. That needs to be communicated and hopefully will get Rangely to support their store. Andrew Key said his concern is that the current owner has zero engagement with the community. He wanted to know how they would get the buy in, would we see them once and never again. Clarks said they would definitely be in the store at first a lot and that they love to be in the store rather than behind their desk. Joe Nielsen said that

they will choose someone hopefully from our community that has the right personality and that will take the Clark marketing plan and take it to the next level. Sandy Payne said that her observation is that people fall into positions and are never trained correctly. When you are in the customer service business you must have the right training. Sandy asked if Clark's has a training program or a culture that you try to teach employees. Tom said that culture is absolutely the most important thing but it is the hardest thing to teach. Tom does not care if they know anything about retail grocery, what he believes is most important is having the right person at the top that knows how to keep engaged and provide the service. Tom said that they have had to close stores before due to the manager not being the right person and causing employees to leave and the customers to go with them. Sandy does like their web presence such as Facebook. Ron stated that the collage could assist with training the grocery employees on and donate those services. Joe Nielsen said that if you are going through any towns that they have stores in, you should take the time to stop in and see the store for yourself. Joe believes their stores have everything that we are lacking and needing in our community. Roger said the last grocery store came into town with a different culture. Tom said that they actually put the bowling alley in Blanding because they recognize that if we keep people in town, then they will spend more money locally in the grocery store. John said that the other challenge is a building. Tom said that is the only challenge for them right now. He said that building a new building is very challenging. He thinks that the town has an issue with the current owner and the amount that he is asking for the store. Katelin asked what the square footage they would need for this size of community. Tom said they have an expert but an educated guess would be 12-15,000 square feet. The current grocery store is much too large compared to the volume. This would be an issue going in. You would need to shrink it to be efficient. For perishables, you need a building that is efficient and keeps your perishables closer together where you can't see shelving and therefore keeps them fresher. Peter asked if anything on the survey was shocking. They did believe that the amount of community members that shop in bulk was concerning. Getting people to buy on a weekly basis instead of a bi weekly or monthly basis like they are use to will be a challenge. Joyce Key said that she wastes money because things go bad before you can use it. Elaine Urie said we have to educate the community. Sarah Nielsen said that the dollar store sell's everything so how do you compete. Tom said that normally the dollar store keeps people in town because they do offer a lot, so it compliments their business as well. Brad said as a retailer in town, he knows that it hurts everyone on Main Street, every business, every tax dollar that goes out of town. Roger said that as far as RDA and the Town Government goes he would like to see this building be used for a grocery store and possibly another retail business. It doesn't really matter to Joe Nielsen what or where we use, it's always better to use what we have. Joyce Key also brought up that recruiting for the school district and the college would be much easier if we had a full service grocery store. Ron Granger said that it is very hard to buy here so they have begun shopping every two weeks, but he believes that that type of buying has been forced upon many. John said that he is unsure how much is forced upon, what is changeable and what is reality when there are options available. Sandy stated that she feels sometimes it's the most negative voices that are the loudest. She has gone to the

local grocery store and gotten produce that is good. The price might be a little higher, but that is expected. Sandy feels that our town needs to change its mindset and see that we need to invest in our town for it to survive. Tom feels that it is very impressive that a group this large has shown up at 7:30 a.m. to talk about improving our town. Tom states that they are very interested and want us to keep them in mind because he feels that a store here would really work out. Joe would like for Tom to engage in the process with us as we move forward and consider these options.

6. Old Business

b. Introduce New Ex-Officio Members – Ron Granger
c. Update – Ongoing Development of the Grant/Loan Program – Will table while we work out details with the Bank of San Juans

7. New Business

a. Discussion and Action to Approve the November 2016 Financials – Lisa Piering explained the Synergy charges. Brad asked how many vacancies we have at the Townhomes. Peter stated one unit is vacant and that the rent has been dropped considerably and first month rent free with 6 months free internet to try and fill the unit. Motion to approve the November 2016 Financials made by Andy Key, seconded by Dave Morton , motion passed
b. Discussion and Review of the Grocery Survey Results – Sandy said the one thing that stuck out was that there are two groups that felt their needs weren't being met. One was in the 20-30 yr. old bracket and the other was in the 55 and above bracket. Brad feels that there is a big challenge ahead with this and it is a big decision to be made. He feels that at the end of the day, it will ultimately come down to price. He feels it will take a lot of community effort to make them successful. Konnie Billgren feels that we need to change our habits for this to be successful. Brad stated that if our community wants a movie theater, then we have the high school or college that has the facility for a theater and we just need to get the right blocks in place to make it happen. We could try it without having to spend the money to build a movie theater. Peter stated that we would have to have the required technology before the movies would even be sent to us. According to Better City, it is a million dollar project. Brad thinks that they don't even need to be new movies, he feels people would come to watch older movies as well. He feels it's the atmosphere of going out with your family and getting popcorn that would draw people in. Karen Reed wants to know how we can get a grocery store in here quicker and not have to wait 2 years down the road. Peter feels that this is where Better City needs to jump in because they can help us facilitate putting these deals together. Karen wants to know the timeframe for having a new store if the current one closes and how long we can survive without one. Lisa Hatch stated that the challenge is getting a building for a price that works for us. The current store owner is asking $2.5 million for the building. Clark's is looking at a purchase price of $600,000-700,000. Katelin Cook stated that she is concerned about the assignable contract. She is concerned that the current owner would raise the sale price with an assignable contract.

8. Information

a. Grocery Survey Results with 147 Respondents

b. Updated Contact Directory for the RDA/RDC

Katelin Cook said that the enterprise zone should be reinstated. Katelin thinks we can make our case that our communities are distressed enough by state standards and be able to get those tax credits for our businesses. They did a boundary line review in 2015 and at that time, in the city limits of Meeker, those businesses were not eligible for the tax credits because they couldn't show enough negative population among other things. Maybe today we will know but she will keep us updated. The Rural Jumpstart Program will meet next Monday with the program director and will be updating the commissioners on the program. If a business qualifies and are doing something unique to the state of Colorado, they can be exempt from state income tax for ten years. Their employees can be exempt from paying state income tax as well. Some of the opportunities can be in different types of areas so you can present it differently. The county will have to adopt this program by resolution. CNCC has to submit the application, and then each of the towns will have to opt in by resolution or ordinance and then that will get us enrolled in that program through the state. Brad asked if it has to be something that no one else in the state is doing. Katelin said that yes it does. Ron stated that as an example, if we had a rural data center, it would be different than an urban data center and that could be accepted.

9. Adjourn Meeting adjourned at 9:08 a.m.

6 – Old Business
7- New Business

TOWN OF RANGELY
BALANCE SHEET
DECEMBER 31, 2016

ECONOMIC DEVELOPMENT FUND/RDA

	ASSETS			
73-10100	CASH - COMBINED FUND		326,179.55	
73-10116	INVEST SEC DEPOSITS		3,565.00	
73-11121	N/R SENERGY		120,000.00	
73-11513	FNBR CD 102943		12,668.91	
73-13120	INTEREST RECEIVABLE		15.13	
	TOTAL ASSETS			462,428.59
	LIABILITIES AND EQUITY			
	LIABILITIES			
73-21500	ACCOUNTS PAYABLE		5,475.95	
73-23172	SECURITY DEPOSIT RESERVED		3,565.00	
	TOTAL LIABILITIES			9,040.95
	FUND EQUITY			
	UNAPPROPRIATED FUND BALANCE:			
73-29800	FUND BALANCE	391,637.00		
	REVENUE OVER EXPENDITURES - YTD	61,750.64		
	BALANCE - CURRENT DATE		453,387.64	
	TOTAL FUND EQUITY			453,387.64
	TOTAL LIABILITIES AND EQUITY			462,428.59

TOWN OF RANGELY
REVENUES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING DECEMBER 31, 2016

ECONOMIC DEVELOPMENT FUND/RDA

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
	REVENUES					
73-30-100	HOUSING REVENUE	4,375.00	56,802.50	67,000	10,197.50	84.78
73-30-200	INTEREST EARNINGS CD	.00	84.47	100	15.53	84.47
73-30-500	MISCELLANEOUS INCOME	20,678.32	94,473.78	23,000	(71,473.78)	410.76
	TOTAL REVENUES	25,053.32	151,360.75	90,100	(61,260.75)	167.99
	TOTAL FUND REVENUE	25,053.32	151,360.75	90,100	(61,260.75)	167.99

TOWN OF RANGELY
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING DECEMBER 31, 2016

ECONOMIC DEVELOPMENT FUND/RDA

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
	EXPENDITURES					
73-40-220	PROF/TECH SERVICES	2,174.14	25,371.57	20,000	(5,371.57)	126.86
73-40-250	HOUSING MANAGEMENT EXPENSE	4,043.50	57,265.00	64,000	6,735.00	89.48
73-40-260	HOUSING MAINT/REPAIRS	720.11	6,041.86	4,000	(2,041.86)	151.05
73-40-270	UTILITIES	20.64	231.68	200	(31.68)	115.84
73-40-300	MARKETING	700.00	700.00	1,000	300.00	70.00
	TOTAL OPERATING EXPENSES	7,658.39	89,610.11	89,200	(410.11)	100.46
	TOTAL EXPENDITURES	7,658.39	89,610.11	89,200	(410.11)	100.46
	TOTAL FUND EXPENDITURES	7,658.39	89,610.11	89,200	(410.11)	100.46
	NET REVENUE OVER EXPENDITURES	17,394.93	61,750.64	900	(60,850.64)	6861.18

TOWN OF RANGELY
BALANCE SHEET
JANUARY 31, 2017

ECONOMIC DEVELOPMENT FUND/RDA

	ASSETS			
73-10100	CASH - COMBINED FUND		323,808.62	
73-10116	INVEST SEC DEPOSITS		3,565.00	
73-11121	N/R SENERGY		120,000.00	
73-11513	FNBR CD 102943		12,668.91	
73-13120	INTEREST RECEIVABLE		15.13	
	TOTAL ASSETS			460,057.66
	LIABILITIES AND EQUITY			
	LIABILITIES			
73-21500	ACCOUNTS PAYABLE		5,803.38	
73-23172	SECURITY DEPOSIT RESERVED		3,565.00	
	TOTAL LIABILITIES			9,368.38
	FUND EQUITY			
	UNAPPROPRIATED FUND BALANCE:			
73-29800	FUND BALANCE	453,387.64		
	REVENUE OVER EXPENDITURES - YTD	(2,698.36)		
	BALANCE - CURRENT DATE		450,689.28	
	TOTAL FUND EQUITY			450,689.28
	TOTAL LIABILITIES AND EQUITY			460,057.66

TOWN OF RANGELY
REVENUES WITH COMPARISON TO BUDGET
FOR THE 1 MONTHS ENDING JANUARY 31, 2017

ECONOMIC DEVELOPMENT FUND/RDA

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
	REVENUES					
73-30-100	HOUSING REVENUE	3,240.00	3,240.00	55,000	51,760.00	5.89
73-30-200	INTEREST EARNINGS CD	.00	.00	100	100.00	.00
73-30-500	MISCELLANEOUS INCOME	.03	.03	26,000	25,999.97	.00
	TOTAL REVENUES	3,240.03	3,240.03	81,100	77,859.97	4.00
	TOTAL FUND REVENUE	3,240.03	3,240.03	81,100	77,859.97	4.00

TOWN OF RANGELY
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 1 MONTHS ENDING JANUARY 31, 2017

