

Budget Work Session 6:00 pm Conference Room Town Hall



Town of Rangely

Town Council Packet
October 25, 2016 @ 7:00pm



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



Budget Work Session 6:00 pm Conference Room Town Hall

Town of Rangely

October 25, 2016 - 7:00pm

Agenda

Rangely Board of Trustees (Town Council)

JOSEPH NIELSEN, MAYOR

ANDREW SHAFFER, MAYOR PRO TEM

LISA HATCH, TRUSTEE

TREY ROBIE, TRUSTEE

ANN BRADY, TRUSTEE

ANDREW KEY, TRUSTEE

TYSON HACKING, TRUSTEE

1. Call to Order
2. Roll Call
3. Invocation
4. Pledge of Allegiance
5. Minutes of Meeting
 - a. *Approval of the minutes of the October 11, 2016 meeting.*
6. Petitions and Public Input
7. Changes to the Agenda
8. Public Hearings - 7:15pm
 - a. *Public Hearing for the Resubdivision of the LeBleu Minor Subdivision being a replat of lot 27 Dragon Wash Subdivision and Lot 1, LeBleu Minor Subdivision, in S2, T1N, R102W of the 6th PM, Town of Rangely, Rio Blanco County, Colorado*
 - b. *Public Hearing for the Byers Minor Subdivision in H.E., 177, S1, T2N, R102W of the 6th PM, Town of Rangely, Rio Blanco County, Colorado*
9. Committee/Board Meetings
 - a. *Planning and Zoning-October 18, 2016. Tiny Homes Concept Plan.*
10. Supervisor Reports – See Attached
 - a. *Jeff LeBleu-Public Works*
 - b. *Vince Wilczek-Police Department*
11. Reports from Officers – Town Manager Update
12. New Business
 - a. *Discussion and Action to Approve a term and a level of funding for the publication of “HOME ON THE RANGELY” by Elizabeth Robinson.*
 - b. *Discussion and Action to Approve the Liquor License renewal of Nichols Store*
 - c. *Discussion and action to Approve the September 2016 Financial Summary*

- c. *Discussion and Action to Approve the Resubdivision of the LeBleu Minor Subdivision being a replat of lot 27 Dragon Wash Subdivision and Lot 1, LeBleu Minor Subdivision, in S2, T1N, R102W of the 6th PM, Town of Rangely, Rio Blanco County, Colorado, as approved by the Planning & Zoning Commission*
- d. *Discussion and Action to approve the Byers Minor Subdivision in H.E., 177, S1, T2N, R102W of the 6th PM, Town of Rangely, Rio Blanco County, Colorado, as approved by the Planning & Zoning Commission*

13. Informational Items

- a. *Business Improvements Grants/Loans RDA*
- b. *MRO Feasibility –Roy Gregg Aircraft Maintenance Director at CNCC Speaking 11/8/16 at the RDA Meeting.*

14. Scheduled Announcements

- a. *Rangely District Library regular meeting October 10, 2016 at 5:00pm.*
- b. *Rangely Junior College District Board meeting is scheduled for October 10, 2016 at 12:00pm.*
- c. *Western Rio Blanco Park & Recreation District meeting October 10, 2016 at 6:00pm.*
- d. *Rural Fire Protection District board meeting is scheduled for October 17, 2016 at 7:00pm.*
- e. *Rio Blanco County Commissioners meeting is scheduled for October 17, 2016 at 11:00am.*
- f. *Rangely School District board meeting is scheduled for October 18, 2016 at 6:15pm.*
- g. *Rangely Chamber of Commerce board meeting is scheduled for October 20, 2016 at 12:00pm*
- h. *Community Networking Meeting is scheduled for October 25, 2016 at 12:00pm.*
- i. *Rio Blanco Water Conservancy District board meeting is October 26, 2016 at 7:00pm.*
- j. *Rangely District Hospital board meeting is scheduled for October 27, 2016 at 6:00pm.*

15. Adjournment

5 – Minutes



Town of Rangely

October 11, 2016 - 7:00pm

Minutes

Rangely Board of Trustees (Town Council)

JOSEPH NIELSEN, MAYOR

ANDREW SHAFFER, MAYOR PRO TEM

ANN BRADY, TRUSTEE

LISA HATCH, TRUSTEE

ANDREW KEY, TRUSTEE

TREY ROBIE, TRUSTEE

TYSON HACKING, TRUSTEE

1. **Call to Order**
2. **Roll Call** – *Joseph Nielsen, Andrew Shaffer, Lisa Hatch, Andrew Key, Tyson Hacking present, Ann Brady and Trey Robie Absent*
3. **Invocation** - *Joseph Nielsen lead the invocation*
4. **Pledge of Allegiance** - *Peter Brixius lead the Pledge of Allegiance*
5. **Minutes of Meeting**
 - a. *Approval of the minutes of the September 27, 2016 meeting. – Motion to approve the minutes of September 27, 2016 made by Lisa Hatch, seconded by Andrew Key, motion passed – Andrew Shaffer Abstained*
6. **Petitions and Public Input**
7. **Changes to the Agenda** – *Item 9a Personnel Committee Meeting and item 12e - New Business Shop-n-Dine item*
8. **Public Hearings - 7:15pm**
9. **Committee/Board Meetings**
 - a. *Personnel Committee Meeting 09/28/2016*
10. **Supervisor Reports – See Attached**
11. **Reports from Officers – Town Manager Update** Peter Brixius asked David Ludlum be considered for the next community networking meet in which he will be presenting at, his article is in the board packet. He will cover some of the dynamics of some of the energy issues on the western slope on 9/25. At the bottom of the board packet there is a draft RDA business grant program which will be reviewed at the RDA meeting on Thursday this week. Peter would like to know since the Town board acts as an advisory board if any of the board members have any questions about the program or and recommendations. Peter said the business improvement grant will for 5,000 and the criteria is listed below it. Andrew Shaffer asked then if the RDA would be the board making the decisions on the grant once it is finalized. Peter said yes they will take up finalizing the grant criteria and then would start accepting grants. Joe Nielsen asked if the RDA has discretion over the grants and the Town Council has approval over the RDA budget. Peter said that the RDA must work under the constraints of the RDA budget. Lisa Hatch feels that we have missed supporting the incubator part of encouraging business. Peter asked Lisa where she would see that coming into the grant. Lisa Hatch said that she doesn't necessarily feel it should be in this grant should support that but possibly we could create something that would fund those types of activities for startup businesses. Andrew Shaffer said he

agreed. Peter said the grant does not exclude startup businesses in the grant loan levels, but it does not necessarily encourage them as well. Peter said that the Northwest loan fund does focus on startups and has more ways to fund those types of businesses especially for businesses that create new jobs. Peter did not include the details but they are on the website. The RDA meeting starts Thursday at 7:30 am, there are many conversations to be had such as a coop grocery store, alternate location for the projects, expansion of the RDA board including the ex officio representatives for the RDA board from other special districts. After talking with a few other boards, Peter said that we can take the board to 13 if we want, the hospital and other special districts have indicated they would like their own representation. This way it gets everyone to the table. Joe feels that it could become onerous to have a larger board and may impede decisions. Andrew Shaffer asked if they could be on board the RDA board because of their position on the special district boards. Peter said the boards they are representing have asked them to be their representative on the RDA board. Andy Key said it really has become critical to have those districts be part of the better cities discussion because then they can report directly what is happening and have a voice in the decision. Peter said another issue we are having is referring to the project as the better cities project rather it should be the Rangely project because it will change over time. Peter continued that next week on the 18th planning and Zoning will meet because of a resubdivision. Also at the P&Z meeting David Brown from Stryker Brown will be presenting a Tiny Home project. We are looking at the possibilities get some thoughts about how building codes would have to change. Peter said Lisa Hatch provided an email today about Beth Robinson's proposal and asked if she wanted to present or talk about it. Lisa hatch said she did some research about the value of Beth Robinson's project Home on the Rangely, she believes that it is a unique project and looking at tourism, jobs, and a publication just about Rangely she feels that having it out in the area, looking at the search engine, component we cannot put a dollar amount on the value. Lisa feels that we can keep our advertising and marketing locally that would really focus on our type of living it would be very beneficial to the Town. Lisa did research and it would be good to have a publication that states we may be one of the lower cost rural areas for cost of living, we have a beautiful rural community that we need to promote. Lisa said she is an internet marketer, and believes that written was obsolete for a while, but now people want to see things in writing. Lisa's research now indicates that the return is the same as social media. We now have someone is willing to do it who is local and we should consider taking part of this type of publication. If we support this publication we can continue to make it grow, and as unique as this project is, putting ourselves as leaders, we are telling the community that we believe in the businesses and we should support it at a high sponsor level of \$12,000. Andrew Shaffer asked if we were voting on it tonight. Joe Nielsen said no we were not. Lisa said she would like to have it done tonight and thought that we had mentioned that in the work session that Beth presented at. Beth said she was under the same impression as Lisa Hatch. Joe said he believed that he told Beth that she should talk with Peter and he would get her on the agenda. Peter said that he did not know there was supposed to be an Agenda item, Beth called him today and asked and he said he was under the impression that it was still a discussion item. Beth Robinson did mention that she had time constraints at her presentation and that she was working on an October issue. Joe felt we are still in the discussion process and did not come prepared to make a decision. Andy said that he wanted to see it on the Agenda before we make a decision. Peter said he believes Beth has a professional looking

publication, but he has two concerns one is that we are working with a deficit budget and the other is the content and trying to produce it on a monthly basis. Peter said there may be different avenues that we could consider going forward. Andy Key wants to know if we could go with a lower tier investment and see how the publication is produced, after seeing the publication possibly move to a different investment amount. Andrew Shaffer pulled up the page today, it did not pull up right away after his google search. His question is the Town of Rangely has a web site right now, why don't we start with the Town of Rangely site rather than creating a complete new site Why can't we start with our own web site initially and that is not putting the publication out there but we can look at it. He does believe that would be comparable to the Herald Times. Peter said that a quarter page advertisement is probably retail at 5-600 dollars a week, depending on where you are located. Lisa said that only gets to a limited group. Beth Robinson said there is approximately 100 people that subscribe to the Herald Times. Lisa Hatch said similar advertisements in the larger newspaper are actually 1,500. Andrew asked where it would be mailed. Beth Robinson said Rangely and Dinosaur which would be direct mailed which is 1300 right now and it would be placed regionally in Vernal, Dinosaur, Meeker, Craig and Grand Junction. That is the initial distribution. Sara Hume said it would be all about Rangely not about any other community, history of Rangely, asking everyone what Rangely is about. Beth Robinson said it would be about past, present and future articles about Rangely. It would include business spotlight, calendar that would show the depth and what our community is about which is a big part of the value of the publication. Beth has a good group of community members that are supporting the publication and would get on board to support it. There would be blogs on a daily basis. She said the advertising and blogs would be how the publication would support itself. There would be continues advertising and blogs which would help the search engines find the information. Joe has a couple of concerns, direct marketing he believes when it is in print goes into the trash at an 80% rate when it is unsolicited. He believes that you have to know that is true if the research has been done. He said that only half will actually get out there and not in the trash. Beth has two answers respectfully she believes Joe is wrong about that statistic, such as the nickel ads which is what he is referring to, this is a magazine about our community rather than an advertisement publication. Joe feels that he understands that she believes that, he wants to know how she can actually can verify that, however he knows that non solicited direct mail does go into the trash at a high rate we are working with a deficit budget next year, for him to ask the board to participate he needs more information. Beth said that she is the most knowledgeable marketer in this Town and that she has the experience and background and understands this content. Beth also stated that she has 10 years plus experience and Joe should respect that. She has done the utility billing for the last five years, it has been very successful and that there have been direct results for the advertisers and with a small community that has been very successful. Beth said that the type of publication she is presenting is proven to be very successful. Beth has taken a year to look into this over a year, she has spent six months spent cultivating a photo archive, getting community members on board, and promoting events the whole time she has been in Rangely. Beth feels very comfortable with her expertise in rural marketing. Beth is not asking for prices that will make her rich, she wants to really create a value, it is going to be distributed for pickup. It will be for people that are coming that are interested these attractions like the Tank. When the tank was first presented to the Town council three years ago it was commented they should take it to Boulder,

Beth along with a very dedicated group has now made that an attraction for people to see in Rangely. Joe asked what other businesses are on board. Andy Key asked if the Town wasn't on board could Beth still produce the publication without the Town and without the Chamber, and she said yes. She would like to Town to contribute because it would show leadership and taking action to promote Rangely. Lisa Hatch has a question for the council, first we have a great opportunity to promote the town, we have earmarked funds to promote the community and she believes we have not promoted anything. Andrew Shaffer said we are spending money on Lisa Hatch to promote Rangely, correct? He further asked if we subsidize the current utility billing with advertising for the Town. Peter said we can put advertising in every month if we want to but we don't always. Peter further said is that we do not subsidize the cost and if we want something in the billing we have the first option. Lisa Hatch said we are not paying her for marketing. Andrew Shaffer said that Beth mentioned that whenever she put effort into this newsletter that is when it will go. His question is if we sponsor 12,000 or 24,000 dollars will you choose when you can do it. Beth said that is a poor choice of words, she said that she can sell all the space when she wants but she chooses to put her efforts elsewhere many times. She can sell her talents at a higher cost rather than to produce the monthly advertisements. Beth continues that while that does sound bad that is not what her focus is. Her advertisers obviously benefit more if there are fewer advertisers. Peter said that we do use Beth for creative advertisements, some of what she does is to give advice about what is the best way to market which involves more than just putting words into the advertisements. Beth said that part of her package is not just the space but she gives advice on proper messaging, which is not that easy, layout, keeping content to the right length, makes it whether it will draw people to the advertisement. Andrew Shaffer is not ready to make a decision tonight, he would like to put money towards the publication but he would like more information. Sarah Hume asked if they would commit to a monthly basis. At this time no. Beth said she would not become rich on this publication. The best way that she can make this publication what it needs to be she needs an annual commitment. So she really cannot make the publication what she believes will be the best magazine possible unless she can get an annual commitment. Beth said that after twelve months she could probably keep the publication going on advertising. Andrew Shaffer asked if she wants a decision tonight on the \$12,000 or \$24,000 commitment from the Town council. Beth said the county just spent 10,000 on a tag line and on marketing. Lisa Hatch said that Beth is asking for an annual \$12,000 commitment. Lisa said that the council needs more time to consider it. Beth doesn't want to push it, she said her first edition will go out in October. Peter asked if the council would consider a smaller commitment. Beth said that she would have to think about whether she would be interested in doing a one time commitment. Joe said that he did not realize that it needed to be pushed forward in a faster time we will put it on the agenda for the meeting on the 25th. Lisa Hatch said then we can possibly get in on the second publication if the vote is yes. Joe asked if Peter had anything else. Peter said we had a discussion with Ray Gregg. CNCC Aircraft Maintenance Director concerning the MRO feasibility. He agrees with some of the content of the feasibility study, but agreed with the feasibility stating we should locate an existing provider rather than a startup if the project is to be successful. He said it would offer his students an internship opportunity, so he would like to support the project and agreed with the study as it relates to the development of an MRO with specialties such as

recommended in the study or possibly avionics or components. These would have to be regionally attractive to be successful, he is not sure the study is reasonable with their target projections for business.