ECONOMIC DEVELOPMENT FUND/RDA

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
	EXPENDITURES					
73-40-220	PROF/TECH SERVICES	2,626.59	2,626.59	26,000	23,373.41	10.10
73-40-250	HOUSING MANAGEMENT EXPENSE	3,171.40	3,171.40	45,000	41,828.60	7.05
73-40-260	HOUSING MAINT/REPAIRS	119.76	119.76	2,000	1,880.24	5.99
73-40-270	UTILITIES	20.64	20.64	200	179.36	10.32
73-40-300	MARKETING	.00	.00	1,500	1,500.00	.00
73-40-301	GRANT EXPENSES	.00	.00	50,000	50,000.00	.00
	TOTAL OPERATING EXPENSES	5,938.39	5,938.39	124,700	118,761.61	4.76
	CAPITAL IMPROVEMENTS					
73-40-700	CAPITAL OUTLAY	.00	.00	5,000	5,000.00	.00
	TOTAL CAPITAL IMPROVEMENTS	.00	.00	5,000	5,000.00	.00
	TOTAL EXPENDITURES	5,938.39	5,938.39	129,700	123,761.61	4.58
	TOTAL FUND EXPENDITURES	5,938.39	5,938.39	129,700	123,761.61	4.58
	NET REVENUE OVER EXPENDITURES	(2,698.36)	(2,698.36)	48,600-	(45,901.64)	(5.55)

8 – Information

Donald C. Peach
933 Taos Drive
Rangely, CO 81648

DRAFT

To:

IF THERE IS INTEREST IN PURSUEING SOME OF THE DEVELOPMENT INITIATIVES DESCRIBED IN THIS DOCUMENT, A KEY QUESTION IS WHAT FORM SHOULD THE EFFORT TAKE. SHOULD ADMINISTRATORS OF THE VARIOUS ORGANIZATIONS REFERENCED BE THE KEY MOVERS AND SHAKERS? SHOULD THE MAYOR AND CHAIRPERSONS OF THE VARIOUS ORGANIZATIONS BE ORGANIZED IN AN OVERSIGHT ROLE. WOULD A SMALLER GROUP, PERHAPS OF REPRESENTATIVES SPECIFICALLY TASKED WITH ECONOMIC DEVELOPMENT SUCH AS THE RANGELY DEVELOPMENT AGENCY AND THE ECONOMIC DEVELOPMENT CONSULTANCY GROUP SERVE AS PART OF A COORDINATING GROUP? THERE ARE MANY AGENCIES AND GROUPS WITH KEY ROLES. hOW BEST TO INVOLVE AND COORDINATE THEM ? YOUR ADVICE WOULD BE APPRECIATED.

Subject: Rangely Economic Development
Date: February 20, 2017

During and after my service as Town Manager, Mayor, and CNCC Development Director, there were a number of economic development ideas and initiatives proposed and researched to one degree or another. Below is a listing and description of such ideas and initiatives. A procedure should be developed whereby interested parties can determine what ideas and initiatives should be pursued , who should take responsiblity for such pursuits, and what specific steps should be taken. All will require to one degree or another extensive planning, including support of involved parties, financing as necessary, selection of proposals and projects, creation of business plans as appropriate, and strategies for implementation. Although many of these ideas and initiaives are tourism related and seasonal in nature, the importance of pursuing those that provide for year-round empolyment and business activity should be given special attention.

In the preparation of this report comments were solicited from a number of local people who have been involved in one way or another in economic development projects. Particular thanks are due Julia Davis, a graphic artist, with expertise in the preparation of brochures and documents publicizing local tourism attractions and Ken Parsons who not only has served as a County Commissioner and member of the the CNCC and local school boards but also has been actively involved in such tourism projects as White River trips, mountain bicycle plans, adventure roads, and tours to local attractions. His comments on the various ideas and initiatives herein are shown in italics. No doubt there are many oher local people who would

have constructive ideas and comments.

I Have forwarded copies of this document to the chairpersons of the various elected and appointed public entities, to their chief administrators, to groups and contractors that have been involved in economic development initiatives, to private parties who have successfully organized and carried out economic development projects, and to individuals who over the years have supported and been involved in local economic deveopment activities.

WHO SHOULD TAKE RESPONSIBILITY TO GET THINGS ORGANIZED AND MOVING ?

SOLAR ENERGY INSTALLATION

Soon after I arrived in Rangely in December 1981, representatives of a consortium involved in alternate energies approached me with a proposition whereby they would install a solar energy complex in the Rangely area sufficient in scope to provide enough energy to serve the Town. The installation would be used as a example to encourage such installations elsewhere. It was unlikely that the manufacture of solar panels would take place in Rangely, but there would be employment to build and later operate the solar installations. The advantages of a Rangely operation was, in addition to its climate, an existing oilfield with a network of roads and other facilities that could reduce initiial costs and lessen possible opposition in terms of impacts, visual and otherwise. The Town would not be expected to provide any financing but it would be expected to assist in gaining public support and obtaining approvals from Chevron, the County, Moon Lake, and state and federal agencies. The representatives of the consortium requested an opportunity to make a presentation to the Town Council. It was the opinion at the time of leaders of the Counci that such a presentation would have no relevance as the Town was an oil field town and not supportive of alternative energies such as solar.

Recommendation:

The first step might be communicating with solar companies to determine if there would be any present interest in an installation in Rangely. If there is interest, then an approach can be made to Chevron. Remember that the oil field is unified under the aegis of Chevron. There are varied interests. As the oilfield is gradually declining in production, there could be financial advantages in accepting a solar installation. Even if there is no interest on the part of Chevron, there might be private, public, or BLM lands available. In any case it should be made clear that any energy produced by solar should supplement, not replace, energy produced by the generation plant in Utah, which plant is dependent on Western Fuels coal mined here. (*Community solar installations are now becoming a reality in many locations. The closest one I am aware of is in Rifle at their airport. See HTTPS:SOLARPROFESSIONAL.COM/ARTICLES/PROJECT:PROFILES/SUNSENSE-SOLAR-GARFIELD-COUNTY-AIRPORT-SOLAR ARRAY-PHASE-2.*

Such a project could be done in the oilfield or possible at the Rangely Airport using the area where the now decommissioned crosswind runway is located. A not-for-profit group called Solar Energy International in Carbondale,CO publishes a textbook which has been used in training sessions for installers. A solar installation in Rangely and the availability of a textbook might allow for a contract solar panel installation training program at CNCC by the group.)

ARCHED CORN

Don Polley, now deceased, and I partnered in a plan to prepare parched corn as a possible business enterprise. He had a farming/ agricultural background, and I had used parched corn on numerous hiking and canoeing trips over the years. It was also a staple food for Native Americans. There was a processor, a well-known company who had ceased making parched corn. I do not recall its name. Don grew several types of sweet corn. We found that white corn such as Silver Queen lent itself best for processing, which I did at home. Processing including harvesting and drying mature ears, removing kernels, and placing them under a broiler in a stove. I prepared three types, one plain, one salted, and one with garlic. The Town Council performed a taste test. It was unanimous that the plain version was best.

Recommendation:

Parched corn can be prepared and a group assembled to perform taste tests. If the conclusion is that the product can be competitive with the myriad snacks now available in stores, then a business plan can be put together. The name of the company that produced can be researched, and information might be made available on what procedures and equipment it used for processing. There may be other processors. Land along the White River is fertile, and Don proved it is excellent for growing corn. An arrangement could be made with a landowner along the River to grow initially a few acres of sweet corn. Any business plan would call for equipment and facilities for processing and appropriate financing. A critical component of the business plan is whether or not there is a sufficient market for the product to make the proposal ecconomically successful. (*An internet search shows there are people producing this, having blogs about them, etc. There is probably a niche here for the right person(s) but not likely for a significant economic venture in my opinion.)*

GARDEN SOIL

The tremendous anount of eroded soil in the Kennedy Reservoir could be an asset. It is very fertile as it is mostly from bottomlands. It is shortening the life of the reservoir,and proposals are being considered to build another reservoir upstream. I proposed a plan whereby the silt in the reservoir would be dredged, dried, and packaged as topsoil. As a part of the plan I worked with the County E xtension Agent to experiment by adding a percentage of coal dust to samples of soil. I recall the percentages were 0, 10, 15, and 20 to determine what results of planting certain vegetables were most favorable. Coal dust after all is carboniferous and could make the soil more workable and fertile. Western Fuels agreed to make coal dust available from its stockpiles. I donated $120 to 4H to conduct the experiment. However I left Rangely soon after, and the experiment to my knowledge was never pursued.

Recommendation:

A key consideration is whether or not dredging , drying, and packaging eroded soil can be done so that the result is competitive with other suppliers of topsoil. For example, Rangely Hardware sells rwo cubic feet for $6.99 . Lowes sells it for $2.36 per cubic foot. Both buy topsoil wholesale for less than the above. Working with the Extension Agent and 4H the described experiment could be revived. I would again contribute to theexperiment. What is critical is whether or not the product would be competitive in quality and pricing. Quality should not be a problem (see the growth upstream from the reservoir). Depending in part on the reults of

the experiment, the financial viability of the project could be determined by a consultant before further action taken. The Water Conservancy District obviously needs to be involved in this project. (*There is no doubt that sedimentation in Kenney Reservoir is a major problem limiting the utility and recreation opportunities of the water body. I know that some effort was made by the Rio Blanco Water Conservancy District five or ten years ago to find a solution without success. I don't believe this option was one that was considered. If the necessary permits could be obtained from the Army Corps of Engineers and a market for the approximately 320 acre-feet of sediment per year, then one could probably look to Natural Soda as a possible model for the packaaging, transportation, and distribution of their products nationwide. If the sediment were about 75% recoverable and if Lowe's markup is 100%, then this might mean a gross annual revenue for such an operation on the order of $11 million.)*

STUDENT TRAINING ENTERPRISE PROGRAM (STEP)

I served as Development Director at CNCC for several years. One proposal representatives of the faculty and I made was to create a Student Training Enterprise Program (STEP). The idea was to create a business management major in conjunction with hands-on experience. At the time I served on an advisory committee to the president of the University of Colorado and had a good working relationship with the University. Representtives of the University agreed to work with CNCC to coordinate its business management program with that of CNCC. Students of the latter would move seamlessly into the Colorado business programs. The hands-on experience called initially for the installation and operation of a miniature golf course at the Camper Park, which has parking and toilet facilities. Cost estimates were obtained from Putt-Putt Golf and Games and So-Go Southern Golf Distributors (they also offer franchises), and sources of financing were found, including the Freedom Foundation.

The plan was that second year students would be responsible for overall management of the golf course and first year students would be responsible for day-to-day operations. If successful, the program would then be expanded to include a bowling alley. Prices were otained on acquiring equipment from repossessed alleys,and possible locations on Main Street explored.

Recommendation:

The CNCC president at the time did not support the idea of STEP. The new president could be approached to determine whether or not the idea should be pursued. If so, there are a number of steps to be taken. Approval of the use at the Camper Park property for miniature golf needs to be obtained from the Town and an agreement written. Cost estimates originally at $30,000 need to be updated, and sources of investment income confirmed. Business courses at CNCC should be determined and staff eventually recruited or assigned. Publicity for recruitment and the role of students needs to be undertaken. One idea was to incorporate as a standard corporation. Another was to operate through the college foundation , which gives greater flexibility. The role of the University of Colorado needs to be confirmed. In the creation of courses it is important that real life business situations and issues be addressed and included. It may be too early to plan for a bowling alley but that project should be kept in mind. (*Although CNCC-Rangely no longer has a business program, it seems that such a program should be viable. The Recreation District employees students for activities. CNCC has employed students to check in/out equipment and do cleaning and repair of equipment related to outdoor recreation so the precedent exists. If one or more of the potential initiatives with biking, canoeing, ATV touring, ets. were to become a reality, then having a student-operating, faculty/program oversight*

business with rentals, maps, shuttle, guides, photographyr, etc could also be a reality.)

PEMMICAN

Senator Ben Nighthorse Campbell used to stop by when he was a congressional representative. He had an abiding interest in the economy of Western Colorado. One proposal we talked about was the preparation of pemmican as a possible product for preparation and distribution. There is a considerable interest in all things Native American. Below is his family recipe for pemmican; there are four ingredients:

1. Dried Meat. Cut in small pieces. Process in dry blender. Beef, venison, elk, buffalo.
2. Dried Nuts. Process in dry blender. Any kind: pinion, walnuts, butternuts, chestnuts.
3. Dried Fruit. Process in dry blender. Any kind. Also berries.
4. Brown sugar. Used to use fat to bind but it becomes rancid. Brown sugar binds but is also tasty.
5. Mix the above. Place in meal form packets or other packaging, or to make bars roll in aluminum foil.

Recommendation:

There are excellent cooks in Rangely including those at restaurants and Tamara Williams for the senior meals at Radino. It is suggested that Tamara be employed to prepare several different combinations of pemmican as outlined above. Funding would have to be provided to the cook and for acquisition of ingredients. It is recommended that with the approval of the County the kitchen at Radino be made availablefor the preparation of the pemmican. Taste tests would then be undertaken and the best combination of ingredients selected. As in the case of parched corn a decision must be made as to whether or not the product can compete with the many snacks available at stores. If the decision is to proceed, a business plan would need to be prepared, including space for processing, sources of supply , and packaging and marketing (for example to backpackers and other outdoor types), and financing. Local ranchers and property owners along the River should be encouraged to be eventually sources of supply of ingredients. (*See comments under Parched Corn.)*

TROLLEY CAR TOURS

In my last year as Mayor I pursued the idea of trolley car tours on the electrified rail system of Western Fuels that delivers coal from its mine to the generation plant in Utah. Tours would be from the mine to the plant and return during the spring, summer, and fall seasons. Western Fuels run its coal trains only at night. It might or might not be feasible to run tours during the winter. The tour initially passes through wooded areas near the mine, then ranchlands in the Dinosaur area, and then open semi-desert towards the plant. There are historical sites and interesting western scenery. Very often antelopes can be observed as well as other wildlife. There are not the mountains, gorges, and landscapes typical of many railroad and automotive tours in the West, but tours by trolley as described would be unique in the West.

Recommendation:

Western Fuels representatives were acceptable to the proposal. Clearly there would have to be an agreement beween the company and the operators of the tour governing liability, reimbursement of costs, use of facilities, hours and time of operation,and other issues to be addressed. One option to be considered was to have tourists convene at the Chamber of

Commerce and be transported by bus to the mine rather than finding their way there and be provided parking. Western Fuels pointed out that several federal agencies were involved in construction of the railroad and would require their approvals. Boston and Philadelphia are known to have used trolley cars. I called Philadelphia, and it did have used cars available in various stages of depreciation. A business plan needs to be prepared to determine whether or not to buy one or more new or used trolley cars and establish operating times, fees to be charged, housing and repair facilities for the cars, employee and the salaries thereof to run and maintain the cars, collection of fees, preparation of publicity, compilation of tour guides, and of course preparation of an agreement with Western Fuels. People love trolley cars. Where in Colorado can you find trolley cars operating ? The Rangely operation would be unique. *(This is really thinking outside the box. Were the landscape and scenery a bit more enchanting and the destination at either end more scintillating, then this might work.)*

BICYCLE PATHS

A great deal of work was devoted to Rangely area bicycle paths. Ken Parsons and I, in cooperation with students from CNCC, explored a number of possible routes. At the time CNCC had an active student ourdoor recreation club, and the Town had a local Bicycle Club with officers and a fair number of members. BLM employees were exceedingly cooperative even to the extent of providing and installing route markers. One route involves a limited circle around Rangely to the south. Others involve a route towards Blue Mountain and Dinosaur and a more extensive loop route to the south of Rangely. Ken Parsons prepared a brochure for the latter consisting of four individual guide folders. BLM provided a crew to locate and fence off to the south two artesian souces of water. Other sources of water and possible camp sires were located. Bicycle groups in Grand Junction were encouraged to provide a route from Grand Junction to Mack and over Baxter Pass to intersect with the Rangely loop. A bicycle organization in Steamboat Springs was approached about providing a route from that city to Dinosaur National Monument to tie into a Rangely route extension to Dinosaur and the monument. A route was planned but not marked for a bicycle path from the Town of Rangely to the Piceance Road with the intent that Meeker plan a route from that point to the Town of Meeker. A bicycle path called Way to the Water was financed and built from the park at the east end of town to Kennedy Reservoir; Bud Striegel made it happen by donating the time and equipment to build the path. The Town through consultants has excellent maps and plans for completion of an in-town bicycle path which could be funded and built and tied in with regional networks.

Recommendation:

There are a number of actions to be taken. Existing marked routes should be checked for such things as missing markers and possible adjustments in routes. For example, on the route north to the Blue Mountain area, a private property owner has fenced off a section, and users have opened a bypass. CNCC should be approached about its involvement in the bicycle path projects including the possibility of reorganizing the outdoor recreation club. CNCC as part of its marketing plan might emphasize the availability of mountain bicycler prgrams and routes. Marked routes should be checked with BLM to make sure they are still a part of its travel plan now under review. Brochures should be prepared for distribution to the public and bicycle associations and publications. One is currently being prepared, based on the one compiled by Ken Parsons, by a local graphic artist, Julia Davis. Eventually bicycle races could be sponsored.

The status of the Grand Juction and Steamboat Springs connections should be determined. The Park Service had not at one time okayed a route through the Dinosaur National Monument; the status of possible routes therein should be checked out. Financing and construcction of the in-town routes should aggressively be pursued. Consultants have prepared a report on in-town routes that with some modifications from previous plans would serve very well for application for grants to finance acquisition of rights of way and costs of construction. , It might be advantageous to revive the local Rangely Bicycle Club in order to encourage public input and support. If Fruita can be a center for bicycle adventures, why not Rangely. Fruita representatives might be interviewed and gain insight on how its programs were successful. There are potential single-track routes that haave been proposed that could be developed over time. Once these actions are taken, an aggressive marketing program to potential bicyclists could be undertaken. (*This is another program with good potential. Working with cycling groups in surrounding areas (Steamboat, Vernal, Fruita) might develop awareness of our area and help identify linking trail opportunities between regions. We also might use them to develop trails which suit their riderships. The local group working on ATV trails has overlapped considerably with trails whcih were developed and marked and mapped for bicycles in our earlier efforts. We probalby need to work with BLM together with other trails interests to keep routes separate as much as possible to avoid conflicts Making mapped routes available as GPS track logs might also help develop interest.)*

WHITE RIVER PROGRAMS

The White River is a tremendous recreational and tourism asset. Ken Parsons has mostly at his expense compiled and printed an outstanding guide describing the river from just west of Rangely to an outtake point in Utah estabished by BLM upriver from the Ute reservation. The guide includes description not only of river conditions but also of the unique historical and natural wonders along the way. Anyone on the river can also enjoy the outstanding opportunities of fishing for catfish. A former president of CNCC, Aubrey Holderness, purchased for the college a number of canoes for use of students and rental to residents and others interested in canoeing the river. I purchased two iceboats (sailboats on skates) and donated them to the the college for use on Kennedy Reservoir in the winter. The Water Conservancy District has done a good job of encouraging use of the reservoir for swimming, boating, and fishing. For many years I in cooperation with others sponsored the Almost Meeker to Rangely Annual Canoe Race on Memorial Day weekend, this race since discontinued. It attracted up to sixty participants, many from other regions and states.

Recommendation:

A brocure should be prepaared by a graphic artist that describes the various river programs. It should be available in Welcome Centers, to prospective users such as Boy Scouts, and to river and canoeing groups (I belonged to an antique canoe group, for example). It, among other things, should emphasize the availability of the Parsons brochure at the Chamber office. This brochure is too good to be mass mailed. It is recommended that the starting point for expeditions on the White River be at the Camper Park which has parking, camping ,and toilet facilities (maybe one day a miniature golf course). CNCC might not only publicize the availability of canoes for rental but also the iceboats and make them available to students and others in the winter. BLM should be contacted to make sure their interests and facilities are recognized. For example the takeout point on the River in Utah short of the Indian reservation is apparently no

longer clearly marked from the access road in the area due to extensive energy devlopment. There is also a long-range need for designated camping sites. If there is interest for the canoe race to be revived, I can provide information thereon and there may be informtion at the Rangely Town Hall. (*I believe there is a significant potential for these ideas. One of the thngs I think is missing is an organized, advertised rental outlet for equipment - something that might fit in with the STEP program. Someone willing to run shuttles for boaters is another key element which is missing. A bit of advertising would not hurt either; note that this is a 3-season river with wilderness characteristics and can be traversed by relatively inexperiened boaters. The race seemed to attract a good number of participants but could also benefit from some advertisements.*

RANGELY AREA SELF-GUIDED ADVENTURE ROAD

Many tourists and travelers prefer to venture forth on their own rather than depend on and hire guides. Ken Parsons and I scouted and prepared a guide for an adventure road originating at the Camper Park, extending south on Dragon Road, and eventually returning to Rangely by way of Route 139. The points of interest noted are the Native American pictographs of Dragon Road, other historical points of interest there, a tavern site at the intersection of Dragon Road and Rabbit Mountain Road used by teamsters hauling gilsonsite, vistas from Rabbit Mountain and the narrow Gilsonite Ridge, Gilsonite mining and town sites {Uintah County interests have prepared excellent informative exhibits at these locations}, an ancient Fremont Indian overlook, Burma type (winding and steep) roads on the height of land leading to Route 139, the many BLM pictograph and petroglyph sites along Route 139, and the eventual return to the Camper Park.

Recommendation

The brocure needs updating. For example a famous petroglyph of a nude lady by sheepherder Paco Chacun has been destroyed by vandals with guns. Both the BLM offices in Meeker and Vernal should be checked to make sure prior approvals of the routes through their lands are still valid. Photographs need to be taken, and eventually a brochure prepared by a graphic artist. Markers should be prepared to locate for tourists specific points of interest along the route and directions at road intersections. There are three possible side trips: (1) to the top of Baxter Pass following the old Uintah Railroad bed, (2) to an old oil shale mining site containing ovens and ruins, and (3) a wild horse corral in nearly perfect condition dating to pioneer times and consisting of a traditional keyhole layout made of trees and brush. The latter would require a marked footpath and approval by BLM. There is some concern that vandals might damage or destroy this historical artifact. (*Once again this is a good idea. Just look at how successful it has been in Vernal, Utah. This could be developed at two levels: one for the "family car" and one for the side-by-side ATV. Tying into other regional systems such as the Wagon Wheel system in eastern Rio Blanco County and the Vernal, Utah system to the west and northwest should be a goal. Again, developing not only traditional maps but GPS track logs and eventually even smartphones/tablet mapping apps might help invite more users. Advertising and local commitment are ,as always, critical needs.*

GUIDED TOURS AND PROGRAMS

There have been and are still a number of guided tours in the Rangely area. One of the most popular is a annual tour held by Roger Polley during September Fest of the historic Uintah

Railroad. One of the local ranchers has sponsored a wild-horse viewing tour. A former instructor in geology at CNCC had sponsored rafting trips of the Yampa-Green Rivers and field trips to geological sites; there is roughly a mile and a half of specific sedimentary deposits in the Rangely area and quite unique rock fornations. As the CNCC development director, I sponsored summer archeologial programs at the college, including tours of area sites, which were well-attended by persons from outside the area. These sites included not only petroglyphs and pictographs but also archeo-astronomy sites and ruins. Recently CNCC -Craig has located a dinosaur fossil site south of Rangely. A paleontologist from the University of Colorado has located numerous fossil sites in the Rangely area.

Recommendation

Sponsored tours and programs offer economic opportunities. The presence of local persons with specific knowledge of and expertise regarding local points of interest should be investigated (there should be more such persons in addition to Roger Polley). CNCC could be asked to explore the possibility of expanding summer programs to include specific tours and programs. It might be feasible to bring in outrside experts such as archeologists, geologists, and paleontologists if local persons with such expertise are not available. At one time the local golf course considered an inter-town program whereby golfers would play courses in regional towns on a competitive basis and earn prizes. There should be opportunities for local entrepreurs to establish and promote tours, including the supply and rental of equipment, provision,and transportation. (*I would note that the guided tours whch Roger Polley has led during September Fest are great and could be a springboard for guided and as well as self-guided tours. Archeological tours and wildlife viewing tours (lots of folks want to see wild horses) fit well into this caregory.)*

PROPOSALS DROPPED

Certain ideas and propoosals for economic deveopment were dropped as deemed not feasible for various reasons or were tried with little or no positive results.. They are listed below. There might be some interest in revisiting some of them.