12. New Business

- a. *Discussion and Action to approve the 2017 Draft Budget - Motion to approve the 2017 Draft Budget as amended made by Tyson Hacking, seconded by Andrew Shaffer , motion passed – Peter said that they removed the La Mesa waterline project because DOLA did not approve the extension of the grant for projects outside the original scope and by removing that we reduced the transfer from the general fund. We did put in a 350,000 expenditure in the housing assistance fund for the purchase of land for the Better City project. Andy Key asked if our capital projects had increased he believed that it was 1.8 prior and now it is 2 million. Peter said he would look into that. Lisa Piering said that was the total of the Capital improvements and not the total of Capital Outlay and Improvements. Andrew Shaffer would like to see the capital project for the River Launch be moved towards the Wolf Creek Dam project. Andrew Shaffer and Andy Key believe we should put those funds toward that project rather than where it is earmarked today. Lisa Hatch says she agrees with both projects. Andrew Shaffer said he had not heard much about the project for the River Launch. Peter said that was part of the Rangely Better City projects proposed for Phase 2 and it is possible that we will not get into it in 2017 anyway. Peter asked if that is a consensus that those funds be moved and it was implied that they would like to move it. Andy Key asked if our deficit is still over 700,000 and Peter replied yes, we do not believe that will be where we will end as with our current budget we expect to finish with a more reasonable number. Peter said we have a 150,000 transfer to the water department but does not believe that we will have to use it. Andy wants to know how vital the wastewater project is. Peter said that many of these projects have been deferred for quite some time especially manhole and collection system improvements. Andy said he wants to know that this project cannot to be put off. Peter said that the reason we are moving forward is to try to stay ahead of the maintenance cycle and not end up with a lot of back-logged deferred maintenance. Peter said that he has to take the operators opinion that we are staying ahead of the operational issues that could cause a catastrophic failure. We have to make money in these enterprise funds so we cannot continually transfer money to keep them operating as a business. Between now and December we can talk further, because some of the grant projects proposed were considered deferred maintenance and DOLA wanted them removed. Andy believes we need be cautious about our spending. He would like to stay out of our reserves. Peter said most of next years deficits are carry over from projects in 2016. Andrew Shaffer asked why we have to approve a draft budget, Lisa Piering stated that statutorily we must approve it tonight but we can continue to modify and make changes until the final approval in December.*
- b. *Discussion and action to approve the September 2016 Check Register – Motion to approve the 2016 Check Register made by Andrew Key, seconded by Tyson Hacking, motion passed*
- c. *Discussion and Action to ratify renewal of CIRSA Property Casualty Insurance for 2017 in the amount of \$74,869.00 – Motion to ratify the poll of the board to approve the quote by CIRSA for our 2017 PC Insurance in the amount of \$74,869 made by Andrew Shaffer, seconded by Lisa Hatch, motion passed*

- d. *Discussion and Action to ratify renewal of CEBT Health Package Insurance for 2017 for a 3.5% increase from 2016. – Motion to ratify the poll of board member to renew our Health Insurance Package with CEBT with a 3.5% increase made by Tyson Hacking, seconded by Lisa Hatch, motion passed*
- e. *Discussion and action to approve \$8,000.00 to be allocated to the Shop-n-Dine program for November 2016 – Joe explained that this is a rebate program that we run each year to encourage spending in Rangely. Andrew Shaffer asked if this is the amount that we spent last year, Lisa Piering noted that it was close to the amount requested. Motion to approve the shop n dine program for November 2016 not to exceed \$8,000 made by Lisa Hatch, seconded by Andrew Shaffer, motion passed.*

13. Informational Items

- a. *Article “Connection between energy, recreation and tourism” by David Ludlam, Executive Director of the Western Slope Oil & Gas Association*
- b. *Raw Water Board Meeting October 12th, 2016 at 9:30 am.*
- c. *RDA Draft Business Improvement Grant*
- d. *RDA/RDC Board Meeting October 13th, 2016 at 7:30 am.*
- e. *Planning and Zoning Meeting October 18th, 2016 at 7:30 am.*

14. Scheduled Announcements

- a. *Rangely District Library regular meeting October 10, 2016 at 5:00pm.*
- b. *Rangely Junior College District Board meeting is scheduled for October 10, 2016 at 12:00pm.*
- c. *Western Rio Blanco Park & Recreation District meeting October 10, 2016 at 6:00pm.*
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- i. *Rio Blanco Water Conservancy District board meeting is October 26, 2016 at 7:00pm.*
- j. *Rangely District Hospital board meeting is scheduled for October 27, 2016 at 6:00pm.*

15. Adjournment

Joe asked everyone to make an effort to attend the community networking meeting on the 25th and also to look at the last two pages of the packet showing Jocelyn Mullen diving during her work for the Utilities Department.

Meeting adjourned at 8:10 pm

8 – Public Hearings

RESUBDIVISION OF LEBLEU MINOR SUBDIVISION

BEING A REPLAT OF LOT 27 DRAGON WASH SUBDIVISION AND
 LOT 1, LEBLEU MINOR SUBDIVISION, IN SECTION 2, T1N, R102W OF THE 6TH
 P.M., TOWN OF RANGELY,
 RIO BLANCO COUNTY, COLORADO

OWNED BY:
 LONNIE S. LEBLEU
 P.O. BOX 353
 RANGELY, CO 81648

PREPARED BY:
 JSC, INC.
 P.O. BOX 1153
 MEEKER, CO 81641

DEDICATION

KNOW MEN BY THESE PRESENTS: THAT LONNIE S. LEBLEU BEING THE OWNER(S) OF THE LAND DESCRIBED AS FOLLOWS:
 LOT 27 DRAGON WASH SUBDIVISION IN THE TOWN OF RANGELY, COLORADO, AS RECORDED IN THE OFFICE OF THE COUNTY CLERK AND RECORDER OF RIO BLANCO COUNTY AS RECEPTION NO. 226794

&
 LOT 1, LEBLEU MINOR SUBDIVISION ACCORDING TO THE PLAT THEREOF FILED APRIL 25, 2013 AS RECEPTION NO. 306209

IN THE TOWN OF RANGELY, RIO BLANCO COUNTY, COLORADO, UNDER THE NAME AND STYLE OF "RESUBDIVISION OF LEBLEU MINOR SUBDIVISION" HAS LAID OUT, PLATTED AND SUBDIVIDED SAME AS SHOWN ON THIS PLAT, AND BY THESE PRESENTS DO HEREBY DEDICATE TO THE PERPETUAL USE OF THE TOWN OF RANGELY, STATE OF COLORADO, THE STREETS, ALLEYS, ROADS, AND OTHER PUBLIC AREAS AS SHOWN HEREON AND HEREBY DEDICATE THOSE PORTIONS OF LAND LABELED AS EASEMENTS FOR THE INSTALLATION AND MAINTENANCE OF PUBLIC UTILITIES AS SHOWN HEREON.

LAND SURVEYOR'S CERTIFICATE

I, JONATHAN LEIF JOY, BEING A REGISTERED LAND SURVEYOR IN THE STATE OF COLORADO, DO HEREBY CERTIFY THAT THIS PLAT AND SURVEY OF "RESUBDIVISION OF LEBLEU MINOR SUBDIVISION" WAS MADE BY ME AND UNDER MY SUPERVISION AND THAT BOTH ARE ACCURATE TO THE BEST OF MY KNOWLEDGE. I FURTHER CERTIFY THAT MONUMENTS AND MARKERS WERE SET AS REQUIRED BY THE TITLE 18 SUBDIVISION OF THE RANGELY MUNICIPAL CODE.

DATED THIS ____ DAY OF _____, A.D. 20____.

JONATHAN LEIF JOY
 RLS 36574

TOWN OF RANGELY PLANNING COMMISSION APPROVAL

THE PLANNING COMMISSION OF THE TOWN OF RANGELY, COLORADO DOES HEREBY AUTHORIZE AND APPROVE THIS PLAT OF THE ABOVE SUBDIVISION AT A MEETING OF SAID COMMISSION HELD ON THIS: ____ DAY OF _____, A.D. 20____.

CHAIRMAN

APPROVAL BY THE BOARD OF TRUSTEES

THE WITHIN PLAT OF THE "RESUBDIVISION OF LEBLEU MINOR SUBDIVISION" IS APPROVED FOR FILING THIS ____ DAY OF _____, 20____. THE DEDICATION OF THE PUBLIC WAYS SHOWN HEREON ARE ACCEPTED BY THE TOWN OF RANGELY, STATE OF COLORADO, SUBJECT TO THE CONDITION THAT SAID TOWN SHALL UNDERTAKE THE MAINTENANCE OF SAID PUBLIC WAYS ONLY AFTER CONSTRUCTION OF SAID PUBLIC WAYS HAS BEEN SATISFACTORILY COMPLETED TO THE TOWN SPECIFICATIONS BY THE SUBDIVIDER AND A RESOLUTION OF THE TOWN OF RANGELY BOARD OF TRUSTEES, RANGELY, COLORADO, ACCEPTING THE SAME, HAS BEEN ADOPTED AND PLACED ON RECORD.

BOARD OF TRUSTEES
 TOWN OF RANGELY, COLORADO

BY: _____ MAYOR

ATTEST: _____ TOWN CLERK

NOTICE: ACCORDING TO COLORADO LAW YOU MUST COMMENCE ANY LEGAL ACTION BASED UPON ANY DEFECT IN THIS SURVEY WITHIN THREE YEARS AFTER YOU FIRST DISCOVER SUCH DEFECT. IN NO EVENT, MAY ANY ACTION BASED UPON ANY DEFECT IN THIS SURVEY BE COMMENCED MORE THAN TEN YEARS FROM THE DATE OF THE CERTIFICATION SHOWN HEREON.

NOTES:

BASIS OF BEARINGS: N00°35'00"W BETWEEN FOUND ALUMINUM CAPS RLS 12029 AT THE SOUTHWEST AND NORTHWEST CORNER OF LOT 69, REPLAT OF DRAGON WASH SUBDIVISION RECEPTION NO. 284797.

MINERAL RIGHTS: THERE MAY BE RECORDED EVIDENCE A MINERAL ESTATE HAS BEEN SEVERED, LEASED, OR OTHERWISE CONVEYED FROM THE SURFACE ESTATE AND THERE MAY BE A SUBSTANTIAL LIKELIHOOD A THIRD PARTY HOLDS SOME OR ALL INTEREST IN OIL, GAS, OTHER MINERALS, OR GEOTHERMAL ENERGY IN THE PROPERTY; AND SUCH MINERALS ESTATE MAY INCLUDE THE RIGHT TO ENTER AND USE THE PROPERTY WITHOUT THE SURFACE OWNER'S PERMISSION.

NO TITLE COMMITMENT WAS SUPPLIED FOR THIS SURVEY, THEREFORE EASEMENTS AND/OR RIGHTS-OF-WAY OF RECORD WERE NOT RESEARCHED NOR SHOWN HEREON.

BASED UPON THE F.E.M.A. NATIONAL FLOOD INSURANCE RATE MAP, REVISED SEPTEMBER 28, 1990, THE PROPERTY SHOWN HEREON LIES OUTSIDE THE 500 YEAR FLOOD PLAIN BOUNDARY.

THE PURPOSE OF THE RESUBDIVISION IS TO COMBINE 2 LOTS (LOT 27 DRAGON WASH SUBDIVISION AND LOT 1 LEBLEU MINOR SUBDIVISION) INTO ONE LOT (LOT 1 RESUBDIVISION OF LEBLEU MINOR SUBDIVISION).

NEIGHBORING OWNERS ACQUIRED FROM RIO BLANCO COUNTY ASSESSOR GIS DATA

UTILITY COMPANIES

GAS:
 TOWN OF RANGELY
 209 EAST MAIN STREET
 RANGELY, CO 81648
 PH# (970) 675-8258

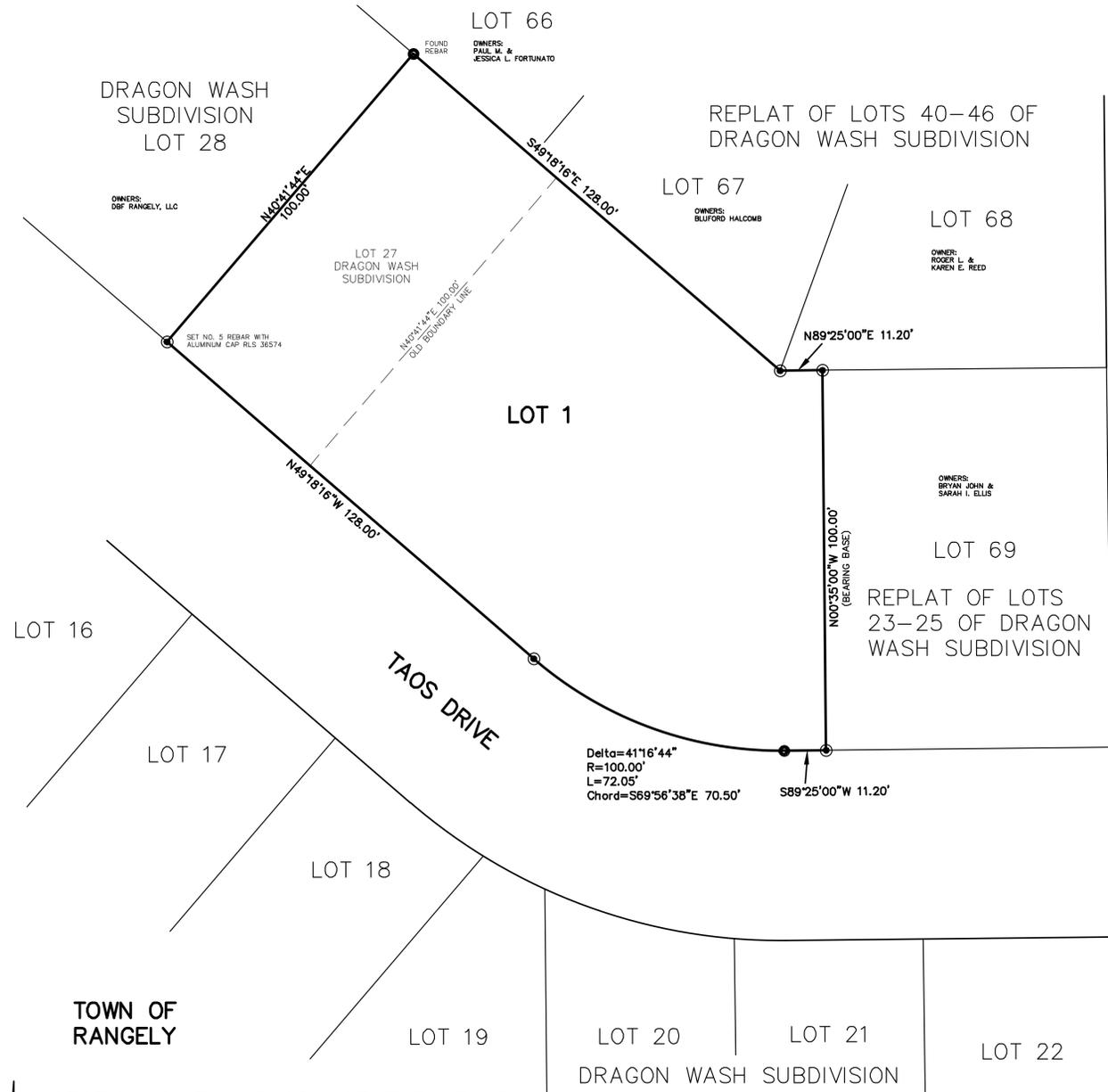
TELEPHONE:
 CENTURYTEL
 421 WEST MAIN STREET
 RANGELY, CO 81648
 PH# (970) 675-8426

SEWER:
 RANGELY SANITATION PLANT
 407 BRONCO ROAD
 RANGELY, CO 81648
 PH# (970) 675-8312

WATER:
 RANGELY WATER PLANT
 2000 EAST MAIN STREET
 RANGELY, CO 81648
 PH# (970) 675-2221

ELECTRICITY:
 MOON LAKE ELECTRIC ASSOCIATION, INC.
 800 West Hwy. 40
 P.O. Box 278
 Roosevelt, UT 84066
 PH# (970) 675-2291

GAS:
 TOWN OF RANGELY
 209 EAST MAIN STREET
 RANGELY, CO 81648
 PH# (970) 675-8258



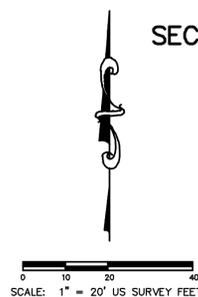
SECTION 2, T1N, R102W OF THE 6TH P.M.