1. Chain Grocery Both City Market and Smiths were approached concerning a location in Rangely. City Market expressed no interest. Smith representatives commented that their Vernal location gets most of the Town's business anyway. It owns Loaf and Jug. White River Market was established and has tried to provide comprehensive local grocery services.

2. Potato Chips Following the experiment by me and Don Polley regarding parched corn and the excellent growth of corn along the river bottonlands, potato chip manufacturers were solicited regarding a location in Rangely. The response was that the Rangely area could not compete with growing locations in the midwest.

3. Fertilizer Plant A Chevron official suggested that locating a fertilizer plant in Rangely be pursued as many of the components of such manufacturing are available in the area. No interest was expressed and the idea was dropped.

4. Residence Promotion Letters were sent through the Chamber of Commerce to companies working in the Piceance Basin, to the generation plant in Utah, and directly to employees of Chevron and Western Fuels encouraging companies hiring new employees to encourage them to consider Rangely as a place to locate and encouraging existing employees living in Grand Junction and Vernal and elsewhere to relocate to Rangely. The advantages of living in Rangely were described: an outstanding recreation center, a full service hospital, CNCC that offered free

tuition to local students, etc. The County improved highway connections to the generation plant (Bonanza Road) and the Piceance Basin (over Cathedral Bluffs). There were few documented results, and many people today continue to commute from Vernal, Grand Junction, and elsewhere.

5. Elk Ranch A ranch dedicated to raising and marketing elk was started at a location off East Douglas. A grant was obtained from the state to development a business plan providing for the slaughtering and marketing of elk meat and other products such as hides. Unfortunately partners of the owner withdrew financial support, and the operation was discontinued.

6. Business startup facility A proposal was put together to build at Town expense a bulding in the industrial area east of Town to house start-up businesses. Rents would be minimal, and internal support at Town expense such as common secretarial and administrative support would be provided. This concept has worked well in some jurisdictions. The idea was dropped for lack of interst. There is a possiblity that a form of this concept might work with abandoned commercial buildings such as the old generation plant on County Road 46. Visual inpection indicates the frame is in good shape. It could be renovated for proposed commercial or industrial uses. The building is owned by Moon Lake and subject to a long-term lease which would have to be renegotiated.

UCCESSFUL INITIATIVES

Individuals and organizations have undertaken successful events, programs, and projects, including the including recently the Rangely Rock Crawl Park, the Tank Center for Sonic Arts, and the Rangely Automotive Museum. Bud Striegel, the founder of the latter, deserves special recognitin for a superior job of landscaping along the street frontage of this museum. It is suggested that representatives of these successful initiatives be approached on what actions they took to achieve success , which actions might be duplicated for others with similar ideas and initiatives. Over time other organisations have also done superior jobs in terms of programs, events, and attractions including the Rangely Museum, the Chamber of Commerce, the Recreation District, Columbine Park, September Fest, CNCC, the Town and County, July 4th celebration, BLM, local business interests, and so many others. These organizations, including many individuals, have done a superior job of publicizing their programs, projects, and services.. For example ,the Chamber of Commerce, representatives of the initiatives described herein, and other local interests have done an outstanding job of including and describing what Rangely has to offer **in** a publication entitled 2016 Northwest Colorado Summer Recreation Guide. There are other publications regarding rock art, Columbine Park, the Rangely Museum, the golf course, local business support, and other local programs and attractions. Perhaps more could be done, including information over the internet, sources of financing, and direct communication to specific interest groups associated with local events, programs, and projects. These possibilities and other ideas and suggestions might be explored with interested parties.

RIO BLANCO COUNTY & TOWN OF RANGELY
AGREEMENT FOR SERVICES

This Agreement is made this 13th day of February, 2017, between the Board of County Commissioners of Rio Blanco County, Colorado (herein referred to as "County"), having its principal place of business at 200 Main Street, Suite 100, Meeker, Colorado, 81641; the Board of Trustees of the Town of Rangely (herein referred to as "Town"), having its principal place of business at 209 E. Main Street, Rangely, CO 81648; and Better City, LLC (referred to as "Consultant"), having its principal place of business at 1100 Country Hills Dr., Suite 300, Ogden, UT 84403.

1. Project Location

Project work shall be performed in the Rangely area of Rio Blanco County.

2. Scope of Work

County and Town hereby retain Consultant and Consultant hereby agrees to perform the Work in accordance with the Scope of Work as set forth on the attached Exhibit "A" Scope of Work.

3. Schedule of Values

The Consultant shall perform the Work in accordance with the Schedule of Values on Exhibit "B" attached hereto:

4. Schedule

The Consultant shall perform the Work in accordance with the schedule as set forth on the attached Exhibit "C" Project Schedule.

5. Compensation:

The total amount to be paid to Consultant pursuant to this Agreement shall not exceed one hundred and one thousand dollars ($101,000.00).Consultant shall be paid in accordance with the fee schedule set forth on the attached Exhibit "B", incorporated herein by this reference. To receive payment during a particular month, Consultant must submit itemized invoices for work completed to the Agreement Administrators before the 20th day of the month. Upon receipt of an invoice/payment request, the Agreement Administrator will review the request, and shall authorize or deny payment. Payment shall be made after authorization of payment by the County and Town in accordance with County and Town policies and procedures.

6. Term:

The term of this Agreement shall be from February 13, 2017 through December 31, 2017. The Agreement Administrator for the County is Katelin Cook, Economic Development Coordinator, 200 Main Street, Meeker, Colorado 81641, telephone number (970) 878-9474, unless otherwise designated in writing. The Agreement Administrator for the Town is Peter Brixius, Town Manager, 209 E. Main Street, Rangely, Colorado 81648, telephone number (970) 675-8476, unless otherwise designated in writing.

7. Insurance:

7.1. Consultant agrees to procure and maintain, at its own cost, a policy or policies of insurance/bonds

sufficient to insure against all obligations assumed by Consultant pursuant to this Agreement and shall not start work under this Agreement until such insurance coverage has been obtained and approved in writing by the Agreement Administrator.

7.2. Consultant shall require all subcontractors to maintain during the term of this Agreement, Commercial General Liability insurance, Comprehensive Automobile Liability insurance, and Workers' Compensation and Employers' Liability insurance, in the same manner as specified for Consultant, Consultant shall furnish subcontractors' certificates of insurance to the Agreement Administrator immediately upon request.

7.3. All insurance policies required hereunder shall include a notification provision requiring notification to the Agreement Administrator in writing, **30** days prior to any material changes in the insurance policy(s) such as: cancellation, non-renewal, or reduction in coverage or alteration of coverage.

7.4. Nothing herein shall be deemed or construed as a waiver of any of the protections to which County or Town may be entitled pursuant to the Colorado Government Immunity Act, sections 24-10-101, C.R.S., as amended.

7.5. All required insurance coverage must be acquired from insurers authorized to conduct business in the State of Colorado or Utah and acceptable to County. The insurers must also have policyholders' rating of "A-" or better, and financial class size of "Class VII" or better in the latest edition of Best's Insurance Reports, unless County grants specific approval for an exception.

7.6. Consultant shall procure and continuously maintain the minimum insurance coverage listed below, and such additional coverage as may apply, with forms and insurers acceptable to County. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. All policies below shall be endorsed to specify "**The Rio Blanco County Board of Commissioners and Rio Blanco County, its officers, officials, employees and volunteers as INSUREDS, as respects liability, on behalf of the Consultant, arising out of this Agreement; and The Board of Trustees of the Town of Rangely and Town of Rangely, its officers, officials, employees and volunteers as INSUREDS, as respects liability, on behalf of the Consultant, arising out of this Agreement.**" All certificates of insurance are to be submitted on standard **"ACCORD 25"** form.

7.7. Workers' Compensation and Employer's Liability Including Occupations Disease Coverage in accordance with scope and limits as required by the State of Colorado (or the state in which the Consultant is a resident).

7.8. Commercial General Liability, "**occurrence form,**" with minimum limits of ONE MILLION ($1,000,000) combined single limit, per occurrence for bodily injury, personal injury and property damage. Consultant must either agree to provide certificates of insurance evidencing the above coverage for a period of two years after the final payment for this Agreement OR purchase an extended (minimum two years) reporting period endorsement for the policy or policies in force during the term of this Agreement and evidence the purchase of this extended reporting period endorsement by means of a certificate of insurance or a copy of the endorsement itself.

7.9. Comprehensive Automobile Liability insurance with minimum limits for bodily injury and property damage of not less than ONE MILLION ($1,000,000) combined single limit per accident.

7.10. Depending on the nature and scope of the services to be provided under this Agreement, additional insurance requirements may be specified by County. Items listed below, which have been marked with an "**X**" are required of Consultant by County as a condition of this Agreement. Consultant's initial, placed by the corresponding "**X**", shall acknowledge Consultant's compliance in meeting the

specific insurance requirement(s).

7.11. Consultant Initial X

__X__ PROFESSIONAL LIABILITY INSURANCE with an endorsement for work under this Agreement, and coverage of no less than ONE MILLION ($1,000,000) per claim, and ONE MILLION ($1,000,000) aggregate.

__N/A__ EXCESS LIABILITY/UMBRELLA INSURANCE with a limit no less than ONE MILLION ($1,000,000) per occurrence/ ONE MILLION ($1,000,000) aggregate, and coverage at least as broad as the primary Commercial General Liability policy.

__N/A__ BUILDER'S RISK INSURANCE must be in an amount equal to the maximum amount to be paid to Consultant as set forth in Paragraph 2 above, as well as any subsequent modifications. The policy must be in Completed Value Form, insuring the entire project for, at least Broad Form coverage including theft. Such Insurance shall remain in effect until 12:00 noon on the day following the date of the final acceptance of the entire project, whether or not the building or some part thereof is occupied in any manner prior to final acceptance of the project.

__N/A__ BID BONDS AND/OR PERFORMANCE BONDS. Bid bond coverage to be determined as a percentage of the total bid. Performance Bond in the amount of 100% of the project Agreement.

__N/A__ Other insurance as required. If other insurance is required it will be included and referred to as "**EXHIBIT D**".

8. Consultant's Representations and Warranties:

8.1. Consultant represents and warrants to County and Town that it has the experience and ability to perform the services required by this Agreement in accordance with sound and acceptable industry or professional practices and standards and in accordance with all codes, standards, regulations, and laws applicable to the work. Consultant represents and warrants that it has the power to enter into and perform this Agreement, and that its performance of this Agreement shall not infringe upon or violate the rights of any third party or violate any Federal, State, or municipal laws.

9. Independent Contractor:

Consultant shall perform its duties hereunder as an independent Contractor and not as an employee of County or Town. Neither Consultant nor any agent or employee of Consultant shall be deemed to be an agent or employee of County or Town. Consultant and its employees and agents are not entitled to unemployment insurance or workers compensation benefits through the County or Town and the County or Town shall not pay for or otherwise provide such coverage for Consultant or any of its agents or employees. Unemployment insurance benefits shall be available to Consultant and its employees and agents only if such coverage is made available by Consultant or a third party. Consultant shall pay when due all applicable employment taxes and income taxes and local head taxes incurred pursuant to this Agreement. Consultant shall not have authorization, express or implied, to bind the County or Town to any contract, liability or understanding, except as expressly set forth herein. Consultant shall (a) provide and keep in force workers' compensation and unemployment compensation insurance in the amounts required by law, (b) provide proof thereof when requested by the County, and (c) be solely responsible for its acts and those of its employees and agents.

10. Personal Services Agreement:

This is a personal services agreement on the part of Consultant. This Agreement may not be assigned or subcontracted without the prior express written consent of County and Town, and any attempt to assign this Agreement without the prior express written consent of County and Town shall render this Agreement null and void with respect to the attempted assignee.

11. Inspection:

County and Town reserve the right, without notice and at reasonable times, to inspect the work accomplished by Consultant under this Agreement. The right of inspection reserved in the County and Town is for protection of County and Town in assuring that the work is proceeding in a timely and satisfactory manner and does not relieve the Consultant from responsibility for selecting appropriate means of fulfilling its obligations hereunder.

12. Audit:

County and Town, or their designees, may, at reasonable times, during the term of this Agreement or for two years after its termination or expiration, audit Consultant's books with regard to this Agreement, and Consultant shall retain its books and records for the required period.

13. Non-Exclusive Agreement:

This is not an exclusive agreement. County and Town may, at their sole discretion, contract with other entities for work similar to that to be performed by Consultant hereunder. Consultant may agree to perform similar work for others, and is not expected to work exclusively for County and Town.

14. Indemnification of County and Town:

Consultant shall indemnify and hold harmless County and Town, their agents, officials and employees, against all losses or damages, including penalties, charges, professional fees, attorney's fees, interest, costs, expenses and liabilities arising out of, or relating to, any and all claims and causes of action related to negligent services in connection with, directly or indirectly, this Agreement when it is determined that the harm was caused through or by negligent services by Consultant or a subcontractor's negligent services, if any, or their respective employees and agents. Consultant further agrees that its obligations to County and Town under this paragraph include claims against County and Town by Consultant's employees whether or not such claim is covered by workers compensation. Consultant expressly understands and agrees that any insurance or bond protection required by this Agreement, or otherwise provided by Consultant, shall in no way limit the responsibility to indemnify, keep and save harmless and defend County and Town as herein provided, and such obligation exists even if the claim is fraudulent or groundless.

15. Confidentiality:

Consultant recognizes and acknowledges that this Agreement creates a confidential relationship between County, Town, and Consultant, and that information concerning County and Town business affairs, customers, consultants, finances, properties, methods of operation, computer programs, and documentation, and other such information, whether written, oral, or otherwise, is confidential in nature. All such information concerning County and Town is herein referred to as "confidential information".

16. Non-Disclosure:

Consultant agrees that, except as directed by County and Town, Consultant will not at any time during or after the term of this Agreement disclose any "confidential information" to any person whatsoever and upon the termination of this Agreement. Consultant will turn over to County and Town all documents, papers, and other matter in Consultant's possession or control that relates to County and Town. Consultant further agrees to bind Consultant's employees and subcontractors to the terms of this non-disclosure requirement.

17. County and Town's Right to Suspend Consultant's Services:

For good and sufficient cause such as (a) faulty workmanship, (b) improper superintendence, (c) Consultant's failure to carry out any reasonable order or perform any provision of this Agreement or collateral documents, or any other circumstance unfavorable for prosecution of the work, County and Town shall have the right to suspend Consultant's performance of the work. Notice of such suspension shall be in writing and Consultant will be allowed fifteen (15) working days to correct and complete the unacceptable work. Consultant shall resume performance of the work promptly when so notified in writing by County and Town.

18. Termination Provisions:

This Agreement may be terminated as follows:

18.1. Termination for Cause.

If, through any cause, Consultant shall fail to fulfill, in a timely and proper manner, its obligations under this Agreement, or if Consultant shall violate any of the covenants, agreements, or stipulations of this Agreement, County and Town shall thereupon have the right to terminate this Agreement for cause by giving written notice to Consultant of its intent to terminate and providing consultant at least ten (10) days opportunity to cure the default or show cause why such termination is otherwise not appropriate. In the event of termination, all finished or unfinished documents and reports or other material prepared by Consultant under this Agreement shall, at the option of County and Town, become their property, and Consultant shall be entitled to receive just and equitable compensation for any services and supplies delivered and accepted, subject however in all cases to the cap on compensation set forth in paragraph 5. Consultant shall be obligated to return any payments advanced under the provisions of this Agreement.

Notwithstanding above, Consultant shall not be relieved of liability to County and Town for any damages sustained by County and Town by virtue of any breach of this Agreement by Consultant, and County and Town may withhold any payment to Consultant for the purposes of setoff until such time as the exact amount of damages due to County and Town from Consultant is determined. If after such termination it is determined, for any reason, that Consultant was not in default, or that Consultant's action/inaction was excusable, such termination shall be treated as a termination for convenience, and the rights and obligations of the parties shall be the same as if this Agreement had been terminated for convenience, as described herein.

18.2. Termination for Convenience.

County and Town may terminate this Agreement at any time County and Town determine that it is not in the best interest of County and Town to continue the work under this Agreement. County and Town shall effect such termination by giving written notice of termination to Consultant and specifying the effective date thereof, at least thirty (30) days before the effective date of such termination. In that event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, and

reports or other materials prepared by Consultant under this Agreement shall, at the option of County and Town, become their property, and Consultant shall be entitled to receive just and equitable compensation for any satisfactory services and supplies delivered, subject however in all cases to the cap on compensation set forth in paragraph 5.

18.3. Termination Due to Loss of Funding

County and Town are subject to certain limitations set forth in the Constitution and laws of the State of Colorado. Nothing in this Agreement, nor in any material or attachments incorporated by reference, shall constitute, nor be deemed to constitute, an obligation of future appropriations by County and Town, nor a general obligation or other indebtedness or a multiple fiscal year direct or indirect debt or other financial obligation whatsoever of County and Town within the meaning of any constitutional or statutory or charter debt limitation. At the time of entering into this Agreement, it is the intent of County and Town to satisfy its future obligations under this Agreement, and to budget in future years for appropriations sufficient to fulfill said obligations. In the event the Board of County Commissioners and Board of Trustees do not in any future year budget or appropriate sufficient funds to satisfy said obligations, the County and Town may terminate this Agreement by giving Consultant not less than thirty (30) days prior written notice. Upon termination and to the extent of lawfully available funds, County and Town will remit all amounts due and all costs reasonably incurred by Consultant to the date of termination.

19. Remedies:

In addition to any other remedies provided in this Agreement, County and Town in their sole discretion may exercise any and/or all of the following remedial actions, either individually or simultaneously, if Consultant substantially fails to satisfy or perform the duties and obligations in this Agreement. Substantial failure to satisfy the duties and obligations shall be defined to mean insufficient, incorrect, improper activities or inaction by Consultant. These remedial actions are as follows:

19.1. Suspend Consultant's performance pending necessary corrective action as specified by County and Town; and/or

19.2. Withhold payment to Consultant until the necessary services or corrections in performance are satisfactorily completed; and/or

19.3. Request the removal from work on this Agreement of employees or agents of Consultant whom County and Town judge as being incompetent, careless, insubordinate, unsuitable or otherwise unacceptable, or whose continued employment on this Agreement is deemed to be contrary to the public interest or not in the best interest of County and Town; and/or

19.4. Deny payment for those services or obligations which have not been performed and which due to circumstances caused by Consultant cannot be performed or if performed would be of no value to County and Town. Denial of the amount of payment must be reasonably related to the amount of work or performances lost to County and Town.

20. Choice of Law:

Colorado law, and rules and regulations issued pursuant thereto, shall be applied in the interpretation, execution, and enforcement of this Agreement. Any provision included or incorporated herein by reference which conflicts with said laws, rules, and regulations shall be null and void. Any provision incorporated herein by reference which purports to negate this or any other Special Provision in whole or in part shall not be valid or enforceable or available in any action at law, whether by way of complaint, defense, or otherwise. Any provision rendered null and void by the operation of this provision shall not invalidate the remainder of this Agreement, to the extent capable of execution.

21. Venue:

This Agreement is and shall be deemed to be performable in the County of Rio Blanco, Colorado, and venue for any dispute hereunder shall be in the District Court of the County of Rio Blanco, Colorado. In the event of dispute concerning performance hereunder, the parties agree the Court may enter judgment in favor of the prevailing party for costs and reasonable attorney's fees.

22. Governmental Immunity:

No term or condition of this Agreement shall be construed or interpreted as a waiver by County and/or Town, express or implied, of any of the immunities, rights, benefits, protections, or other provisions, of the Colorado Governmental Immunity Act, CRS § 24-10-101 et seq., or the Federal Tort Claims Act, 28 U.S.C. § 1346(b) and 2671 et seq., as applicable now or hereafter amended.

23. Software Piracy Prohibition:

County and Town or other public funds payable under this Agreement shall not be used for the acquisition, operation, or maintenance of computer software in violation of federal copyright laws or applicable-licensing restrictions. Consultant hereby certifies and warrants that, during the term of this Agreement and any extensions, Consultant has and shall maintain in place appropriate systems and controls to prevent such improper use of public funds. If the County and Town determines that Consultant is in violation of this provision, the County and Town may exercise any remedy available at law or in equity or under this Agreement, including, without limitation, immediate termination of this Agreement and any remedy consistent with federal copyright laws or applicable licensing restrictions

24. Employee Financial Interests:

County and Town and Consultant state that to their knowledge, no employee of the County and Town has any personal or beneficial interest whatsoever in the service or property described in this Agreement. Consultant has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of Consultant's services and Consultant shall not employ any person having such known interests.

25. Agreement for Services CRS §8-17.5-101

[This paragraph is not Applicable to Agreements relating to the offer, issuance, or sale of securities, investment advisory services or fund management services, sponsored projects, intergovernmental Agreements, or information technology services or products and services.] Consultant certifies, warrants, and agrees that it does not knowingly employ an illegal alien who shall perform work under this Agreement and Consultant shall confirm the employment eligibility of all employees who are newly hired for employment in the United States to perform work under this Agreement, through participation in the E-Verify Program or the State program established pursuant to CRS §8-17.5-102(5)(c). Consultant shall not knowingly employ an illegal alien to perform work under this Agreement or enter into an Agreement

with a Subconsultant or Subcontractor who fails to certify to the Consultant that the Subconsultant or Subcontractor shall not knowingly employ an illegal alien to perform work under this Agreement. Consultant (a) shall use E-Verify Program or the State program procedures to undertake pre-employment screening of job applicants while this Agreement is being performed, (b) shall notify the Subconsultant or Subcontractor and the County and Town within three days if Consultant has actual knowledge that a Sub Consultant or Subcontractor is employing an illegal alien for work under this Agreement, (c) shall terminate the Sub-Agreement if a consultant or subcontractor does not stop employing the illegal alien within three days of receiving the notice, (d) shall comply with reasonable requests made in the course of an investigation, undertaken pursuant to CRS §8-17.5-102(5), by the Colorado Department of Labor and Employment. If Consultant participates in the State program, Consultant shall deliver to County and Town, a written, notarized affirmation, affirming that Consultant has examined the legal work status of such employee, and shall comply with all of the other requirements of the State program. If Consultant fails to comply with any requirement of this provision or CRS §8-17.5-101 et seq., County and Town may terminate this Agreement for cause and, if so terminated, Consultant shall be liable for damages.

26. Agreements with Natural Persons:

Consultant, if a natural person eighteen (18) years of age or older, hereby swears and affirms under penalty of perjury that he or she (a) is a citizen or otherwise lawfully present in the United States pursuant to federal law, (b) shall comply with the provisions of CRS §24-76.5-101 et seq., and (c) has produced one form of identification required by CRS §24-76.5-103 prior to the effective date of this Agreement.

27. Gifts:

Consultant certifies that Consultant is familiar with the provision of Article XXIX of the Colorado Constitution (also known as Amendment 41) regarding gifts and is compliant with the provisions of this Article.

28. Entire Agreement:

This Agreement constitutes the entire agreement between the parties, and no changes or modifications shall be effective unless reduced to writing and signed by all parties hereto.