ACREAGE ANALYSIS

TYPE OF USE	ACREAGE	PERCENTAGE
PRIOR TO SUBDIVISION		
LOT 27	5,000 SQ. FT.	29%
LOT 1	12,522 SQ. FT.	71%
AFTER SUBDIVISION		
LOT 1	17,522 SQ. FT.	100%

CLERK AND RECORDER'S CERTIFICATE

RESUBDIVISION OF LEBLEU MINOR SUBDIVISION A REPLAT OF LOT 27 DRAGON WASH SUBDIVISION AND LOT 1, LEBLEU MINOR SUBDIVISION, IN SECTION 2, T1N, R102W 6TH P.M., TOWN OF RANGELY, RIO BLANCO COUNTY, COLORADO.	
LEBLEU	
JSC, INC.	
P.O. BOX 1153 MEEKER, CO 81641 PHONE: (970) 878-5292	DRAWN BY: BAK DATE: 9-20-2016 JOB NO.: 2385-02 CHECKED BY: J.L.J.



BYERS MINOR SUBDIVISION

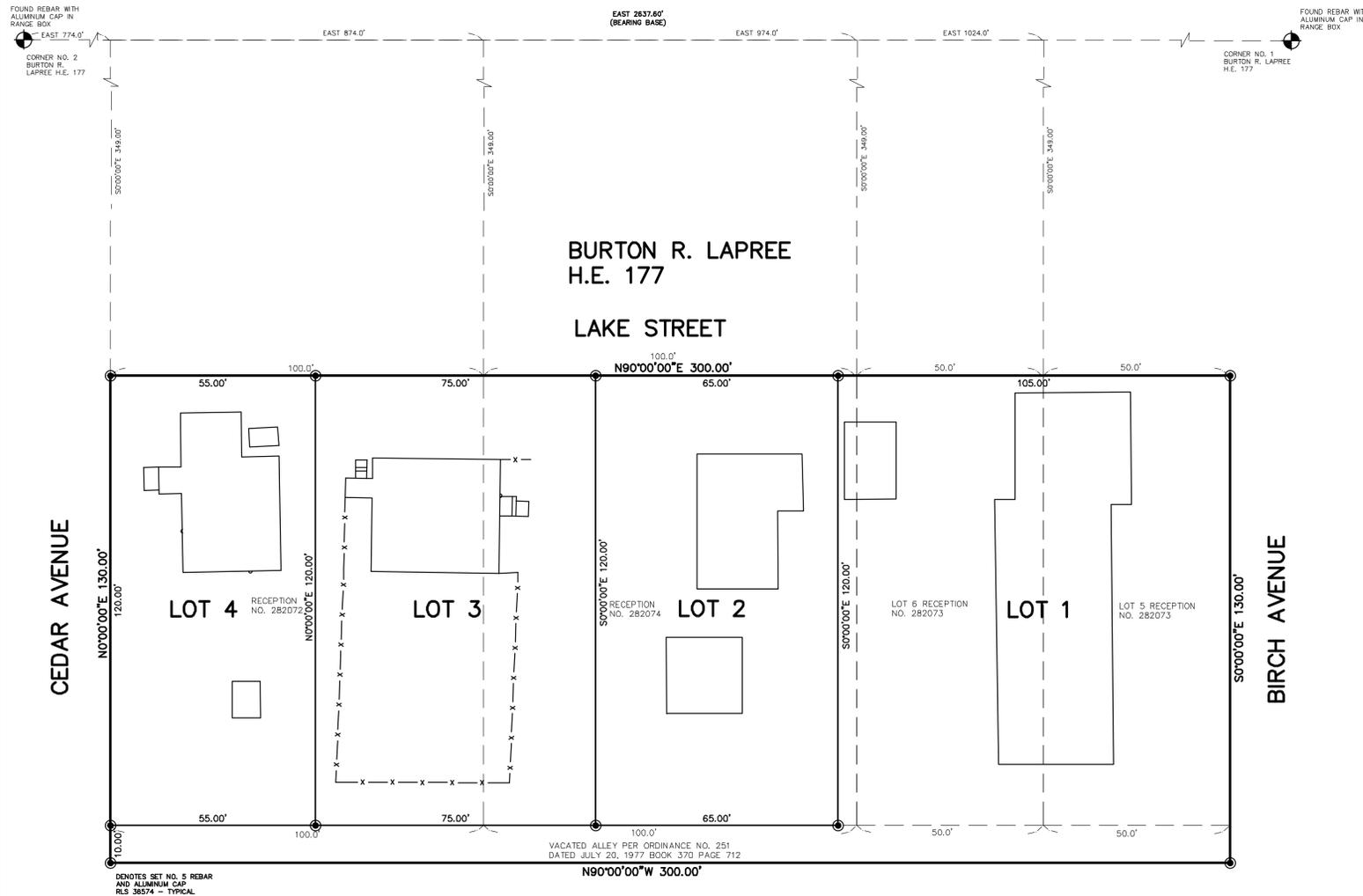
IN H.E. 177, SECTION 1, T2N, R102W OF THE 6TH P.M.,
TOWN OF RANGELY, RIO BLANCO COUNTY, COLORADO

OWNED BY:

DENA BYERS
211 S. BIRCH AVENUE
RANGELY, CO 81648

PREPARED BY:

JSC, INC.
P.O. BOX 1153
MEEKER, CO 81641



SECTION 1
T1N, R102W 6TH P.M.

TOWN OF
RANGELY

ACREAGE ANALYSIS

TYPE OF USE	SQUARE FOOTAGE	PERCENTAGE
LOT 1	15,600 SQ FT	40%
LOT 2	7,800 SQ FT	20%
LOT 3	9,000 SQ FT	23%
LOT 4	6,600 SQ FT	17%
TOTAL	39,000 SQ FT	100%

NOTICE: ACCORDING TO COLORADO LAW YOU MUST COMMENCE ANY LEGAL ACTION BASED UPON ANY DEFECT IN THIS SURVEY WITHIN THREE YEARS AFTER YOU FIRST DISCOVER SUCH DEFECT. IN NO EVENT, MAY ANY ACTION BASED UPON ANY DEFECT IN THIS SURVEY BE COMMENCED MORE THAN TEN YEARS FROM THE DATE OF THE CERTIFICATION SHOWN HEREON.

DEDICATION

A PARCEL OF LAND IN SECTION NO. 1, T1N, R102W, 6TH P.M. IN THE TOWN OF RANGELY, COLORADO MORE PARTICULARLY DESCRIBED AS FOLLOWS: BEGINNING AT A POINT 774.0 FEET EAST AND 349.0 FEET SOUTH OF CORNER NO. 2 OF THE BURTON R. LAPREE H.E. 177, SEC 1, T1N, R102W, 6TH P.M., RUNNING THENCE SOUTH 120.0 FEET; THENCE EAST 100. FEET; THENCE NORTH 120.0 FEET; THENCE WEST 100.0 FEET TO THE POINT OF BEGINNING.
NKA LOT 35, BLOCK G OF STEELE TRACTS.
(LEGAL DESCRIPTION PER RECEPTION NO. 282072)

LOT 5: BEGINNING AT A POINT 974.0 FEET EAST AND 349.0 FEET SOUTH OF CORNER NO. 2 OF THE BURTON R. LAPREE H.E. 177, RUNNING THENCE SOUTH 120.0 FEET; THENCE EAST 50.0 FEET; THENCE NORTH 120.0 FEET; THENCE WEST 50.0 FEET TO THE PLACE OF BEGINNING

LOT 6: BEGINNING AT A POINT 1024.0 FEET EAST AND 349.0 FEET SOUTH OF CORNER NO. 2 OF THE BURTON R. LAPREE H.E. 177, RUNNING THENCE SOUTH 120.0 FEET; THENCE EAST 50 FEET; THENCE NORTH 120.0 FEET TO THE PLACE OF BEGINNING.

NKA LOTS 37 AND 38, BLOCK G OF STEELE TRACTS.
(LEGAL DESCRIPTION PER RECEPTION NO. 282073)

A PARCEL OF LAND OF THE BURTON R. LAPREE H.E. NO. 177, IN SECTION 1, TOWNSHIP 1 NORTH, RANGE 102 WEST OF THE 6TH P.M., BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS: BEGINNING AT A POINT 874.0 FEET EAST AND 349.0 FEET SOUTH OF CORNER NO. 2 OF THE BURTON R. LAPREE H.E. 177, IN SECTION 1, TOWNSHIP 1 NORTH, RANGE 102 WEST OF THE 6TH P.M., RUNNING THENCE SOUTH 120.0 FEET;; THENCE EAST 100 FEET; THENCE NORTH 120.0 FEET; THENCE WEST 100 FEET TO THE POINT OF BEGINNING.
NKA LOTS 35A AND 36 OF STEELE TRACTS.
(LEGAL DESCRIPTION PER RECEPTION NO. 282074)

TOGETHER WITH THE NORTH 10 FEET OF THE ALLEY BETWEEN CEDAR AVENUE AND BIRCH AVENUE AND PARALLEL TO AND BETWEEN LAKE STREET AND SCHOOL STREET AS VACATED BY ORDINANCE NO. 251 AS RECORDED JULY 20, 1977 IN BOOK 370 AT PAGE 712.

IN THE TOWN OF RANGELY, RIO BLANCO COUNTY, COLORADO, UNDER THE NAME AND STYLE OF "BYERS MINOR SUBDIVISION" HAS LAID OUT, PLATTED AND SUBDIVIDED SAME AS SHOWN ON THIS PLAT, AND BY THESE PRESENTS DO HEREBY DEDICATE TO THE PERPETUAL USE OF THE TOWN OF RANGELY, STATE OF COLORADO, THE STREETS, ALLEYS, ROADS, AND OTHER PUBLIC AREAS AS SHOWN HEREON AND HEREBY DEDICATE THOSE PORTIONS OF LAND LABELED AS EASEMENTS FOR THE INSTALLATION AND MAINTENANCE OF PUBLIC UTILITIES AS SHOWN HEREON.

DENA BYERS _____ DATE _____

NOTARIAL

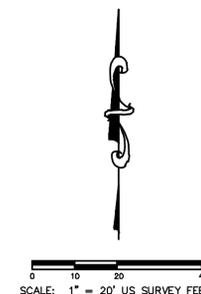
STATE OF COLORADO
COUNTY OF RIO BLANCO

THE FOREGOING INSTRUMENT WAS ACKNOWLEDGED BEFORE ME THIS _____ DAY OF _____, A.D. 20____ BY DENA BYERS
MY COMMISSION EXPIRES ON _____ WITNESS MY HAND AND OFFICIAL SEAL.
NOTARY PUBLIC



VICINITY MAP

SCALE: 1" = 1000'



LAND SURVEYOR'S CERTIFICATE

I, JONATHAN LEIF JOY, BEING A REGISTERED LAND SURVEYOR IN THE STATE OF COLORADO, DO HEREBY CERTIFY THAT THIS PLAT AND SURVEY OF "BYERS MINOR SUBDIVISION" WAS MADE BY ME AND UNDER MY SUPERVISION AND THAT BOTH ARE ACCURATE TO THE BEST OF MY KNOWLEDGE. I FURTHER CERTIFY THAT MONUMENTS AND MARKERS WERE SET AS REQUIRED BY THE TITLE 18 SUBDIVISION OF THE RANGELY MUNICIPAL CODE.

DATED THIS _____ DAY OF _____, A.D. 20____.

JONATHAN LEIF JOY
RLS 36574

TOWN OF RANGELY PLANNING COMMISSION APPROVAL

THE PLANNING COMMISSION OF THE TOWN OF RANGELY, COLORADO DOES HEREBY AUTHORIZE AND APPROVE THIS PLAT OF THE ABOVE SUBDIVISION AT A MEETING OF SAID COMMISSION HELD ON THIS: _____ DAY OF _____, A.D. 20____.

CHAIRMAN

APPROVAL BY THE BOARD OF TRUSTEES

THE WITHIN PLAT OF THE "BYERS MINOR SUBDIVISION" IS APPROVED FOR FILING THIS _____ DAY OF _____, 20____ BY THE DEDICATION OF THE PUBLIC WAYS SHOWN HEREON AS ACCEPTED BY THE TOWN OF RANGELY, STATE OF COLORADO, SUBJECT TO THE CONDITION THAT SAID TOWN SHALL UNDERTAKE THE MAINTENANCE OF SAID PUBLIC WAYS ONLY AFTER CONSTRUCTION OF SAID PUBLIC WAYS HAS BEEN SATISFACTORILY COMPLETED TO THE TOWN SPECIFICATIONS BY THE SUBDIVIDER AND A RESOLUTION OF THE TOWN OF RANGELY BOARD OF TRUSTEES, RANGELY, COLORADO, ACCEPTING THE SAME, HAS BEEN ADOPTED AND PLACED ON RECORD.

BOARD OF TRUSTEES
TOWN OF RANGELY, COLORADO

BY: _____ MAYOR

ATTEST: _____ TOWN CLERK

NOTES:

BEARING BASE - WEST FROM AP1 (REBAR WITH ALUMINUM CAP IN RANGE BOX) OF H.E. 177 TO AP 2 (REBAR WITH ALUMINUM CAP IN RANGE BOX) OF H.E. 177, SECTION 1, T1N, R102W OF THE 6TH P.M. - ASSUMED

MINERAL RIGHTS: THERE MAY BE RECORDED EVIDENCE A MINERAL ESTATE HAS BEEN SEVERED, LEASED, OR OTHERWISE CONVEYED FROM THE SURFACE ESTATE AND THERE MAY BE A SUBSTANTIAL LIKELIHOOD A THIRD PARTY HOLDS SOME OR ALL INTEREST IN OIL, GAS, OTHER MINERALS, OR GEOTHERMAL ENERGY IN THE PROPERTY; AND SUCH MINERALS ESTATE MAY INCLUDE THE RIGHT TO ENTER AND USE THE PROPERTY WITHOUT THE SURFACE OWNER'S PERMISSION.

NO TITLE COMMITMENT WAS SUPPLIED. THEREFORE ALL EASEMENTS AND/OR RIGHTS-OF-WAY OF RECORD WERE NOT RESEARCHED NOR SHOWN HEREON.

BASED UPON THE F.E.M.A. NATIONAL FLOOD INSURANCE RATE MAP, REVISED SEPTEMBER 28, 1990, THE PROPERTY SHOWN HEREON DOES NOT LIE WITHIN A 100 YEAR FLOOD PLAIN BOUNDARY.

THE PURPOSE OF THIS PLAT IS TO CORRECT THE LOT LINES TO GO BETWEEN THE EXISTING RESIDENCES.

UTILITY COMPANIES

GAS:
TOWN OF RANGELY
209 EAST MAIN STREET
RANGELY, CO 81648
PH# (970) 675-8258

TELEPHONE:
CENTURYTEL
421 WEST MAIN STREET
RANGELY, CO 81648
PH# (970) 675-8426

SEWER:
RANGELY SANITATION PLANT
407 BRONCO ROAD
RANGELY, CO 81648
PH# (970) 675-8312

WATER:
RANGELY WATER PLANT
2000 EAST MAIN STREET
RANGELY, CO 81648
PH# (970) 675-2221

ELECTRICITY:
MOON LAKE ELECTRIC ASSOCIATION, INC.
800 West Hwy. 40
P.O. Box 278
Roosevelt, UT 84066
PH# (970) 675-2291

CLERK AND RECORDER'S CERTIFICATE

BYERS MINOR SUBDIVISION IN H.E. 177, SECTION 1, T1N, R102W OF THE 6TH P.M., TOWN OF RANGELY, RIO BLANCO COUNTY, COLORADO.	
BYERS	
JSC, INC.	
P.O. BOX 1153 PHONE: (970) 878-5292	MEEKER, CO 81641 FAX: 878-5392
DRAWN BY: BAK	DATE: 9-1-2016
CHECKED BY: JLS	2519-00

- 9 – Committee/Board Meetings
- 10 – Supervisor Reports
- 11 – Reports from Officers

12 – New Business

[Subscribe](#)[Share ▼](#)[Past Issues](#)[Trans](#)[An Exciting New Opportunity for Rangely!](#)[View this email in your browser](#)

Share



Tweet



Forward



Neighbors...

Over the past five years, I've developed the [Rangely Utility Bill Insert](#) - a simple advertising insert inserted into the Town of Rangely's utility bill into a valuable resource for businesses, organizations, and our community. Observing its positive impact in improving communication and promoting small business in Rangely has inspired me to grow this simple ad insert into a unique publication for Rangely and the surrounding region while offering advertisers an upgraded publication with greater distribution.