29. Required Signatures:

Person(s) signing as or on behalf of Consultant represent by their signature the person(s) signing is/are fully authorized to so sign this Agreement and that Consultant has taken all steps necessary so that the signature(s) is/are binding upon Consultant.

30. Severability/Survival:

The provisions of this Agreement shall be severable, and the invalidity of any provisions shall not invalidate the remaining provisions hereof. Where appropriate and applicable, provisions of this Agreement shall survive expiration or any termination of this Agreement.

31. Binding Effect:

This Agreement shall be binding upon and inure to the benefit of the heirs, administrators, successors, personal representatives or assigns of all of the parties hereto.

32. Execution by Counterparts; Electronic Signatures:

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. The Parties approve the use of electronic

signatures for execution of this Agreement. Only the following two forms of electronic signatures shall be permitted to bind the Parties to this Agreement: (1) Electronic or facsimile delivery of a fully executed copy of a signature page; (2) The image of the signature of an authorized signer inserted onto PDF format documents. All documents must be properly notarized, if applicable. All use of electronic signatures shall be governed by the Uniform Electronic Transactions Act, CRS §§ 24-71-101 to 121.

IN WITNESS WHEREOF, the parties have here unto set their hands and seals this 13th day of February, 2017.

Attest:

RIO BLANCO COUNTY SEAL COLORADO

Boots M. Campbell, Clerk to the Board

Date: 2/13/17

BOARD OF COUNTY COMMISSIONERS OF RIO BLANCO COUNTY, COLORADO

By: _____
Shawn J. Bolton, Chairman

By: _____
Jeff Rector, Commissioner

By: _____
Si Woodruff, Commissioner

TOWN OF RANGELY

By: _____
Joe Neilsen, Mayor Date

CONSULTANT: BETTER CITY, LLC

By: _____ 2/9/17
Adam Hughes, CEO Date

signatures for execution of this Agreement. Only the following two forms of electronic signatures shall be permitted to bind the Parties to this Agreement: (1) Electronic or facsimile delivery of a fully executed copy of a signature page; (2) The image of the signature of an authorized signer inserted onto PDF format documents. All documents must be properly notarized, if applicable. All use of electronic signatures shall be governed by the Uniform Electronic Transactions Act, CRS §§ 24-71-101 to 121.

IN WITNESS WHEREOF, the parties have here unto set their hands and seals this _____day of February, 2017.

BOARD OF COUNTY COMMISSIONERS OF RIO BLANCO COUNTY, COLORADO

Attest:

_____
Boots M. Campbell, Clerk to the Board

Date:_____

By: _____
Shawn J. Bolton, Chairman

By:_____
Jeff Rector, Commissioner

By:_____
Si Woodruff, Commissioner

TOWN OF RANGELY

By: Andrew M. Shaffer 2-14-2017
~~Joe Neilsen, Mayor~~ Date
Andrew Shaffer, Mayor Protem

CONSULTANT: BETTER CITY, LLC

By: _____
Adam Hughes, CEO Date

Exhibit A – Scope Of Work
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

Scope of Work

Consultant's Scope of Work will include facilitating various implementation strategies for identified economic development areas of focus to create new jobs and diversify the local economic base. Project focus will be on specific project areas: expanding the Colorado Northwestern Community College flight program; developing an aircraft maintenance, repair and overhaul operation; and recruitment of an operator for a grocery store. The long term goal of County and Town economic development initiatives is to create a more robust and diverse economy, ultimately increasing the number of primary jobs and business opportunities.

Expanded Flight Program
Item

• Explore fleet ownership structure, low-capital requirement options for expansion, and personnel attraction and retention solutions, including private operator partnerships, to allow Colorado Northwestern Community College (CNCC) to expand the flight program with less financial impact to the CNCC.
  • Develop a fleet ownership proposal with low-capital requirement options in coordination with CNCC.
  • Develop personnel recruiting and retention plan(s) including private operator partnerships while working closely with CNCC to determine acceptable terms according to the Colorado State Community College Higher Learning Commission
• Develop and deliver a strategy document that outlines the recommended approach, including case studies, examples, and potential partners that can be used in future decision making discussions.
• ***NOTE**: Notice to proceed for this Scope of Work element will be contingent upon CNCC willingness to participate and their level of interest in expanding the flight program.*

Aircraft Maintenance, Repair, and Overhaul Operation (MRO)
Item
• Recruit an MRO operator and determine operational or financial challenges that will be faced by starting a new operation in Rangely, with a success fee payable upon delivery of a signed operator agreement with an MRO operator. • Develop a Source Document describing the regulatory environment and Rangely Airport building location and funding options, financial challenges, cost/benefit analysis for CNCC participation and proforma development for a new fixed-base operator (FBO). • Coordinate with the Town, County, and operator to devise an incentive package to assist in business recruitment. • Recruit an MRO operator in alignment with the Source Document and in coordination with CNCC in order to provide benefits to the MRO and to the Aircraft Maintenance program at CNCC. • Better City will help secure appropriate financing to "close the finance gap," providing a financially viable business opportunity for an Operator.

Exhibit A – Scope Of Work
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

Grocery Operator
Item
• Provide advisory services for grocery store transition, property negotiation, business recruitment services and grant writing services to provide financial opportunities for a new operator. • Develop a strategy and report to best utilize excess space in the existing grocery store building. Potential projects might include a call center, entertainment space, or retail. • Deliver a list of potential funding sources and a funding strategy regarding the ability to establish an entertainment venue in conjunction with the grocery store/retail space. • Develop a list of funding sources that could be potential funding partners that the Town, County or operator could pursue. Some options include USDA grants, the Colorado Fresh Food Financing program, or additional grants that would help finance the grocery store operation to "close the finance gap," providing a financially viable business opportunity for an Operator. • Provide up to two completed grant applications, delivered to County/Town for submission.

Intent of Services

The services and any subsequent analysis and reporting performed by the Consultant under this agreement are intended to assist the governing authorities in creating a more robust and diverse economy, ultimately increasing the number of high paying primary jobs and business opportunities.

Scheduling of Services

Consultant shall schedule all necessary meetings and teleconferences with the Agreement Administrators.

Exhibit B – Schedule of Values
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

The County and Town will be invoiced for the amount of work actually performed. Invoices will be tied to the performance and delivery of key milestones. Actual total cost may be less than the Not to Exceed Total. If it is determined that services will be required that will exceed the Not to Exceed Total, a Contract Modification will be executed, if approved by the Board of County Commissioners and Board of Trustees, to cover these additional services.

Reimbursable expenses, including travel and meals for visits to the Town will be invoiced in addition to the consulting fee. Travel expenses for a single day trip to the Town will be reimbursed based on direct costs incurred by the Consultant for such a visit. Overnight lodging expenses and rental vehicles (if required) will be added at the invoiced rate if multi-day trips are required. Consultant will coordinate with the County and Town to determine the appropriate number and the scheduling of visits during the contract period.

In the event that the County and Town and Consultant determine that the Consultant should attend an industry recruiting event such as a conference or a site visit, direct costs incurred by the Consultant will be reimbursed by the County and Town.

Invoices will be prepared by the Consultants and submitted to the County and Town before the 20th of each calendar month, and will detail the scope of work elements that have been completed since the previous invoice date, and any applicable reimbursable expenses.

Expanded Flight Program Project: Milestone Deliverable pricing

Expanded Flight Program	
Item	**Cost**

• Explore fleet ownership structure, low-capital requirement options for expansion, and personnel attraction and retention solutions, including private operator partnerships, to allow Colorado Northwestern Community College (CNCC) to expand the flight program with less financial impact to the CNCC.
  • Develop a fleet ownership proposal with low-capital requirement options in coordination with CNCC.
  • Develop personnel recruiting and retention plan(s) including private operator partnerships while working closely with CNCC to determine acceptable terms according to the Colorado State Community College Higher Learning Commission
	$20,965

• Develop and deliver a strategy document that outlines the recommended approach, including case studies, examples, and potential partners that can be used in future decision making discussions. • ***NOTE:*** *Notice to proceed for this Scope of Work element will be contingent upon CNCC willingness to participate and their level of interest in expanding the flight program.*	$3,535
TOTAL	**$24,500**

Exhibit B – Schedule of Values
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

Expanded Flight Program Project: Line item pricing

Scope of Work Element	Consultant	Hours	Hourly Rate	Extended Cost
Fleet Ownership Research	Kelby Bosshardt	12.0	$ 200.00	$ 2,400.00
Fleet Ownership Research	Staff	8.0	$ 155.00	$ 1,240.00
Discussions with CNCC regarding requirements	Kelby Bosshardt	5.5	$ 200.00	$ 1,100.00
Discussions with CNCC regarding requirements	Adam Hughes	5.5	$ 225.00	$ 1,237.50
Operator/investor/owner outreach to discuss partnership	Kelby Bosshardt	15.0	$ 200.00	$ 3,000.00
Operator/investor/owner outreach to discuss partnership	Staff	31.2	$ 155.00	$ 4,837.50
Pro-forma and ownership proposal development	Adam Hughes	8.0	$ 225.00	$ 1,800.00
Pro-forma and ownership proposal development	Kelby Bosshardt	12.0	$ 200.00	$ 2,400.00
Develop personnel recruiting and retention plan	Kelby Bosshardt	8.0	$ 200.00	$ 1,600.00
Develop personnel recruiting and retention plan	Adam Hughes	6.0	$ 225.00	$ 1,350.00
Strategy Document Creation	Staff	18.0	$ 155.00	$ 2,790.00
Draft Review	Kelby Bosshardt	3.7	$ 200.00	$ 745.00
Total		**132.9**		**$ 24,500.00**

Aircraft Maintenance, Repair and Overhaul Operation: Milestone Deliverable pricing

Aircraft Maintenance, Repair, and Overhaul Operation (MRO)	
Item	**Cost**
• Recruit an MRO operator and determine operational or financial challenges that will be faced by starting a new operation in Rangely	$12,300
• Develop a Source Document describing the regulatory environment and Rangely Airport building location and funding options, financial challenges, cost/benefit analysis for CNCC participation and proforma development for a new fixed-base operator (FBO).	$4,725
• Coordinate with the Town, County, and operator to devise an incentive package to assist in business recruitment.	$2,550
• Recruit an MRO operator in alignment with the Source Document and in coordination with CNCC in order to provide benefits to the MRO and to the Aircraft Maintenance program at CNCC.	
• Better City will help secure appropriate financing to "close the finance gap," providing a financially viable business opportunity for an Operator.	$9,225
• Success fee payable upon delivery of a signed operator agreement with an MRO operator.	$7,200
TOTAL	**$36,000**

Exhibit B – Schedule of Values
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

Aircraft Maintenance, Repair and Overhaul Operation: Line item pricing

Scope of Work Element	Consultant	Hours	Hourly Rate	Extended Cost
MRO Operator Outreach	Kelby Bosshardt	15.0	$ 200.00	$ 3,000.00
MRO Operator Outreach	Staff	40.0	$ 155.00	$ 6,200.00
MRO Operator Outreach	Staff	20.0	$ 155.00	$ 3,100.00
Discussions with Town regarding incentive structure	Kelby Bosshardt	6.0	$ 200.00	$ 1,200.00
Discussions with Town regarding incentive structure	Adam Hughes	6.0	$ 225.00	$ 1,350.00
Capital Stack Creation	Adam Hughes	8.0	$ 225.00	$ 1,800.00
Capital Stack Creation	Kelby Bosshardt	8.0	$ 200.00	$ 1,600.00
Secure gap financing (research, applications, etc.)	Kelby Bosshardt	14.0	$ 200.00	$ 2,800.00
Secure gap financing (research, applications, etc.)	Staff	19.5	$ 155.00	$ 3,025.00
Update feasibility study to include Airport analysis and incentive structure	Kelby Bosshardt	12.0	$ 200.00	$ 2,400.00
Update feasibility study to include Airport analysis and incentive structure	Staff	15.0	$ 155.00	$ 2,325.00
Success Fee upon delivery of signed operating agreement with MRO	N/A			$ 7,200.00
Total		**163.5**		**$ 36,000.00**