Starting this month, I will be transitioning the Ad Insert into a larger publication- a full-color magazine called [Home on the Rangely](#) which will celebrate and honor our lovely little community. The amazing thing is, thanks to a small but mighty group of Sponsoring and Supporting Advertisers, I will be able to launch the magazine without raising ad prices. **To be included in the INAUGURAL ISSUE, please contact me this week to place your ad or reserve content!**

Here's what you need to know:

- All ads, notices, or paid content will be in **full color and the current 'Ad Insert' distribution will double**, and increase over the coming year.
- You don't have to be a business or organization to take advantage of this opportunity! Subscribe for a small ad to send a positive message, celebrate anniversaries or loved ones, or whatever!
- [Home on the Rangely](#) will be **mailed to all addresses** in Rangely and Dinosaur and will be available at strategic locations in Vernal, Dinosaur, Craig, Meeker and Grand Junction. As we grow, distribution will expand to Steamboat, Rifle, and beyond, including mailing to Meeker addresses.
- The magazine will have an active, marketed [website](#) which will include digital publications of current and past issues, a daily blog, community calendar, feature advertisers and more!
- The magazine will feature **regular content areas** such as Community Calendar, County Character, Business Spotlight, Non-Profit News, Feature Article and more!
- Paid subscriptions are available to out of town addresses wishing to receive the print issue- **people are already subscribing!**

- The magazine will **serve both local residents and visitors alike**, serving as a source of current activities, and as a marketing piece for our region!
- [Home on the Rangely](#) will appear in mailboxes during the **last week of the month**.

Each customer subscribing to 12 months of ads by November 20 will receive:

- Our current low advertising rates and discounts **locked in permanently** for the ad size you pick, and smaller, for as long as you renew your subscription annually for 6-12 months.
- **A CHANCE TO WIN** a one-page SPOTLIGHT in the December issue free of charge!
- An individual consultation and marketing plan for the year, including help and advice with content, messaging and photography.
- A **custom** layout each month, created according to the specifications of your company's Style Guide or designed in house.
- A **digital copy** of your layout to use in emails and social media.

[Click Here NOW](#) to subscribe for a year of ads or content in *Home on the Rangely*!

Best,

Beth

www.homeontherangely.com



Subscribe to One Year of Ads or Content



Elizabeth Robinson Wiley
Elizabeth Robinson Studio | Art+Design

www.elizabethrobinsonstudio.com

FIND ME ON FACEBOOK! <https://www.facebook.com/erobinsonstudio>

514 E. Main Street (visit)

PO Box 514 (post)

Rangely CO 81648

This email was sent to lpiering@rangelygovt.com
[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)
Elizabeth Robinson Studio · 514 E. Main Street · P.O. Box 514 · Rangely, Co 81648 · USA





Elizabeth
Robinson
STUDIO



Art + Design

www.elizabethrobinsonstudio.com

Elizabeth Robinson Studio
art + design

Elizabeth Robinson Wiley
beth@elizabethrobinson.com
970.274.1239

PO Box 514 (post) 514 East Main Street (visit) | Rangely, CO 81648

REACH EVERYONE IN

HOME

ON THE

RANGELY

& beyond



Home on the Rangely is Rangely's first monthly magazine & advertising venue created by, and for, our community and it's citizens.

HOME
on the
RANGELY *ly*

INSIDE THIS ISSUE:

- Town News
- Community Calendar
- Service Organization of the Month
- The Story behind the Tank p 1-3
- Farmsteader's Corner
- Gift Guide p 4-5

YOUR GUIDE TO ALL THINGS RANGELY
OCTOBER 2016

WWW.HOMEONRANGELY.COM

Published in the last half of the month and direct mailed to all mailing addresses in Rangely and Dinosaur, it will reach our entire local population, providing critical information, a community calendar, beautiful photography by local photographers, and engaging content about local happenings, business spotlights, stories from locals, and local history.

The magazine will also be distributed to key locations in Meeker, Dinosaur, Craig, Vernal and Grand Junction, where it will serve as an advertising piece for the Town of Rangely itself.

Owned, edited and published by [Elizabeth Robinson Studio](http://ElizabethRobinsonStudio.com), working with a dedicated team of local business owners and community contributors, the magazine is beautiful, original, effective and important to our community and our economic goals.

WHO THE MAGAZINE SERVES

Our Community:

Content will be by, for, and about our Rangely citizens with a direct mailing to our whole community, as well as placement at strategic locations in town. With informative and interesting content, including a community calendar and information on local issues, it will consolidate useful information into an attractive publication that won't get lost in the clutter.

Most importantly, besides providing a consolidated source of information sharing, a fun read, and a creative and original publication, it will promote a greater sense of community pride for both recent residents and long established families alike, as well as help new employees and residents moving to town become acquainted with the unique place we call home.

Our Businesses:

The magazine itself creates local jobs and fosters entrepreneurship, as well as supporting the Rangely community and its economy. For the first year the advertising rates will be the same as the Rangely Utility Bill Insert- which has been an extremely effective and affordable outlet for our local independent businesses and startups, allowing us to upgrade and increase the effectiveness, and provide broader distribution, without adding additional stress to our local businesses during these difficult economic times. Additionally, a monthly 'Business Spotlight' will feature a local business, telling the stories of our local entrepreneurs, and Sponsoring and Supporting advertisers will have the chance to put their name on a variety of content areas, showing their support for our communities civic and economic health.

Our Visitors:

HOME on the RANGELY will be available be available to visitors locally and regionally at strategic locations in both in and out of town. With informative and interesting content such as 'Business Spotlight,' 'County Character,' and 'History Mystery,' as well as a feature article, it will help visitors to the Western Slope become acquainted with, and charmed by, our lovely little community. The attractiveness of the magazine and its content has the potential to draw visitors our direction from regional locations. **The magazine works in conjunction with the website**, which will have access to information about local resources and information.

Economic Development:

All of the above has the added benefit of fitting in seamlessly with many of our Town's current economic development initiatives by encouraging more visitor traffic and in general creating a reputation on the Western Slope of Rangely being a coveted community to both visit and live in.

PROPOSED CONTENT AREAS

- » **COUNTY CHARACTER** (stories about a specific person or quality)
- » **MIND YOUR OWN BUSINESS** (Business Spotlight)
- » **COMMUNITY CALENDAR** (everything that's happening)
- » **HISTORY MYSTERY** (a mysterious photo from the Rangely History Museum looking to the community for clues to its story)
- » **STORY TIME** (contributions from our community)
- » **FEATURE ARTICLE** (something notable that's recently happened)
- » **SOUL SEARCHING** (news and wisdom from our local houses of worship, with schedule and contact info for all)
- » **NON-PROFIT NEWS** (what's happening with our charitable non-profits)

INAUGURAL 2016 / 2017

Sponsoring & Supporting Advertising Opportunity

In our first year, we are reaching out to the community the magazine will serve and benefit to establish a content rich publication that will represent and serve our community positively on every level. Committing to a year of support will allow the magazine the consistent & reliable funding it needs to establish a firm foundation and sustainable advertising base, while keeping our energy focused on content, publication quality and distribution, including establishing a digital publication, expanding the website, and marketing the magazine outside our area.

SPONSORING ADVERTISER: \$1000 / MO

- » FULL PAGE AD OR INFORMATIONAL SPREAD IN PRIME PLACEMENT OF YOUR CHOICE
- » YOUR NAME AND LOGO AS A SUPPORTER ON CONTENT PAGE OF YOUR CHOICE
- » PROMINENT RECOGNITION IN THE MAGAZINE AND ON THE HOME PAGE OF THE CORRESPONDING WEBSITE
- » MEMBER OF ADVISORY TEAM

I'm inviting a select group of key individuals and local entities to become Sponsoring Advertisers who commit \$1000 monthly, for 12 months. This opportunity allows large businesses and organizations to consolidate their local marketing dollars and work together to provide an important resource for our community as well an effective informational outlet for the entity itself. Sponsoring Advertisers will receive abundant recognition for their part joining together to make Home on the Rangely a high quality and successful

Sponsoring Advertisers are creating local jobs and sponsoring entrepreneurship as well as supporting the Rangely community and economy. In addition, you will receive a full page ad in the **prime placement position** of your choice (first come, first served,) in which you are welcome to share relevant news to your stakeholders, as well as special recognition in the magazine as a Sponsoring Advertiser in another location in the print publication and on the **home page** of the corresponding **website**.

In addition, I would invite you to be part of my Advisory Team as a consultant on the content and makeup of **HOME on the RANGELY** as it develops and solidifies over the coming year. As owner and editor, I will be making all final content decisions, but I know the limits of my knowledge and how much I can benefit from diverse input and collaborating with people with important and long term ties to the community.

SUPPORTING ADVERTISER: \$500 / MO

- » YOUR NAME AND LOGO AS A SUPPORTER ON CONTENT PAGE OF YOUR CHOICE
- » RECOGNITION IN THE MAGAZINE AND ON THE HOME PAGE OF THE CORRESPONDING WEBSITE
- » 1/2 PAGE AD OR INFORMATIONAL SPREAD IN PRIME PLACEMENT OF YOUR CHOICE

Supporting Advertisers receive less ad space, less prominent recognition and less influence over the magazine's content but are still a critical supporter and prominent presence in the magazine. If your budget does not allow you to become a Sponsoring Advertiser, we hope you will join us as a Supporting Advertiser!

INAUGURAL 2016 / 2017

Small Business Advertising & Subscription Opportunities

The businesses, organizations and individuals the magazine will serve and benefit have a stake in Home on the Rangely as well, and we want to offer you the **opportunity, and some benefits**, to get in on the ground floor, helping us establish a content rich publication that will represent and serve our community positively on every level.

Committing to a year of publication will allow the magazine the consistent & predictable funding it needs to establish a firm foundation, while keeping our energy focused on quality ad creation, content, publication quality and distribution, including establishing a digital publication, expanding the website, and marketing the magazine outside our area.

MONTHLY ADVERTISER- Annual Commitment: \$28-\$224/ Mo

Small Businesses, Individuals and Charitable Non-Profits only

Subscribe to 12 months of advertising at the ad size of your choice, you will not only receive 20% off the regular price, as usual, but

- » will **lock in our current 2016 rates** and discount program **in perpetuity**, as long as you renew as an 6 or 12 month advertiser annually.
- » Be identified in the magazine as a 'founding advertiser' for as long as you renew your subscription as an 6 or 12 month advertiser.

Can't commit to a year?
We would still love to have you advertise!

MONTHLY ADVERTISER: \$35-\$280/ Mo

Each month you are welcome to reserve the ad size of your choice. Anyone is welcome to advertise on a month to month basis. You will pay full price for a one time or occasional ad. You will not be grandfathered into the current advertising rates; should ad rates need to increase at some point, you will pay current rates.

Not interested in having content in the magazine?
Subscribe!

SUBSCRIBER: \$16

- » Purchase a subscription for **out of town family or friends**, or encourage them to purchase one, and they will receive Home on the Rangely for a year.
- » **Already live here?** You can support Home on the Rangely by purchasing an annual subscription to cover the printing and mailing to your home.

Sizes & Rates

FULL PAGE
8.25" w x 10.5" h
\$280

Interior Pages Only

Advertisements included in the Town of Rangely utility billing is a service provided by Elizabeth Robinson Studio and is not affiliated with the Town of Rangely. To ADVERTISE in this insert, please email beth@elizabethrobinson.com, call 970.274.1239, or see the website for rates: www.elizabethrobinsonstudio.com

<p>EIGHTH PAGE 3.9" w x 2.4" h \$35</p>	<p>QUARTER PAGE 3.9" w x 5.0" h \$70</p>
<p>EIGHTH PAGE 3.9" w x 2.4" h \$35</p>	
<p>All ad prices on this page Interior Pages Only</p> <p>HORIZONTAL HALF PAGE 8.25" w x 5.0" h \$140</p>	

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<p>3/8 PAGE 3.9" w x 7.4" h \$105</p> <p>Interior Pages Only</p>	<p>VERTICAL HALF PAGE 3.9" w x 10.5" h \$140</p> <p>Interior Pages Only</p>
<p>EIGHTH PAGE 3.9" w x 2.4" h \$35</p> <p>Interior Pages Only</p>	

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SAVE WITH MULTIPLE ADS

10% OFF when you pre pay* for 3 ads of any size. They may run consecutively, or at any month of your choosing during a 12 month period. It is up to you to reserve your space one month ahead of the month you want the ad printed.

15% OFF when you pre pay* or subscribe** for 6 ads of any size. You may choose to have them run consecutively for 6 months, or every other month for a year.

20% OFF when you pre pay* or subscribe** for 12 consecutive*** ads 1/4 page and larger.

* If you want to pre pay, simply order your ad and pay a single invoice for the 3 month period.

** you must sign up for a subscription online, using your Paypal account, in which you are automatically billed monthly for the cost of your ad. Subscriptions can be accessed on the website. 6 month subscriptions will be charged monthly for 6 months.

*** ads must run consecutively each month.

**RETAIL LIQUOR OR 3.2 BEER
 LICENSE RENEWAL APPLICATION**

NICHOLS STORE
 BOX 800
 RANGELY CO 81648-0800

Fees Due	
Renewal Fee	\$96.25
Storage Permit \$100 x _____	_____
Optional Premise \$100 x _____	_____
Related Resort \$75 x _____	_____
Amount Due/Paid	

Make check payable to: **Colorado Department of Revenue.**
 The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

PLEASE VERIFY & UPDATE ALL INFORMATION BELOW

RETURN TO CITY OR COUNTY LICENSING AUTHORITY BY DUE DATE

Licensee Name HUME WILLIAM R		DBA NICHOLS STORE		
Liquor License # 04290140000	License Type 3.2% Beer Off Premises (city)	Sales Tax License # 04290140000	Expiration Date 12/04/2016	Due Date 10/20/2016
Operating Manager <i>William R. Hume</i>	Date of Birth <i>11-7-51</i>	Home Address <i>319 W. Rio Blanco Ave. Rangely, CO 81648</i>		
Manager Phone Number <i>970-675-2560</i>	Email Address <i>wyf@sapphire@gmail.com</i>			
Street Address 825 E MAIN ST RANGELY CO 81648-3301				Phone Number 9706758852
Mailing Address BOX 800 RANGELY CO 81648-0800				

- Do you have legal possession of the premises at the street address above? YES NO
 Is the premises owned or rented? Owned Rented* *If rented, expiration date of lease _____
- Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. YES NO
NOTE TO CORPORATION, LIMITED LIABILITY COMPANY AND PARTNERSHIP APPLICANTS: If you have added or deleted any officers, directors, managing members, general partners or persons with 10% or more interest in your business, you must complete and return immediately to your Local Licensing Authority, Form DR 8177: Corporation, Limited Liability Company or Partnership Report of Changes, along with all supporting documentation and fees.
- Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. YES NO
- Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation. YES NO
- Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation. YES NO

AFFIRMATION & CONSENT

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.

Type or Print Name of Applicant/Authorized Agent of Business <i>x William R. Hume</i>	Title <i>owner</i>
Signature <i>x William R. Hume</i>	Date <i>10-2-16</i>

REPORT & APPROVAL OF CITY OR COUNTY LICENSING AUTHORITY

The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 12, Articles 46 and 47, C.R.S. **THEREFORE THIS APPLICATION IS APPROVED.**

Local Licensing Authority For	Date
Signature	Title
	Attest

TO: Mayor and Town Council

From: Chief Wilczek

RE: Nichols Market liquor license renewal

Date: October 10, 2016

I have reviewed the application for Nichols Market liquor license and provide you with the following information on incidents from this establishment. There have been no citations and no violations at this business from the last renewal.

Chief Vince Wilczek

VALUES

HONESTY ◇ INTEGRITY & PROFESSIONALISM ◇ COMMITMENT OF SERVICE ◇

PRESERVATION OF LIFE

RESPECT FOR THE DIGNITY OF ALL PERSONS ◇ REVERENCE OF THE LAW

209 E MAIN STREET, RANGELY, COLORADO 81648

(970) 675-8466 FAX (970) 675-2609 EMAIL: VINCE@RANGELYGOVT.COM

Income Statement

Town of Rangely

Month Ending Sept 2016

GENERAL FUND Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Taxes	\$1,190,789	38%	\$1,530,500	77.80%
Licenses and Permits	\$12,925	0%	\$13,000	99.43%
Intergovernmental Revenue	\$1,143,224	36%	\$1,913,500	59.75%
Charges for Services	\$221,250	7%	\$385,229	57.43%
Miscellaneous Revenue	\$585,936	19%	\$182,870	320.41%
Total General Revenue	\$3,154,125	100%	\$4,025,099	78.36%
GENERAL FUND Operating Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expenses	Budget 2016	% of Budget Expended
Town Council	\$28,795	1%	\$50,765	56.72%
Court	\$15,158	1%	\$26,291	57.66%
Administration	\$191,417	8%	\$292,428	65.46%
Finance	\$168,057	7%	\$241,399	69.62%
Building & Grounds	\$262,345	11%	\$474,183	55.33%
Economic Development	\$185,682	8%	\$255,204	72.76%
Police Department	\$628,489	26%	\$923,464	68.06%
Animal Shelter	\$58,600	2%	\$85,200	68.78%
Public Works	\$285,543	12%	\$480,773	59.39%
Foundation Trans. & Non Depart. Transfer	\$327,043	13%	\$713,229	45.85%
Total Capital Improvements	\$286,208	12%	\$1,280,000	22.36%
Total selling expenses	\$2,437,338	100%	\$4,822,936	50.54%
Net Revenue over Expenditures	\$716,787	100%	(\$797,837)	-89.84%
WATER FUND Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Water Revenue	\$1,126,644	100%	\$2,155,182	52.28%
WATER FUND Operating Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Water Supply	\$283,384	27%	\$428,896	66.07%
Water Supply Capital Expense	\$220,638	21%	\$1,134,000	19.46%
Water Fund Dept. Transfers and Conting.	\$91,478	9%	\$296,510	30.85%
PW - Transportation & Distribution	\$72,124	7%	\$132,425	54.46%
PW - Transportation & Distrib. Capital Exp	\$348,407	33%	\$275,000	126.69%
Raw Water	\$27,586	3%	\$44,858	61.50%
Raw Water Capital Expense	\$699	0%	\$10,000	6.99%
Total selling expenses	\$1,044,316	100%	\$2,321,689	44.98%
Net Revenue over Expenditures	\$82,327	100%	(\$166,507)	-49.44%
GAS FUND Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Gas Revenue	\$753,752	100%	\$1,304,365	57.79%
GAS FUND Operating Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Gas Expenses	\$570,764	77%	\$1,046,437	54.54%
Gas Capital Expense	\$41,562	6%	\$72,000	57.72%
Total Transfers	\$131,250	18%	\$175,000	75.00%
Total Selling Expenses	\$743,576	100%	\$1,293,437	57.49%
Net Revenue over Expenditures	\$10,176	100%	\$10,928	93.12%
Wastewater FUND Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Wastewater Revenue	\$274,613	100%	\$431,227	63.68%
Wastewater FUND Oper Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Wastewater Expenses	\$164,300	78%	\$239,076	68.72%
Wastewater Capital Expense	\$0	0%	\$50,000	0.00%
Total Transfers	\$45,000	22%	\$60,000	75.00%
General Fund Loan	\$0	0%	\$26,447	0.00%
Total Selling Expenses	\$209,300	100%	\$375,523	55.74%
Net Revenue over Expenditures	\$65,313	100%	\$55,704	117.25%

Town of Rangely

Month Ending Sept 2016

Rangely Housing Auth Revenue			2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Rangely Housing Auth Revenue	\$162,484	100%	\$278,380	58.37%
Rangely Housing Auth Oper Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Rangely Housing Auth Expenses	\$93,660	81%	\$165,652	56.54%
Housing Authority Capital Expense	\$21,468	19%	\$35,500	60.47%
Transfers	\$0	0%	\$71,000	0.00%
Total Expense	\$115,128	100%	\$272,152	42.30%
Net Revenue over Expenditures	\$47,355	100%	\$6,228	760.36%
Fund for Public Giving Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Fund for Public Giving Revenue	\$1,389	100%	\$2,000	69.43%
Fund for Public Giving Oper Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Fund for Public Giving Expenses	\$260	100%	\$2,000	13.00%
Net Revenue over Expenditures	\$1,129	100%	\$0	0.00%
Economic Development Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
RDA Revenues	\$117,697	100%	\$90,100	130.63%
Economic Development Oper Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
RDA Expenses	\$66,341	100%	\$89,200	74.37%
RDA Capitol Expense	\$0	100%	\$0	0.00%
Total Expense	\$66,341	100%	\$89,200	74.37%
Net Revenue over Expenditures	\$51,357	100%	\$900	5706.30%
Conservation Trust Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Conservation Trust Revenue (Grant \$136K)	\$10,177	100%	\$12,500	81.42%
Conservation Trust Oper Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Conservation Trust Expenses	\$0	100%	\$10,000	0.00%
Net Revenue over Expenditures	\$10,177	100%	\$2,500	407.09%
Housing Assistance Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Housing Assistance Revenue	\$836	100%	\$26,000	3.22%
Housing Assistance Oper Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Housing Assistance Expenses	\$0	100%	\$6,500	0.00%
Net Revenue over Expenditures	\$836	100%	\$19,500	4.29%
Rangely Develop Corp Revenue	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Revenue	Budget 2016	% of Budget Expended
Rangely Develop Corp Revenue	\$3,005	100%	\$4,000	75.12%
Rangely Develop Corp Expenses	YTD ACTUAL		2016 BUDGET	
	YTD Amount	% of Expense	Budget 2016	% of Budget Expended
Rangely Develop Corp Expenses	\$1,178	100%	\$3,000	39.28%
RDC Capitol Expense	\$2,855	100%	\$0	0.00%
Total Expense	\$4,034	100%	\$3,000	134.45%
Net Revenue over Expenditures	(\$1,029)	100%	\$1,000	-102.88%

13 – Informational Items

(Draft Revision 3) Please evaluate the narrative in blue.

BUSINESS IMPROVEMENT GRANTS/LOANS

Rangely Development Agency (RDA) – Grant/Loan Programs – The programs are designed to help local businesses with expansion, capital investment and in some cases consolidation of debt through the RDA and outside loan opportunities, such as the Northwest Loan Program. Programs offered by a viable Urban Renewal Authority requires the RDA Trustees support economic development opportunities, but in a way that many of these projects and programs can return incremental revenue to the RDA and facilitate future investments within the URA Plan Area. Without a conscious effort to create an income stream for the RDA, while also working to support these Grant/Loan programs and others, the RDA would soon require backfill funding from another source.

It's important to note that the RDA Trustees can suspend or revise these Grant/Loan Programs and Criteria at any time based on a determination of funding availability and effectiveness of the program.

The following criteria will apply to each funding program below:

- The business requesting support from any of these programs must reside within the Urban Renewal Plan Area Boundary as established for the Rangely Development Agency.
- All RDA assisted Grant/Loan program applicants must be a member of the Chamber of Commerce.
- Applicants are required to describe their voluntary contributions of time and resources to the community.
- The annual budget for these grants and loans will be recommended by the Rangely Development Agency Board and approved by the Town Council within their annual budget for the RDA. At present, the targeted annual expense budget for the Grant/Loan programs will be recommended as a line item in the RDA budget in an amount not to exceed \$50,000 annually.
- Reimbursement Requests for Grant Funded projects will be submitted by the Grantee to the RDA Treasurer and these Requests will generally be funded within 15 days after submittal. Reimbursement Requests for Grant Funding will include receipts supporting payments to Grantee.
- Demonstration of need and ability to repay loans will be the best determination for award.
- Creation of new jobs and retention of existing employees should achieve the highest ranking in the evaluation process for each applicant.
- Successful applicants will not be prioritized for additional funding for a period of at least 3 years from the date of the award and Grant/Loan evaluation criteria will include the following:
 - SUBJECTIVE CRITERIA CAN INCLUDE:
 - Demonstrated Business Acumen
 - Community Involvement
 - Perceived Need Meant by the Business
 - Typical Hours of Operation
 - OBJECTIVE CRITERIA CAN INCLUDE:
 - Financials
 - Profitability
 - Business Plan Demonstrating Business Acumen and Understanding of Market

- See Individual Program Criteria for Additional Information

BUSINESS IMPROVEMENT GRANTS/LOANS

➤ **Grant – Business Improvement Grants up to \$5000.00 (no match)**

- Detailed description of proposed project: (All applicants must attach a detailed project narrative and copies of any supporting documentation that will assist the grant committee in reviewing the proposed project.)
- Instructions for Site Enhancement Grant Applications: Make sure to describe how the proposed project will provide significant visual, capital or structural improvement to your business. Applicants should also include relevant information such as project budgets, construction proposals, photographs, site plans/sketches, and project schedules.
- Instructions for Economic Development Applicants: Make sure to describe how your proposed project is directly linked to the addition of jobs or other economic development goals. Applicants must also include information such as current staffing levels, hiring plans, business plans, and project costs and schedules.
- Project Funding is to be utilized within 12 months from the date of award.
- ***Applicants are required to review their proposed projects with the Town staff prior to application submission to gain a full understanding of any Town Codes that may be relevant to a particular project.***
 - **See Chart for Applicant Required Submittals**
 - Two years business financial statements/tax returns and business plan
 - Statement of likelihood of continuing in business over the next 3 years based on the applicants understanding of the market and demand for your product

➤ **Grant/Loan – Business Improvement/Capital Acquisition (Loans may offer 2 yrs. Interest only)**

- Grant: \$5,000 – 10,000 Low Interest Loan: \$5,000 – 15,000
- ✓ Grant – Business Improvement Grants must be matched to \$5,000 with loan equal to total grant plus match. **Max Grant \$10,000 + Max Loan \$15,000 = \$25,000**
 - Detailed description of proposed project: (All applicants must attach a detailed project narrative and copies of any supporting documentation that will assist the grant committee in reviewing the proposed project.)
 - Instructions for Site Enhancement Grant Applications: Make sure to specifically describe how the proposed project will provide significant visual, capital or structural improvement to your business. Applicants should also include relevant information such as project budgets, construction proposals, photographs, site plans/sketches, and project schedules.
 - Instructions for Economic Development Applicants: Make sure to describe how your proposed capital investment is directly linked to the addition of jobs or other economic development goals. Applicants must also include information such as current staffing levels, hiring plans, business plans, and project costs and schedules.
 - ***Applicants are required to review their proposed projects with the Town staff prior to application submission to gain a full understanding of any Town Codes that may be relevant to a particular project.***

- **See Chart for Submittals**
 - Detailed loan application plus a Summary to include history, company description, products and services, marketing and competition, management of key functions & resumes (brief)
 - Three year business financial statement
 - Three year profit/loss projections (my month first year and by quarter years 2&3)
 - Three year business tax return (*if available*)
 - Statement of likelihood of continuing in business over the next 5 years.

- **Grant/Loan – Business Improvement/Capital Acquisition** (*Loans may offer 2 yrs. Interest only*)
 - Grant: \$10,000 – 20,000 Low Interest Loan: \$15,000 – 25,000
- ✓ Grant – Business Improvement Grants must be matched to \$10,000 with loan equal to total grant plus match. **Max Grant \$20,000 + Max Loan \$25,000 = \$45,000**
 - Detailed description of proposed project: (All applicants must attach a detailed project narrative and copies of any supporting documentation that will assist the grant committee in reviewing the proposed project.)
 - Instructions for Site Enhancement Grant Applications: Make sure to specifically describe how the proposed project will provide significant visual, capital or structural improvement to your business. Applicants should also include relevant information such as project budgets, construction proposals, photographs, site plans/sketches, and project schedules.
 - Instructions for Economic Development Applicants: Make sure to describe how your proposed capital investment is directly linked to the addition of jobs or other economic development goals. Applicants must also include information such as current staffing levels, hiring plans, business plans, and project costs and schedules.
 - ***Applicants are required to review their proposed projects with the Town staff prior to application submission to gain a full understanding of any Town Codes that may be relevant to a particular project.***
 - **See Chart for Submittals**
 - Detailed loan application plus a Summary Business Plan to include history, company description, products and services, marketing plan and competition, management of key functions & resumes (brief)
 - Three year business financial statement
 - Three year profit/loss projections (my month first year and by quarter years 2&3)
 - Three year business tax return (*if available*)
 - ***Employment Plan***
 - Statement of likelihood of continuing in business over the next 10 years.

- **Northwest Loan Fund – (Funding up to \$500,000)**
 - See attached criteria and application on website:
<http://nwccog.org/programs/northwest-loan-fund/>
 - Contact Information for NWCOG and Mountain Valley Bank in Meeker (Halandras)

- **Façade Grant** - \$7500 with equal match for façade improvements (**see program details**)



Aircraft Repair Station Feasibility Study (Draft)

Rio Blanco County
The Town of Rangely

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Prepared by: Better City

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EXECUTIVE SUMMARY

The Town of Rangely (the “Town”) has experienced significant economic stress due to the slowdown of oil and gas activities in Rio Blanco County. To diversify its economy and introduce new jobs, the Town is seeking to expand its aviation industry presence in collaboration with the aviation program at Colorado Northwestern Community College (CNCC). A natural next step from the successful programs at the College is the introduction of an aviation repair station, also referred to as a Maintenance, Repair and Overhaul (MRO) facility.

Market Demand

The MRO industry in the United States generates \$16.6 billion of revenue annually, the majority of which is attributed to commercial airlines. Approximately \$1.8 billion comes from the General Aviation segment of the market, or all civil aircraft activity excluding regularly scheduled commercial and cargo carriers. Of the approximately 254,000 aircraft that are registered with the FAA, approximately 200,000 of them are considered General Aviation (GA) aircraft, which would be the total addressable market for an MRO facility in Rangely. Regional proximity has a significant impact on market demand, and the locations of aircraft were mapped on a state-by-state basis to determine the primary addressable market. There are approximately 33,624 registered aircraft within the Colorado Region.

Market Trends

The GA industry experienced a significant decline in total fleet from 2008 to 2014 due to the global financial crisis. The GA fleet stabilized in 2014 and is currently experiencing slow, but steady growth. The number of GA aircraft is expected to continue to grow from approximately 200,000 in 2016 to approximately 210,000 in 2036.

The makeup of the fleet however will change significantly. The number of piston-driven, fixed wing aircraft is projected to decline, while the numbers of turbine aircraft, and light-sport and experimental aircraft are expected to grow. However, single-engine piston engines will continue to dominate the GA market through 2036 and beyond.

Areas of Specialization

To be successful, an MRO facility in Rangely will have to pick a niche within the industry, and specialize in order to attract a sustainable level of business from the region. Industry experts reported that MRO’s, or repair stations that focus generally on all GA aircraft are a thing of the past, and would not likely succeed in Rangely. One potential area of focus was analyzed: The Cessna 152, 172, and 182 model families. These planes are among the most successful planes ever built, and there are more than three thousand located within the Colorado region. Capturing 7% to 14% of the available repair and maintenance services from this market segment would generate a minimum of \$1.3 to \$2.6M in annual revenue, and would be enough to sustain a small MRO facility. Additional

specializations could be added over time to add additional revenue opportunities.

Competitors

There are approximately 4,000 FAA certified repair stations in the United States, meaning that, on average, there is one certified station for every 50 GA airplanes. The ratio is significantly higher in Colorado, with 78 planes for every repair station. The Colorado region has an even higher ratio, with 116 planes for every repair station. Therefore, the Colorado region is undersubscribed in terms of the availability of certified repair facilities, and Rangely may be in a position to capture a significant portion of market activity with the right specialization.

Strategy to Establish an MRO in Rangely

Three different models of establishing an MRO in Rangely are explored, and include 1.) Recruiting an existing operator that is interested in adding a new location, also known as a “satellite” facility; 2.) Recruiting an existing operator that is interested in relocating an existing facility to Rangely; and 3.) A startup venture. Each of these options are explored, and the merits and challenges of each are highlighted. Ultimately, it will be up to the community and Town and County leadership to determine which acquisition scenario is preferred.

Economic Impacts

The average salary of an aviation mechanic and technician in Colorado is approximately \$65,000. Depending on the strategy that is selected, an MRO may employ as many as six-to-twelve individuals within a relatively short amount of time. A startup venture would likely take longer to grow, and may take as many as five years before it employs five people.