Grocery Operator: Milestone Deliverable pricing

Grocery Operator	
Item	**Cost**
• Provide advisory services for grocery store transition, property negotiation, business recruitment services and grant writing services to provide financial opportunities for a new operator.	Up to $12,000 ($1,000 per month, until closing)
• Develop a strategy and report to best utilize excess space in the existing grocery store building. Potential projects might include a call center, entertainment space, or retail.	$8,500
• Deliver a list of potential funding sources and a funding strategy regarding the ability to establish an entertainment venue in conjunction with the grocery store/retail space.	$6,000
• Develop a list of funding sources that could be potential funding partners that the Town, County or operator could pursue. Some options include USDA grants, the Colorado Fresh Food Financing program, or additional grants that would help finance the grocery store operation to "close the finance gap," providing a financially viable business opportunity for an Operator.	$2,000
• Provide up to two completed grant applications, delivered to County/Town for submission.	$8,000 ($4,000 per grant application)
• Success Fee for commitment from entertainment venue operator	$4,000
Total	**$40,500**

Exhibit B – Schedule of Values
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

Grocery Operator: Line item pricing

Scope of Work Element	Consultant	Hours	Hourly Rate	Extended Cost
Grocery store advisory	Adam Hughes	24.0	$ 225.00	$ 5,400.00
Grocery store advisory	Kelby Bosshardt	33.0	$ 200.00	$ 6,600.00
Strategy Development for excess space	Kelby Bosshardt	10.0	$ 200.00	$ 2,000.00
Strategy Development for excess space	Adam Hughes	8.0	$ 225.00	$ 1,800.00
Strategy Development for excess space	Derek Walker	18.0	$ 180.00	$ 3,240.00
Strategy Development for excess space	Staff	9.4	$ 155.00	$ 1,460.00
Funding Strategy Creation for entertainment venue	Adam Hughes	8.0	$ 225.00	$ 1,800.00
Funding Strategy Creation for entertainment venue	Kelby Bosshardt	12.0	$ 200.00	$ 2,400.00
Funding Strategy Creation for entertainment venue	Derek Walker	10.0	$ 180.00	$ 1,800.00
Funding Strategy Creation for grocery financing gap	Kelby Bosshardt	2.0	$ 200.00	$ 400.00
Funding Strategy Creation for grocery financing gap	Staff	10.3	$ 155.00	$ 1,600.00
Grant application creation	Kelby Bosshardt	9.0	$ 200.00	$ 1,800.00
Grant application creation	Staff	40.0	$ 155.00	$ 6,200.00
Success fee for commitment from entertainment venue operator	N/A			$ 4,000.00
Total		**193.7**		**$ 40,500.00**

Total Fee Payable: Up to $101,000

Exhibit C – Project Time Schedule
Rio Blanco County Economic Development Strategy Implementation for the Rangely Area

Rangely Schedule

Project Begins	February 13, 2017
Project Completion	December 31, 2017

Dinosaur 2017 Open

http://Dinosaur17.com

http://RangelyChamber.com

Sponsoring Communities

Dinosaur, Craig, Meeker, and Rangely

Hosting Community Partners

Towns of Dinosaur and Rangely, Rangely Area Chamber of Commerce, and Colorado Northwest Community College (CNCC)

Dinosaur 2017 Open Goals

Hayden Meeker
Maybell Rangely &

Glamping at Launch Site!

Craig 16 - 18 June

Whittle the Wood Rendezvous

Carving Competition, Concert, Car and Motorcycle Show...

http://www.craig-chamber.com/

Maybell -Memorial Weekend

N. American Dog Agility Trials

Meeker

3 June - Meeker Palooza

Metal Arts Competition & Music Festival

23 June - Youth Fishing Day & Movie Under the Stars

4 July – Range Call & Rodeo

13-15 July – OHV Rendezvous
Wagon Wheel Trail System

http://meekerchamber.com/

Dinosaur 18 - 24 June

Glamping w/ Entertainment

Mon – Campfire Singing
Wed – Table Games
Fri – Wine Tasting

Rangely 18 - 24 June

Dinosaur Open Spectacular Fair

Vendors: food, beverage, craft, & sports

Automotive Museum

History OHV Tours (History Museum)

Paddle and Sail Boarding (CNCC)

The TANK Center of Sonic Arts

Summer Solstice & Concert Event

18 June – Welcome BBQ at THE TANK

20 June – Movie Night @ RHS

4th of July Weekend Celebration

htttp://rangelychamber.com

Colorado Northwestern Community College

The chamber
Rangely Area Chamber of Commerce

RANGELY COLORADO

Dinosaur 2017 Open (Spectacular) BUDGET SUMMARY

Lisa Hatch
Business Services

Meet Organizer

Item Description	Source/Organization	Amount
Income - Seed Money	Towns of Dinosaur and Rangely and Moffat and Rio Blanco Counties	$20,000.00
Income - Pilot Registration Fees	Pilots - 40 @ $300	$12,000.00
Meet Expenses & Marketing	Organizer Budget/Expenses	($31,636.00)
TOTALS - Organizer		**$364.00**

Hosting Community Costs

Item Description	Source/Organization	Amount
Town of Rangely Hosting Main Event	Town of Rangely	($11,325.00)
Rangely Chamber Hosting Main Event	Rangely Chamber	($2,445.00)
Town of Dinosaur Hosting Launch Glamping	Town of Dinosaur	($4,000.00)
TOTALS - Hosting Communities		**($17,770.00)**

* Not all expenses accounted for and some items are estimated. First year infrastructure costs included. Actual costs less the first year infrastructure costs will determine future budgets.

RANGELY
COLORADO
WAY OUTSIDE OF ORDINARY
chamber
Plan your Adventure at
WWW.RANGELYCHAMBER.COM
Photo: Margaret Slaughter