GA economic impact studies in other states have suggested that for every \$100 spent at an airport on general aviation, an additional \$56 is spent within the state. If that trend holds true for Colorado, an MRO that generates \$2.3M in revenue would induce an additional \$1.1M in economic activity. The majority of that additional money could be spent within the Town of Rangely if the community continues to invest in amenities and assets that allow visiting pilots and aircraft owners to spend money within the community.

Implementation

Implementation efforts have begun, and conversations with potential recruitment targets both from Colorado and surrounding states are summarized. To date, three separate entities have expressed preliminary interest in exploring an MRO opportunity in Rangely.

INTRODUCTION

Rangely, Colorado (the “Town”) lies in the northwestern region of Colorado, and is home to one of the most successful oil fields in the Country. The location provides ample opportunities for outdoor adventure, as well as the chance to find seclusion in the high desert. While the remote nature of the community is a draw for those seeking wide open spaces, it presents a unique opportunity for the aviation industry, and particularly for flight students that can take advantage of the uncrowded airspace to learn how to navigate the skies. Colorado Northwestern Community College (CNCC) has exploited this opportunity, and has built a solid aviation program with a strong reputation for quality¹.

With a strong reputation around the aviation industry, the Town has an opportunity to focus economic development efforts on expanding on this successful industry and pursue additional opportunities for primary job creation. Aviation and aerospace is a key economic industry for the State of Colorado, and represents an opportunity for growth and industry diversification that is largely independent of the volatile oil and gas industry.

The focus of this study is to explore additional opportunities within the aviation industry, and particularly on the repair

and maintenance markets. The goal is to identify opportunities and develop a strategy to position Rangely as a center of activity within the aviation industry.

As stated previously, the isolated nature of the Town is an advantage in terms of flight students and open air space, but it presents a challenge for economic vibrancy due to its distance from major population centers. The challenges of developing the aviation industry within the Town, as well as potential solutions, will be explored and highlighted throughout this report.

Low-Hanging Fruit

Operating an airplane, or otherwise participating within the aviation industry is notoriously expensive, and operating a business within the industry is not different. The Federal Aviation Administration (FAA) oversees all activities within the industry, which adds a level of comfort and public safety due to the regulatory oversight, but it also adds significant barriers of entry for new entrepreneurs, as well as existing companies that are working on expansion plans.

To overcome the barriers of entry, and to maximize the economic impact of new development while also minimizing the time-to-market, it will be important for the community to focus its efforts on the low-hanging fruit within the industry. Aviation maintenance and repair is one example of low-hanging fruit because the major elements are already in place.

¹ Interview conducted with Kerry Shumway, Director of Maintenance at CB Aviation.

MARKET DEMAND FOR AVIATION MAINTENANCE

TOTAL ADDRESSABLE MARKET

Aviation maintenance and repair stations, sometimes referred to as Maintenance, Repair and Overhaul (MRO) stations, are facilities that perform maintenance and repair services for all types of aircraft. Unlike their passenger vehicle cousins, MROs benefit from FAA guidelines that require strict adherence to maintenance regimens to maintain the airworthiness rating of an aircraft. The dictated maintenance comes on top of incidental, or major damage and repairs that sends aircraft owners to repair stations for services.

The MRO industry in the United States is a \$16.6 billion industry that experienced a growth rate of 1.5% from the year 2011 to 2016². There are three broad categories within the MRO industry, including General Aviation (GA), mainline commercial carriers, and regional carriers. GA is the term used by the industry for non-military operations, excluding all passenger and cargo flights operating on regularly scheduled routes. GA covers everything from small, single-engine piston aircraft to corporate jets. The majority of the \$16.6 billion industry is made of commercial airlines, but is estimated that GA MRO accounts for approximately \$1.8 billion of revenue on an annual basis.

Commercial carriers typically acquire MRO services in-house, or through wholly-owned subsidiaries. For example, Delta Airlines almost always services their own airplanes, through its Delta TechOps division. Additionally, these airline MROs are often strategically located at major airports, where it is less disruptive to flight schedules, and logistically easier to schedule down-time for an aircraft. As a result, it is very unlikely that a remote location such as Rangely would be able to appeal to the commercial carriers, and thus the GA market would need to be the focus of an MRO operation in the Town.

As of September, 2016, there are 254,693 registered fixed-wing and rotary-wing aircraft in the United States³. Of this total, approximately 200,000 aircraft fall into the category of General Aviation, and the remaining fall in the categories of commercial carriers (approximately 7,000 aircraft), light-sport, and special-use cases such as agriculture or fire-fighting.

LOCATION AND MARKET PROXIMITY

Historically, the biggest demand driver for a general MRO operation is proximity to aircraft and aircraft owners. As a result, many airports across the country, including rural airports, had a maintenance or repair station that was primarily focused on servicing the planes based at that particular airport; provided there were a sufficient number of local airplanes to sustain operations. As the aviation market has

² Ibisworld MRO Industry Report, 2016.

³ FAA Database. Excludes balloons, gliders, and other non-typical aircraft types.

shifted toward more advanced technology, many of these small repair stations have struggled to remain relevant as they continued to focus on general services, whereas the market has shifted in the direction of specialization. The most successful repair stations today are those that have identified an area of specialization, whether on particular airframes, or on particular components, and have built a reputation behind being the best option for a particular type of airplane or repair.

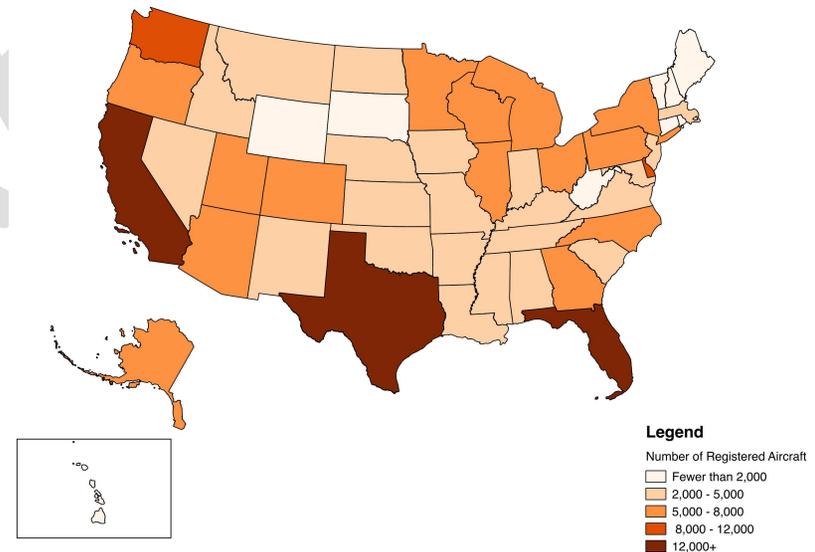
Word-of-mouth advertising carries a lot of weight in aviation circles, and when a pilot/aircraft owner has a good, or a bad experience at a particular MRO, that reputation spreads quickly. Due to the power of word of mouth, the need for specialized service, and the relative ease of travelling long distances through the air, it is not uncommon for aircraft owners to travel hundreds of miles from their base airport, to a repair station that has a good reputation, especially for major repairs or overhauls.

However, all things considered, if two repair stations have a similar reputation in the industry, and one is closer in proximity, pilots and aircraft owners exhibit the tendency to patronize the repair shops that are most convenient, and will often choose the closest location relative to their home airport. Therefore, airplanes that are located in the same region as the Town (with *region* defined as the State of Colorado and adjacent states) are considered the primary target market.

To analyze the size of the primary target market, all of the registered aircraft in the country were analyzed and mapped

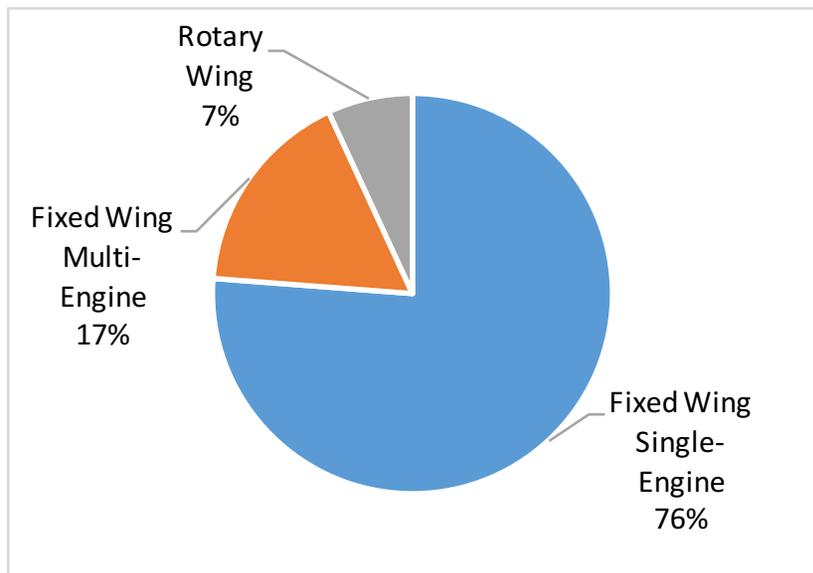
by location. It is important to note that the address on file for a registered aircraft with the FAA is the address of the registered agent, and not necessarily the physical address of the airplane. However, within the GA industry the majority of airplane owners station their airplanes at the airport nearest their primary residence, and thus it is assumed that the address of the registered agents serves as a valid approximation for the location of the airplanes.

Map 1 shows the number of registered aircraft by State. As shown in the map, the number of aircraft registered by state varies significantly, from a low of 385 in Rhode Island, to a high of 24,587 in Texas. The median number per state is 3,627. Colorado has 5,610 registered aircraft, landing it in the middle of the pack in terms of national averages.



Map 1: Number of Registered Aircraft in Each State

Several major airlines, including American Airlines and Southwest Airlines, register their fleets in Texas, which has an impact on the number of reported aircraft in that state. However, all the commercial carriers in the United States only account for approximately 7,000 aircraft, which is small compared to the total number of aircraft registered with the FAA. Single engine, fixed-wing aircraft currently dominate the market, and account for approximately 76% of the total number of aircraft (see Figure 1).



Source: FAA

Figure 1: Breakdown of Aircraft Type

While Colorado itself only has moderate density of potential customers, Colorado's geographic position would provide an operator in Rangely with a sizeable pool of aircraft from sur-

rounding states such as Utah, Wyoming, Arizona, New Mexico, Kansas, Nebraska, and Oklahoma because most of the area within these states is within a comfortable flying distance for GA aircraft. When factoring in adjacent states, there are approximately 33,624 registered aircraft within primary market from which Rangely could potentially attract business (see Table 1).

State	Number of Registered Aircraft
Wyoming	1,520
New Mexico	2,175
Nebraska	2,254
Kansas	4,757
Oklahoma	4,891
Colorado	5,610
Utah	6,162
Arizona	6,255
Total	33,624

Source: FAA

Table 1: Registered Aircraft in Adjacent States

As described previously, Texas represents a tremendous opportunity due to the high number of aircraft located there; however, the Texas market will be difficult to capture because the major population centers are not located in the northwestern portion of the State.

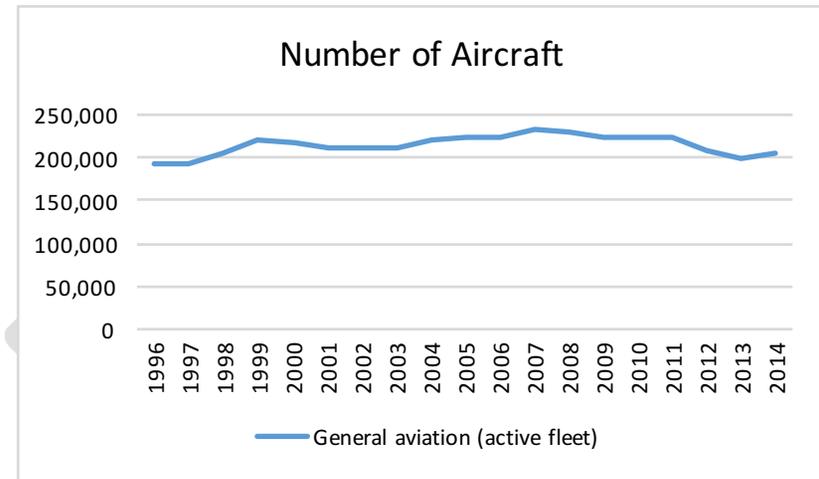
Colorado's geographic location is not the only factor which determines the potential demand of the proposed repair station or MRO in Rangely. Additional important factors include

market trends, regional/national rates, government regulation, and other repair stations in the market.

MARKET TRENDS

The General Aviation Industry is an important industry for the nation's economy and accounts for an estimated one percent of the United States' Gross Domestic Product⁴. While the commercial aviation fleet is expected to grow in the coming century, the General Aviation fleet is expected to experience slow growth.

The size of the GA fleet in the United States has hovered between 200,000 and 240,000 aircraft in the last twenty years. The fleet size reached its peak in 2007, right before the Great Recession (see Figure 2).



Source: FAA

Figure 2: Number of Registered General Aviation aircraft between 1994 and 2014

As the global financial crisis took hold on the US Economy, businesses and individuals looked for areas to cut back expenditures, and aviation was seen as a luxury rather than a necessity. According to the General Aviation Manufacturer's Association (GAMA), the number of aircraft deliveries dropped precipitously in 2008 (see Figure 3).

⁴ Aircraft Owners and Pilots Association (AOPA)

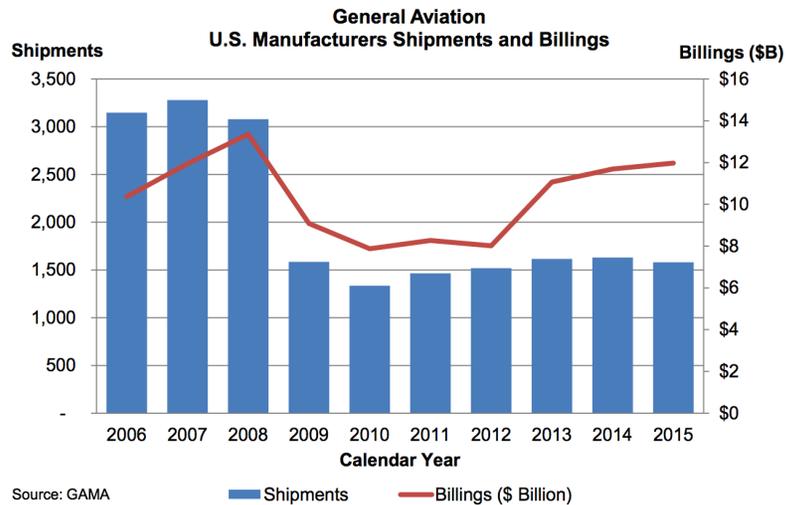


Figure 3: General Aviation Shipments, 2006-2015

As a result, the size of the GA fleet began a slow and steady decline to its current number of approximately 200,000. It is interesting to note that billings for new aircraft deliveries within the GA segment have mostly recovered to pre-2008 levels, but the number of aircraft deliveries has not. This is partly due to the advanced technologies utilized in new aircraft, as well as consolidation among manufacturers, which is driving up the cost per unit. According to the 2016 IBIS-World Aircraft Maintenance, Repair, & Overhaul Report, the General Aviation fleet has stabilized, and is expected to begin to grow again at a rate of approximately 0.1% in the next five years through 2021.

Longer-range forecasts of the GA fleet are only slightly more optimistic, and the FAA reports that the number of General Aviation aircraft is expected to increase by approximately 0.2% per year for the next 20 years, or to a size of 210,695 by the year 2036⁵ (see Figure 4).

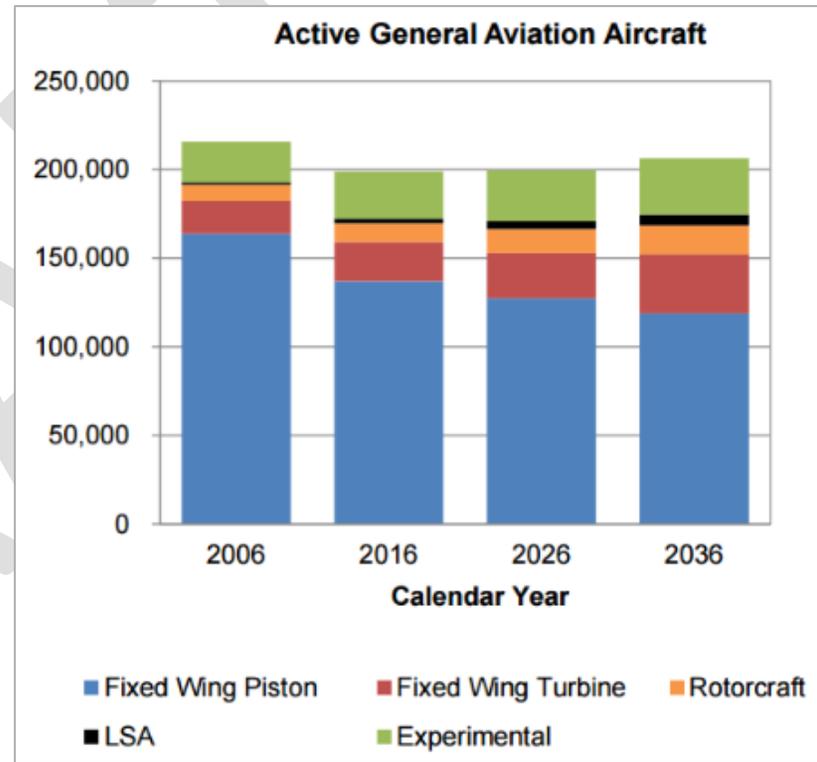


Figure 4: General Aviation Market Segmentation (2006-2036)

⁵ FAA 2016-2036 Forecast.

While the total number of GA aircraft is expected to slightly increase, the historic powerhouse of the industry, the single engine piston, fixed-wing aircraft is expected to decline in numbers. The losses within the fixed wing piston segment will be made up for by gains in the fixed wing turbine category, as well as growth in the Light Sport Aircraft (LSA) and experimental aircraft. The shuffling of the market from piston driven engines to turbine engines is due to the increase in performance and reliability of turbine engines. The increase in LSA and experimental aircraft is largely due to the lower cost of acquisition and operation of aircraft within these categories.

The MRO market is beginning to adjust to these trends, and more shops are specializing in turbine engines and airframes, as well as LSA⁶.

PRICING

The current rate for the repair or maintenance of an aircraft is quite volatile, with many external and internal factors determining the expected and true cost of any repair. From an hourly perspective, many MROs and specialty repair shops in the region charge between \$75 and \$100/hr. However, outside of the most routine maintenance, such as annual inspections or the changing of brake pads, there is minimal consensus in the industry in terms the actual cost of acquiring maintenance or repair work on any given aircraft. Factors that impact the cost of any given repair include:

- age of the aircraft
- aircraft manufacturer and model
- number of flight hours since last overhaul
- availability and cost of parts
- acute market factors
- local cost of labor
- skill of mechanic

From the aircraft owners' perspective, this variability is extremely frustrating, and makes it difficult to predict the true cost of ownership. From the mechanics' perspective, it is risky to provide fixed fees for service, because unfamiliarity with a particular model-year of an aircraft, or the volatility of part availability and pricing can make for unexpected challenges and cost overruns.

Overall, these risk factors and cost considerations cause aircraft owners to find someone they can trust, and then utilize that particular shop nearly exclusively, even if it means crossing State boundaries for service.

GOVERNMENT REGULATIONS

Due to heavy government regulations on the aviation industry as a whole, the demand for Repair Station services appears relatively inelastic, or in other words, not very sensitive to price. Owners of personal aircraft are typically more affluent, and those that have been in the industry a long time expect the cost of ownership to be tens of thousands of dollars per aircraft per year. Owners expect repairs to be pricy,

⁶ Interview with Randy Hayes, owner of Hayes Aviation in Akron, CO.

and because maintenance must be done in order to secure an “Air Worthiness Certificate” from the FAA, aircraft owners have little choice other than to pay for repairs, even when repair stations come back with significant cost overruns.

For example, airplanes are required by the FAA to undergo scheduled repairs and inspections (i.e. every 100 hours), which sometimes uncovers unscheduled, but mandated repairs, also known as “Airworthiness Directives” issued by the FAA and the manufacturer. The aircraft owner must comply with these Airworthiness Directives in order to ensure that the plane is airworthy. Owners must ground aircraft for these inspections and repairs, regardless of if there appears to be any issues with the aircraft. As a result, sometimes owners are rushed to find the most convenient repair station before an inspection is due.

Lack of transparency within the industry makes it difficult to “shop around” for good repair stations, other than through word of mouth. Owners tend to develop strong relationships with their mechanics.

While these cost considerations appear to create significant barriers within the industry, the lack of transparency also creates opportunities for MROs that are willing and able to challenge the status quo. MROs, and specialty repair stations that specialize in a particular component have a significant advantage in being able to better estimate the amount of time any particular repair will take, and then can offer fair

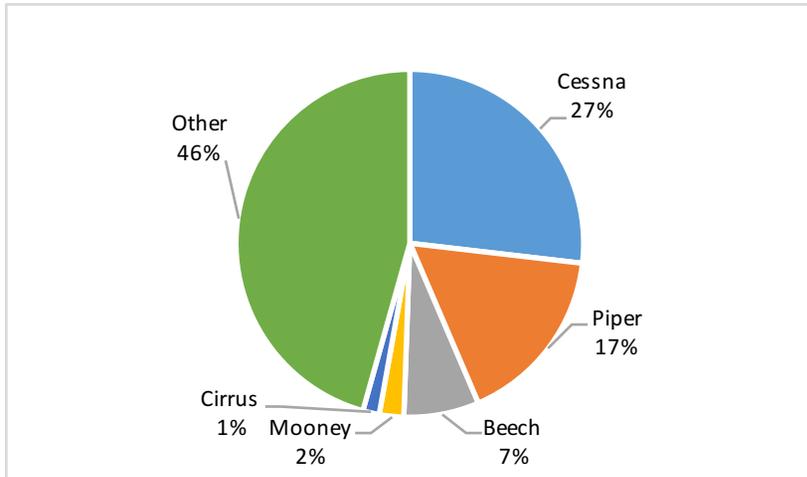
pricing and guarantee pricing estimates. While few repair stations go to the effort of providing this level of service, those that do are able to secure work from a much larger radius than the typical repair station⁷.

AIRCRAFT TYPES

As described previously, gone are the days of repair stations being able to be all things to all aircraft owners. To remain relevant, repair stations need to specialize, either in a particular class of airplane, or on a particular component, such as avionics. To best determine a potential area of differentiation, the makes and models of the GA industry were analyzed.

The top five manufacturers account for more than 50% of all of the planes registered by the FAA, and include Cessna, Piper, Beech, Mooney and Cirrus (see Figure 5). Of these, Cessna has the greatest market penetration with 27% market share. However, Cessna and Beech were recently acquired and brought under the umbrella of Textron Aviation, and therefore Textron is the dominant player in GA.

⁷ Interview with Donny Peters of Air-South Insurance, long-time industry participant and expert.



Source: FAA Database

Figure 5: Aviation Manufacturer Market Share, per FAA Registrations

While focusing on Cessna airplanes generally would be one potential area of emphasis, it might be necessary to specialize further on a particular model, or model family due the vast differences that can occur from model to model. Of all of the Cessna models, the Cessna 172 and its variants are the most successful. The 172 claims the title of the best-selling airplane ever, with more than 43,000 of them built since their introduction in 1956⁸. There are more than 1,100 registered Cessna 172s (including the precursor, the Cessna 170) in Colorado and the adjacent States (see Table 2). While the 172 is the most popular Cessna model nationwide, the 172's higher performance cousin, the 182, is more popular in Colorado. Colorado's mountainous terrain favors higher-

powered aircraft, and the 182 provides an extra level of performance and comfort beyond the 172. The Cessna 152 also shares many similarities, and combined, these three model families represent an available primary market of 3,198 airplanes.

Cessna Model #	Number in Colorado	Number in Region	Total Primary Market Size
152	21	193	214
172	157	950	1,107
182	415	1,462	1,877
Total	593	2,605	3,198

Source: FAA

Table 2: Primary Market Breakdown

While it is impossible to anticipate with 100% accuracy all of the potential revenue that could come from the repair and maintenance of these aircraft, the FAA mandated annual inspection and engine overhaul guidelines can serve as a guaranteed baseline of potential market demand. From surveying several different providers within the region, and from reviewing pilot blogs, the average cost of an annual inspection for a Cessna 152, 172, or 182 aircraft is between \$2,000 and \$3,000. With just under 3,200 targeted aircraft within the region, the total revenue collected from repair stations conducting annual inspections is approximately \$8M annually. Relatively few annual inspections yield an entirely clean bill of health, and it is common for an aircraft to require an

⁸ John Doman. Quoted in AVWeb, http://www.avweb.com/news/aopa/AO-PAExpo2007_Cessna_172SSkyhawk_DieselEngine_196294-1.html

additional \$500 to \$1,500 or more in repairs that are identified during the annual inspection. Assuming that the average additional repair cost is \$500 per aircraft, an additional \$1.6 M of revenue would be available.

Major repairs for these airplanes, such as an engine overhaul, can cost \$20-45k, and are typically performed every 1,500 to 2,000 hours of flight time. The FAA reports that the average GA aircraft flies 113 hours per year, which would result in the necessity for an overhaul every 15 years. Some aircraft, such as those used by aerial surveying, or flight schools, are utilized at a much higher rate, and may require an overhaul every one-to-two years, depending on usage. Using 15 years between overhauls as the average, approximately 213 target airplanes would be overhauled in any given year. At an average cost of \$30,000, the revenue available within the target market is approximately \$6.4M per year.

And lastly, 172 pilots report that they often budget for approximately \$1,000 per year of incidental repairs, which would equate an additional \$3.2M of revenue. It is assumed that oil changes would be performed at the home airport, and were excluded from these revenue calculations.

After combining these estimated revenue sources, the regional addressable market for 152's, 172's, and 182's is \$20.8M (see Table 3).

Repair/Maintenance Element	Cost/Plane	Annual Regional Market
Annual Inspection	\$2,500	\$7,995,000
Annual Inspection Repairs	\$500	\$1,599,000
Engine Overhaul	\$30,000	\$6,396,000
Incidental Repairs	\$1,000	\$3,198,000
Total		\$19,188,000

Source: Interviews with pilots/owners, service providers, and www.whattofly.com

Table 3: Regional Revenue Potential, Cessna Focus

Assuming that this potential target market was the area of focus for an MRO in Rangely, it would need to capture approximately between 7% and 14% of the available market, or about \$1.3 to \$2.6M of revenue.

In order to capture that significant amount of the regional market, an operator in Rangely would have to utilize a different approach than a typical repair station. For example, because many repair stations try to be all things to all people, they can do many repairs reasonably well, but they are almost always facing a learning curve due to the nuances between different types of aircraft.

As described previously, these nuances often lead to incorrect estimates, cost overruns, time overruns, and pilot and owner frustrations. The recommended approach for the operator in Rangely would be to focus on a target market, such as the 152, 172, and 182 market, with such precise focus that the operator can guarantee repair estimates, something that is nearly unheard of in the industry. By focusing on a target market, the operator will also be able to anticipate repairs, and hold inventory of the most common failed components, rather than having to special order in all parts, which is the industry standard.

By utilizing this approach, the operator in Rangely would be able to differentiate itself from the competition and carve out a sustainable flow of business.

COMPETITORS

PART 145 Vs PART 91 REPAIR STATIONS

There are two basic types of repair stations, including certified repair stations (also known as Part 145 stations), and a non-certified Repair Station (also known as Part 91 stations). The potential operator of the proposed repair station/MRO in Rangely can choose whether which designation to operate under, each one with distinct advantages and disadvantages.

Part 145

Approximately 4,000 aviation repair stations are registered with the FAA under Title 14 of the Code of Federal Regulations, Part 145. The Part 145 designation requires that the Repair Station is actively inspected and regulated by the FAA. In addition, the Repair Station must have its business plan and ratings approved by the FAA. There are six ratings that pertain to a repair station:

- Airframe
- Powerplant
- Propeller
- Radio
- Instrument
- Accessory

The six ratings are broken down further into classes, describing exactly what types of repairs the station is certified to perform. An example of the specificity of FAA ratings is shown in Table 4.

Airframe	Class 1:	Composite construction of small aircraft.
	Class 2:	Composite construction of large aircraft.
	Class 3:	All-metal construction of small aircraft.
	Class 4:	All-metal construction of large aircraft.

Source: FAA Repair Station Letter of Compliance

Table 4: Example of Part 145 Ratings

The rating system allows potential customers to see exactly what type and class of airplane the station is qualified to work on. Part 145 repair stations are typically larger operations with more employees than a Part 91 station, but are not necessarily required to be so. Due to the increased regulatory burden, Part 145 stations also tend to be more expensive than a Part 91 station to obtain a similar level of service.

Part 91

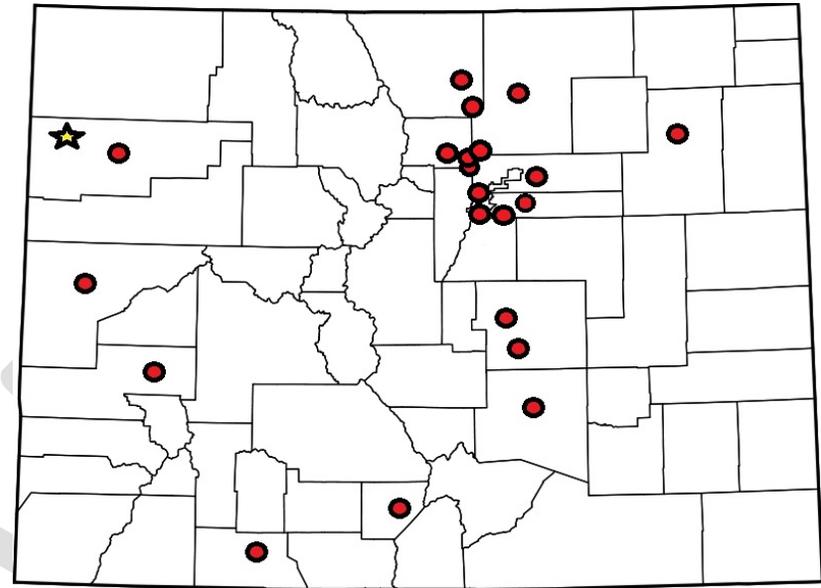
Part 91 Repair Stations are not regulated and monitored directly by the FAA. The FAA has not inspected the repair station's business plan, and has not given it ratings, or certified what types of repairs can be performed at that particular location. The FAA certification does not guarantee quality of

experience, however, and many Part 91 operations with good staff provide a level of service that is comparable, and sometimes beyond a Part 145 station because Part 91 mechanic(s) working on the aircraft are still required to have the necessary education, certification, and experience to repair the aircraft.

Ultimately, a new MRO/repair station operator in Rangely would need to decide if it prefers to have a Part 145 designation, or if Part 91 is sufficient for the types of repairs that would be conducted there. However, based on industry trends, the community should push to secure a Part 145 operation, because the scope of reputation of a Part 145 facility has a greater chance of being large enough to make an impact on the local economy.

REPAIR STATION LOCATIONS

With approximately 200,000 registered GA aircraft in the country and approximately 4,000 Part 145 repair stations, the ratio of aircraft to Part 145 repair station is 50:1. In Colorado, there are a total of 72 registered and certified repair stations, which yields a plane to Part 145 repair station ratio of 78:1, showing that there are fewer repair stations in Colorado than would be expected based on the number of aircraft that are registered to the State. However, only 61 appear to be active as of September, 2016, which would yield an even greater deviation from the national average. Of the 61 active stations, approximately 40 stations do repairs on single-engine, fixed wing aircraft or components. Map 2 shows the distribution of these Repair Stations within the State.



*Part 91 Station information not available

Map 2: Location of Part 145 Repair Stations (General Aviation, fixed-wing aircraft) within Colorado.