10 ft

(2) Single Sided Monument Entry Signs

6 in

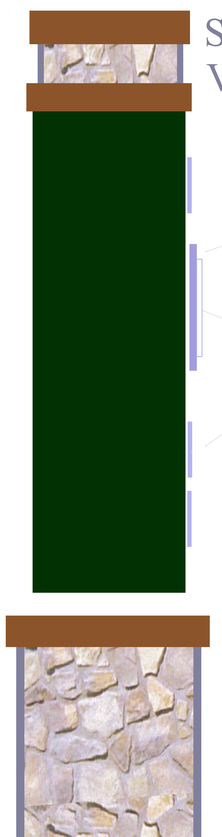
12 in

5 ft

4 in

3.6 in

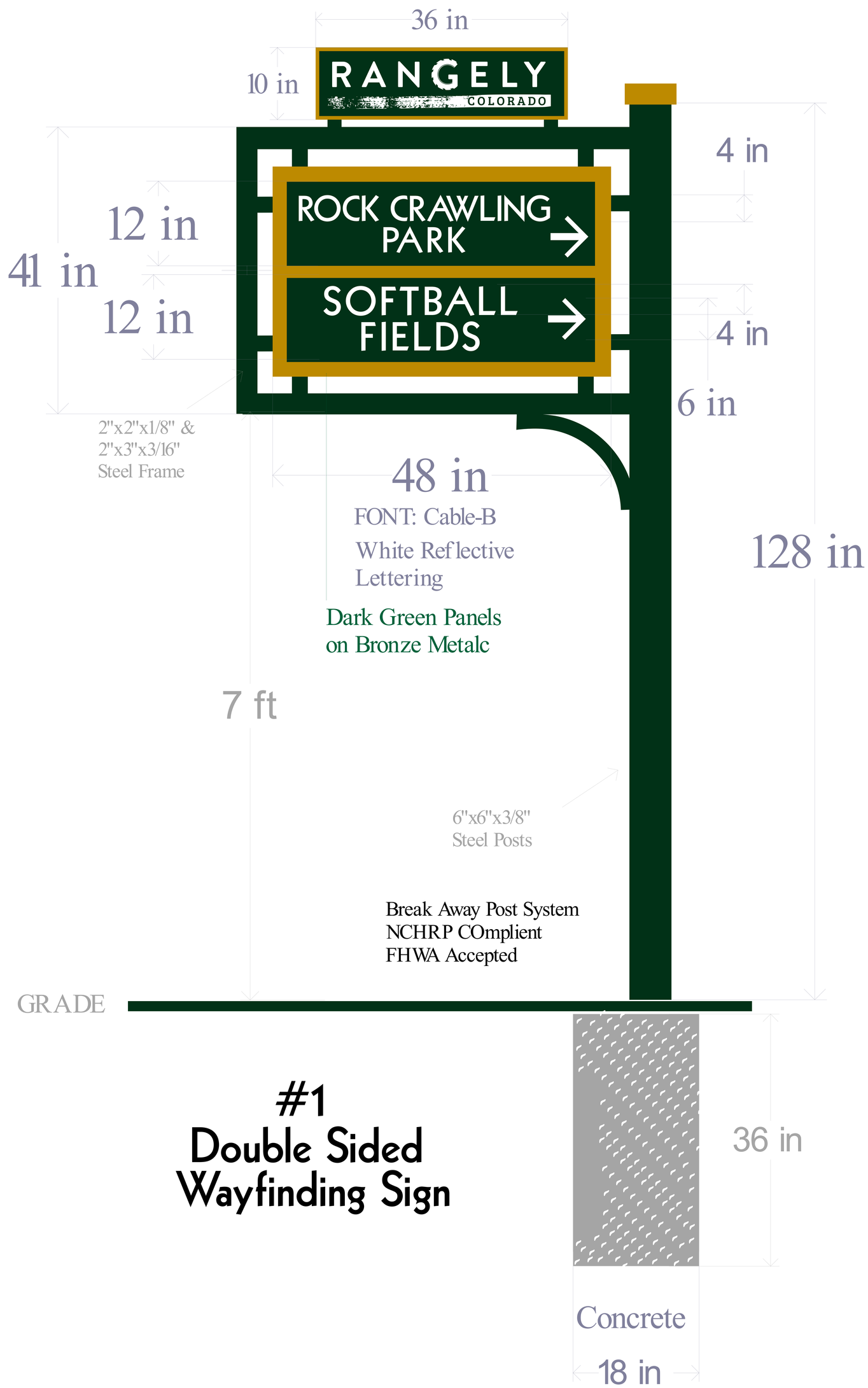
Front View



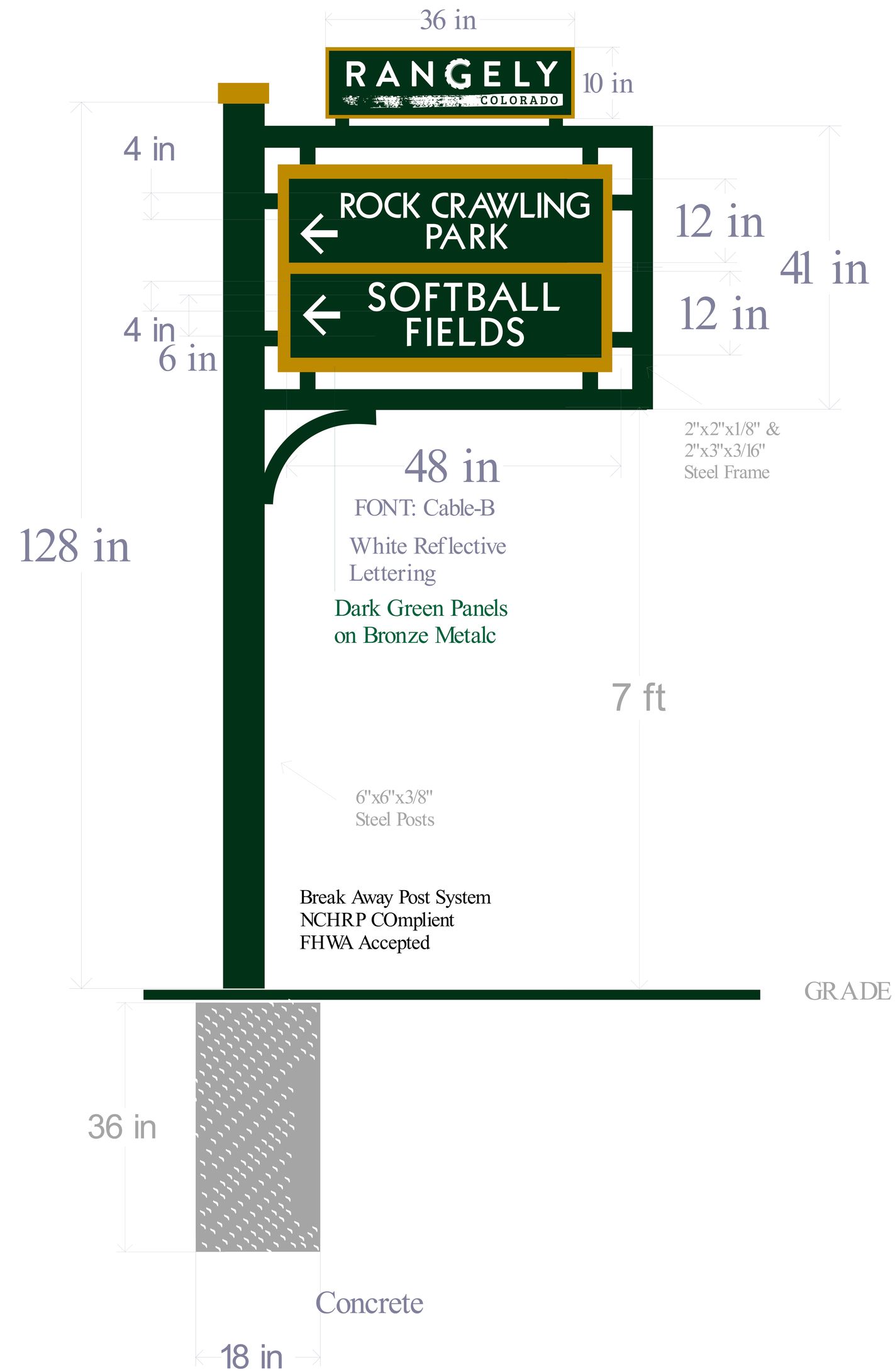
Side View

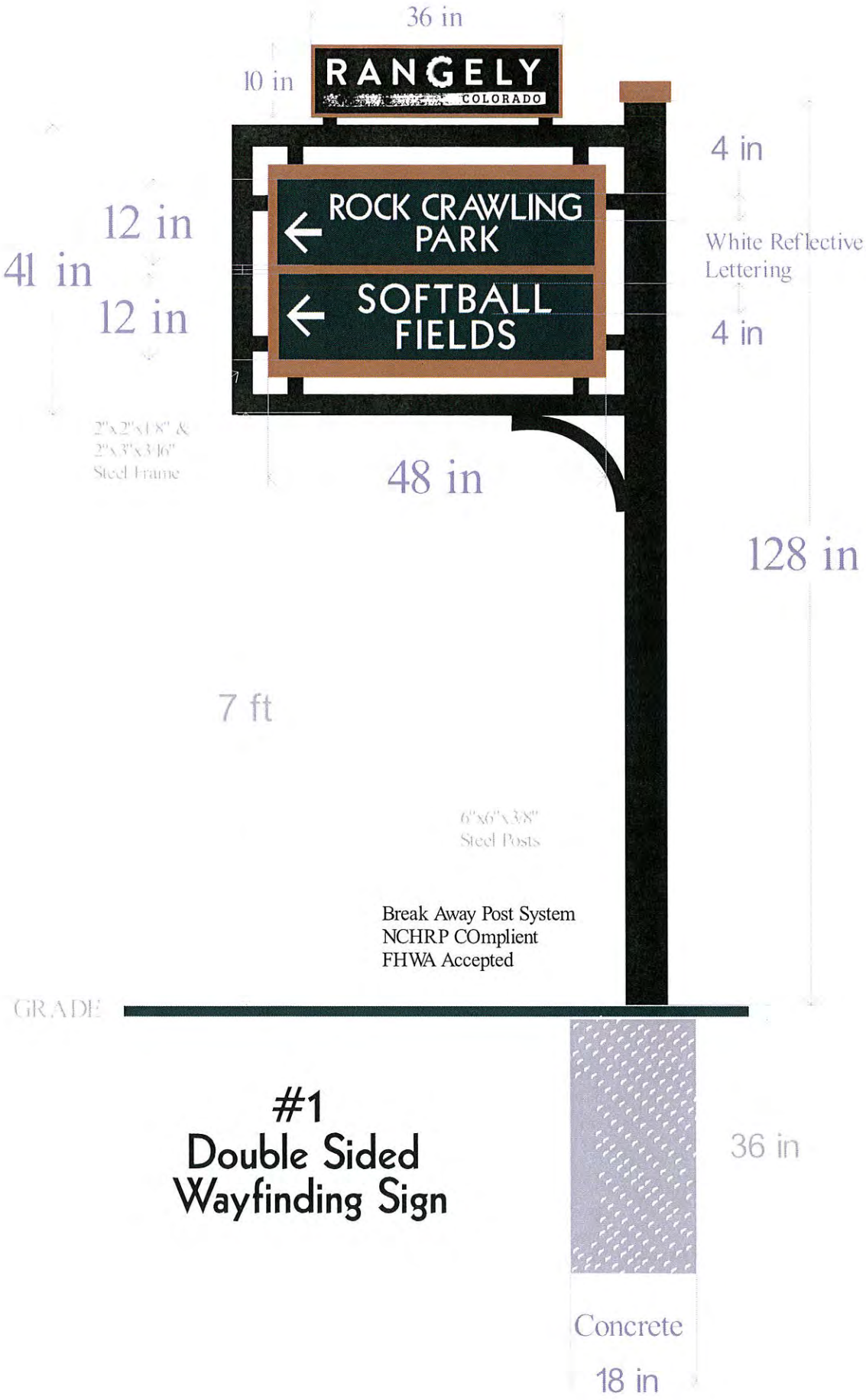
1/2" Raised Letters: Laminated Aluminum

White Reflective 3m Scotchlite



#1 Double Sided Wayfinding Sign





#1
Double Sided Wayfinding Sign

RANGELY, COLORADO

LOGO GUIDELINES

DECEMBER 2016

INTRODUCTION

To provide a unified front across all marketing efforts, the Rangely logo should be used consistently in community branding—from signage and printed materials to the web. The logo fonts and brand colors serve as a foundation that creates a strong connection for people within the community, region and the country.

BRAND INSPIRATION

The Rangely logo was designed to convey the rugged yet accessible components of the community, particularly related to the ability for people to engage with the natural landscape. The allusion to the tire tread speaks to rock crawling and mountain biking—both prevalent activities in the area but also opportunities for tourist attraction to the area.

RANGELY
COLORADO

LOGO VARIATIONS

To ensure consistency, the logo will be presented in only a horizontal form. In addition to being in full color, the logo will have separate achromatic (black and white) styles. The additional styles are to be used to best enhance visibility, when color printing is not available, or when applying the logo to a colorful background.

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MINIMUM AREA OF PROTECTION

Space around the logo is key to creating focus. The Rangely logo must always have sufficient “room to breathe” — thereby enabling it to be the focal point on all communications.

Situations may arise where surrounding the logo with generous amounts of clear space may not be feasible. When positioning the logo near text and/or image-heavy applications, always maintain — at the very least — a minimum area of protection space. Since the size of the logo will vary, we recommend using a letter from within the logo as a defined measure of space. For example, in the logo (shown to the right) that letter is “R.”

MINIMUM LOGO SIZE

The logos should have a prominent, substantial presence wherever they are used. They should never compete for visual attention with adjacent graphic elements.

Always scale the Rangely logo elements together as a unit to ensure that the approved proportions and relationship between these elements is always maintained.

This example illustrates the minimum size so you may visualize a point of reference regarding size. While enlarging the logo is not limited to a maximum size, the logo must not drop below the minimum standard shown.

1.5”

LOGO TYPEFACES

The Rangely logo consists of two typefaces, Brandon Grotesque Bold and Bree Serif. In addition to the logo, the Brandon Grotesque font family can be used as headline and subhead fonts in print collateral. Bree Serif can also be used as an alternative headline font in situations that require a bold serif font.

BRANDON GROTESQUE

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BREE SERIF

BRAND FONTS

The Brandon Grotesque font family is recommended for use as headlines on print collateral. As an alternative, the Bree Serif font family can also be used as a headline font. For body copy and paragraphs, the Helvetica font family is recommended for use in print and digital collateral. As a digital web-safe alternative for headlines, the Helvetica font family can be used as a replacement.

HEADLINE FONT

BRANDON GROTESQUE
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789-&*#?!/+(.,:;)

ALT HEADLINE FONT

BREE SERIF
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789-&*#?!/+(.,:;)

BODY COPY FONT

HELVETICA REGULAR
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789-&*#?!/+(.,:;)

WEB-SAFE FONT - ALT

HELVETICA BOLD
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789-&*#?!/+(.,:;)

HELVETICA REGULAR
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789-&*#?!/+(.,:;)

BRAND COLORS

PRIMARY COLOR

Always use the specific primary color for the logo elements. The logo has four different color spaces: PANTONE, CMYK, RGB and HEX. Each color space is intended for specific printing or web applications. CMYK is most commonly used by laser and ink-jet type printers.

PRIMARY COLOR

PANTONE 560C
C: 83 / M: 52 / Y: 70 / K: 55
R: 29 / G: 60 / B: 52
1d3c34

WHAT TO AVOID

It is important to maintain the guidelines when using the Rangely logo. The following are a few examples of things to avoid when using the logo:

1. DON'T stretch or squeeze the logo.
2. DON'T use any other colors other than those specified on page 8.
3. DON'T use the logo as a headline or with additional copy.
4. DON'T angle the logo.
5. DON'T change logo by using different fonts.
6. DON'T add elements to the logo.
7. DON'T add special effects to the logo.
8. DON'T use a color block behind all white logos (this is used to show white logo on a dark background)

1. RANGELY COLORADO

2. RANGELY COLORADO

3. WELCOME TO RANGELY COLORADO

4. RANGELY COLORADO

5. RANGELY COLORADO

6. RANGELY COLORADO

7. RANGELY COLORADO

8. RANGELY COLORADO

USE OF TAGLINE IN CONJUNCTION WITH LOGO

In the tagline version of the logo, the tagline's established position is stacked under the tire tread. The logo may appear without the tagline.

When using the tagline with the logo, the minimum area of protection, minimum logo size, logo typefaces, brand fonts, and brand colors apply as when the logo is used without the tagline.

When using the tagline as part of a sentence within a body of text, it must appear as follows:

Way Outside of Ordinary

The tagline must appear on:

- All publications intended for an external audience
- Advertising and marketing materials

The use of the tagline is recommended on:

- Banners and signage
- Note cards
- Gifts and merchandise

RANGELY
COLORADO
WAY OUTSIDE OF ORDINARY

USE OF LOGO AND TAGLINE

The purpose of the brand and tagline are to promote the Rangely community for tourism and economic development purposes. The logo is only to be used within that purpose and by organizations, businesses and representatives approved by the Town or County.

In order to use the logo or tagline, permission must be obtained from one of the following people:

Katelin Cook
Rio Blanco County
(970) 878-9747
katelin.cook@rbc.us

Peter Brixius
Town of Rangely
(970) 675-8476
pbrixius@rangelyco.gov

THANK YOU

We appreciate your interest in maintaining consistency when promoting Rangely, CO. If you have any questions on brand standards, please contact:

Katelin Cook
Economic Development Coordinator

Rio Blanco County Department of Economic Development

555 Main Street

Meeker, CO 81641

(970) 878-9474