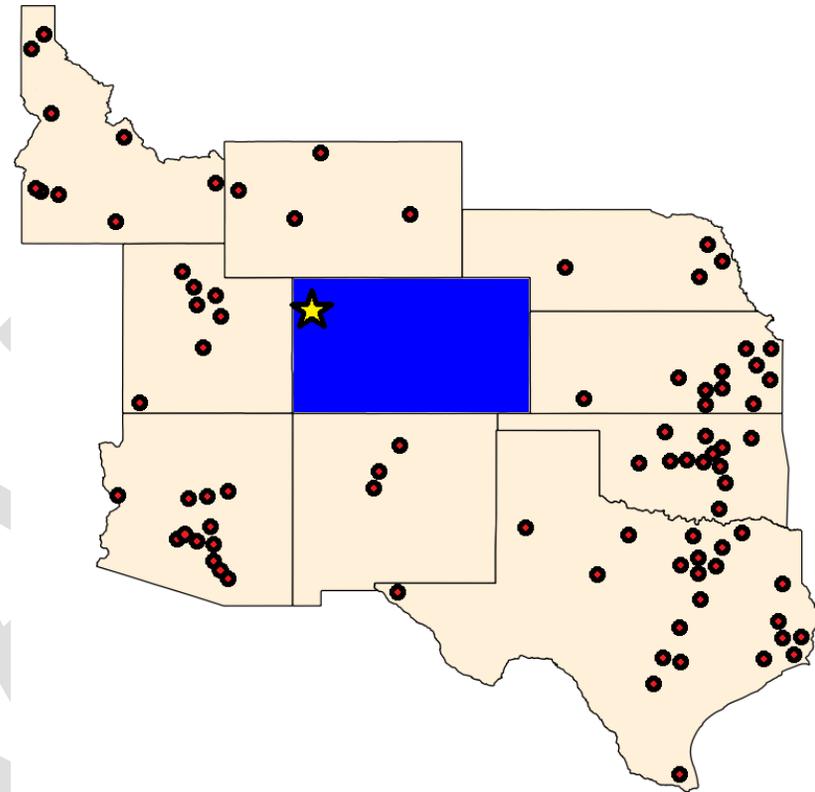
As shown by the map, most of the Repair Stations in Colorado are located on the Front Range, specifically in the areas surrounding Fort Collins, Denver, and Colorado Springs. The Front range is home to a majority of the population and provides easy access for aircraft flying in from the East.

The success of a repair station in Rangely, an area of the State where there is traditionally less air traffic than on the Front Range, will depend on the willingness of aircraft owners to travel to this location. The station will need to utilize its competitive advantages and provide enough of an incentive to justify the cost and time of fly to Rangely to receive maintenance services.

After analyzing the services offered by each of these 40 locations, none of these repair stations have staked a claim as being the expert for the Cessna 152, 172, and 182. It is likely that nearly all of them would work on one of these planes when the opportunity presents itself, but it confirms that there may be an opportunity for an operator in Rangely to specialize in these airframes.

REGIONAL COMPETITION

As described previously, Colorado and the surrounding States are home to more than 33,624 aircraft, with an additional 24,587 when Texas is included for a total number of 58,211 aircraft, and 500 Part 145 repair stations (see Map 3)⁹. Regionally, the number of airplanes per repair station is 116:1. By comparison, California alone has 24,533 registered aircraft, and 608 repair stations, for a ratio of 40:1. The average number of hours of flight time per plane in California is lower than the national average, therefore the high density of repair stations can't be attributed to planes there requiring more repair and maintenance work than average. The logical conclusion is that states like California are capturing market demand from surrounding states, and the Colorado region is missing out on potential revenue.



Source: FAA. Multiple locations within the same city are represented by a single dot

Map 3: FAA-Registered Repair Stations in States surrounding Colorado

⁹ Part 91 repair stations are not required to disclose their location.

REPAIR STATION STRATEGY FOR RANGELY

There are three potential strategies that the Town can pursue to successfully establish an aviation repair station in the community. The Town can: 1) recruit a successful Repair Station to establish a new location in Rangely; 2) recruit a successful repair station to relocate an existing operation to Rangely; or 3) incentivize an entrepreneur to start a new operation. This section of the analysis will explore the benefits and disadvantages of the various options available.

BENEFITS/DISADVANTAGES OF RECRUITMENT OF A SATELLITE FACILITY

Recruitment of an already-established repair station brings the benefits of a good knowledge base, an experienced operator, and a developed business plan. Expanding and establishing a new Part 145 repair station is very expensive, as the facility would need to meet FAA standards before a certificate was provided. One advantage of pursuing this route is that if the operator already has a Part 145 operation, they can go through a streamlined permitting process for the new location by establishing it as a “Satellite” facility of the main company. Due to the capital constraints, it is likely that the only entities that would be in a position to establish a new entity would be national or international brands that see a strategic advantage of opening a repair station in Western Colorado. This type of operator would have brand recognition and would bring existing customers to the repair station. Although it will be extremely difficult to find the right

qualified operator, this recruitment approach has the potential to generate the greatest impact for the Town in terms of economic activity and job creation.

Recruitment and location expansion is very time-intensive, and would require significant investment to create the type of facility that would be required by an existing operator that wanted to maintain brand quality. As a result, this approach may require a longer startup period to establish the station. Also, profits earned by the operator would likely go to an outside entity, decreasing the economic impact in comparison to a locally-owned facility.

BENEFITS/DISADVANTAGES OF RECRUITING A FIRM TO RELOCATE

The State of Colorado has some distinct advantages and leverage points for recruiting companies within the aviation industry from surrounding states to relocate. In particular, most activity within the aviation industry, including repairs, upgrades, maintenance, etc. are exempt from sales tax in Colorado. Considering the cost of an engine overhaul can cost tens of thousands of dollars, being able to save customers sales tax is a noteworthy incentive.

There may also be an opportunity to recruit existing operators from another part of the State of Colorado. Airports, and the communities that surround them, develop their own culture, which, for better or worse, has an impact on the success of businesses located at a particular airport. There may be the opportunity to identify companies that want to remain

in Colorado, but are unhappy with the current airport management or other local factors that may give them the desire to consider moving to Rangely.

Under a relocation scenario, it is unlikely that the FAA would allow an operator to bring their Part 145 certificate with them, and an existing company at a new location would have to go through the entire Part 145 certification process, which operators in interviews reported can take two-to-four years to complete. During the interim, an operator can perform repair services under the Part 91 designation, but that may impact the number and types of repairs that are conducted until the full certificate is received.

BENEFITS/DISADVANTAGES OF A NEW REPAIR STATION

Creating a new repair station would allow the Town to more specifically tailor the station according to strategic plans and development options. For example, some of CNCC's Aircraft mechanic program graduates could potentially be involved and obtain an equity position in the startup, and could help create an auspicious partnership with CNCC. Ownership would remain local, and the profits earned at the facility would create economic churn within the Town.

When validating the startup potential with an industry expert, the response was, "Why not?! They have everything in place that they need¹⁰." He went on to explain that one of the most difficult obstacles for any MRO is being able to find a steady stream of talented mechanics. CNCC has a very strong

reputation of churning out excellent mechanics, and an opportunity for employment in Western Colorado, and potentially an opportunity for equity within a new repair station presents an attractive proposition for recent graduates.

As with any new startup, there are also inherent risks involved. It may take longer to build brand recognition, and the first few years of operations would be lean until a reputation and customer base was established.

FIXED-BASE OPERATOR

A repair station can perform more services than just airplane repair. This type of station is also called a Fixed-Base Operator (FBO), and performs services for pilots and others that go beyond the scope of repairing the plane including:

- Aircraft rental
- Sightseeing flights
- Aircraft sales
- Aircraft storage
- Sale of aircraft parts
- Aerial photography
- Crop dusting and aerial applications
- Drone sale and maintenance
- Aerial surveying
- Pilot restroom facilities, telecommunication services, and waiting areas

¹⁰ Interview with Donny Peters, AirSouth Insurance. Long-time industry expert.

Currently, CNCC functions as an FBO for the Rangely Airport through an operating agreement with the County. Because the College is focused primarily on the education of students, the other revenue generating activities, such as aircraft sales, commercial aircraft operations, and non-CNCC maintenance is not conducted through an FBO at the Rangely Airport. Due to the small market size, a private operator of an MRO may also be interested in providing FBO services to secure additional revenue streams, in which case a strategic partnership or operating agreement would likely need to be established between the County, CNCC, and the private operator to ensure mutual success.

ECONOMIC IMPACTS FOR THE TOWN

Under all three scenarios, the introduction of an aviation repair station would increase the number of good-paying jobs in the Town. Aviation mechanics in Colorado are among the highest paid within the region, with an average salary of \$65,280 per year, or an hourly wage of \$31.98, vs a regional average of \$56,930¹¹. While the salaries aren't as high as the typical oil job that has historically sustained the Town, it represents a stable, livable wage for a family. The total number of employees at the repair station will depend greatly on which strategy is ultimately pursued. Recruiting in an existing operator may create six to twelve jobs within the first year, whereas the startup may take three or four years before they reach five employees.

¹¹ Bureau of Labor Statistics.

Secondary market impacts are harder to quantify, but would be significant. By focusing on the regional market, planes flying in for service would likely spend at least several hours, and sometimes a few days before returning to their home airport. This presents an opportunity to capture hotel nights, restaurant spending, and recreation and entertainment such as outdoor equipment rentals.

A state-specific GA multiplier has not been calculated for Colorado, but the State of Massachusetts conducted an economic impact study of their GA airports, and determined that for every \$100 spent on GA, an additional \$56 of economic impact was generated within the State¹². Assuming that the multiplier effect would be similar in Colorado, if an MRO in Rangely were able to capture \$2M in revenue, an additional \$1.1M would be generated for the State, the majority of which could be captured by Rangely if it were to position itself as an attractive destination and invest in amenities that would allow visitors to spend money in the community.

THE ROLE OF CNCC

CNCC has served as a major economic anchor for the Town of Rangely, and its investment and commitment to the aviation industry have enable the Town to even explore the current endeavor of establishing a viable repair station. CNCC could take several different roles in the establishment of a repair station. At a minimum, the college will be an important partner in providing a steady pipeline of expertly

¹² General Aviation News. Janice Wood. "Massachusetts general aviation airports an economic boon."

trained potential employees for the repair station. Other forms of partnership may include internship opportunities with the MRO, allowing staff to split time between working for the College and working on private airplanes with the MRO, or restructuring the operating agreement with the County to allow an MRO to also take on some FBO responsibilities. Ultimately, the College's decision on how to partner with the MRO will not likely make or break the viability of the MRO, but a close working relationship will be beneficial for both the notoriety of CNCC's aviation program, as well as providing a support framework that helps ensure the MRO's success.

IMPLEMENTATION

Better City has already begun the process of reaching out to potential companies to gauge interest in expanding into, or relocating to the Rangely Airport. Initial conversations were focused primarily on the Colorado market, to better understand local demand drivers, and to gain insights from local experts on the viability of an MRO in Rangely. To date, twelve Colorado-based companies have been contacted, and six of them answered questions regarding local demand factors, and commented on their interest in looking into the Rangely Market. Specifically, four responded that they are not interested in expanding or relocating, but two (Berkshire Instrument Overhaul, and Hayes Aviation) responded that they were interested and wanted to learn more.

Berkshire Instrument Overhaul is a highly respected specialty repair shop based out of Montrose, CO that focuses on

fixing and overhauling aviation instruments, such as vacuum driven gyros. Specialty repair shops for aviation components are largely location neutral, because the majority of parts to be repaired are shipped in from around the Country, rather than flown in on the aircraft that needs repairs. Also, specialty repair shops require less space than a traditional MRO, which results in lower overhead expenses and relocation costs.

Hayes Aviation expressed interest in Rangely, particularly if the community were to commit to the long-term effort of building up the industry and the airport. Randy Hayes expressed that being located in a community that embraces the industry and that supports the airport makes a big difference, and that he was interested in exploring areas of specialization that could be operated out of Rangely.

While four of them responded that they would not be interested in the opportunity themselves, several companies provided great insight into the key factors that would make for a successful operation in Rangely.

In particular, Ernie Smith at Straight Flight based in Englewood, CO stated that, in his opinion, the primary area of focus should begin with a paint shop. He commented that it is very difficult to find a high-quality, reasonably priced paint outfit in Colorado, and that he frequently sends planes to Arkansas from Colorado for painting work. By focusing on painting first, the facility in Rangely would meet an existing need in the Colorado marketplace, and would likely be able to capture a significant amount of business from the region. Over time, adding additional services such as component or

airframe repair becomes a natural next step after establishing a strong reputation.

Upon further investigation of the paint niche, it was determined that the opportunity would require a significant amount of investment, beyond what a typical MRO would require. For example, painting shops require specialized equipment, and specialized facilities with adequate ventilation. While a great opportunity, finding an entrepreneur or business that is willing to make the initial investment is likely to prove challenging.

Subsequently, Better City began reaching out to operators in other states, including Utah, Idaho, and Arkansas. To date, one MRO operator in Utah has expressed preliminary interest in exploring the ability of opening a new location in Rangely. While the name of this firm is not yet disclosed, their director of maintenance is familiar with Rangely, having worked with CNCC's A&P graduates in the past. He spoke very highly of CNCC's program, and one of his primary reasons of interest in considering opening a location in Rangely is to gain prime access to CNCC's graduates.

Additional recruiting efforts are ongoing and results will be added to this report.

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APPENDIX A: AVIATION DEVELOPMENT ZONE

To increase the potential of success for the proposed Repair Station, the Town should apply to make Rangely Airport an Aviation Development Zone (ADZ). An ADZ designation could reduce overall operating costs, and would help to incentivize an MRO, and other aviation related businesses to expand into Rangely.

AVIATION DEVELOPMENT ZONE OVERVIEW

An ADZ is a calendar-year performance-based job creation incentive program. It is given to business entities that create net new jobs within a recognized ADZ at an approved airport. The value of the tax credit is based on the number of net full-time jobs created in the ADZ.

The incentive can be applied to “companies involved in maintenance and repair, completion, and modification of aircraft.” The tax credit, which is provided by the State, is \$1,200 per net new employee. The credit program expires January 1, 2024 and can be carried forward for a period of up to 5 years.

AVIATION DEVELOPMENT ZONE REQUIREMENTS

The Colorado Office of Economic Development & International Trade (OEDIT) has specific requirements for Airports in order to become an ADZ:

- Production of aircraft parts specifically used in the manufacture of aircraft
- Proof of concept, prototyping, test and evaluation, certification or production of aircraft
- Maintenance and repair, completion, or modification of aircraft
- The facility must employ ten or more employees in the ADZ to claim credits¹³

The credit is available to all types of business entities. LLC’s, Partnerships, and S Corporations may pass the credit through to their members.

There are 13 airports in the State that have been granted ADZ status. Map 4 shows the location of ADZs within the State.

¹³ More information on ADZs can be found at: www.advancecolorado.com/incentives



Source: Colorado Office of Economic Development and International Trade

Map 4: OEDIT approved ADZs within the State

APPENDIX B: RANGELY AIRPORT FACTS

Rangely Airport, home of the Colorado Northwestern Community College (CNCC) flight school, is owned by Rio Blanco County. Rangely airport has been in use since 1962.



Source: Colorado Community College System

OPERATIONAL STATISTICS

Most of the airport’s traffic (89%) comes from local general aviation. The other 11% comes from corporate jets, helicopters, personal aircraft, and ultralights. Most of the airports operations are from CNCC, which runs its flight program between September and May. The school expanded its flight operations in 2014 to allow a summer flight program for Metro State University in Denver.

There are approximately 17 aircraft based on the field, 15 of which are single-engine airplanes. The airport has average operations (Take-offs and Landings) of 129 per day (see Table 5).

Airport Operational Statistics		
Airport Fleet	Rangely	Meeker
Aircraft based on the field	17	10
Single-Engine	15	10
Multi-Engine	1	0
Gliders	1	0
Aircraft operations	Rangely	Meeker
Operations per day	129	22
% local general aviation	89	66
% transient general aviation	11	30
% air taxi	<1	4
% military	<1	<1

Source: AirNav, LLC. Data from 2012.

Table 5: Comparison of Airports in Rio Blanco County