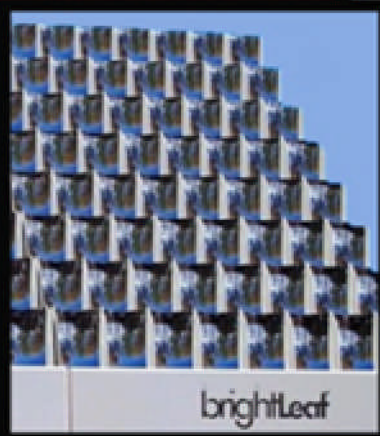


2014 *Annual Report*

57 Years Attraction-Retention-Expansion



Thank You for Your Generous Support!



Platinum Investors

Alpine Bank
Gordon Composites Inc.
Ridgway Valley Enterprises



Gold Investors

Kenneth and Marlene Townsend
Wells Fargo Bank



Silver Investors

Dalby, Wendland and Company
Delta Montrose Electric Association
Montrose Bank
Montrose Memorial Hospital



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Sandy Head
President / Executive Director
sandyh@montroseedc.org
www.MontroseEDC.org

1601 Oxbow Dr., Suite 360B
Montrose, CO 81401
(970) 249-9438

Patricia Cummings
Executive Assistant
patriciac@montroseedc.org



2014 MEDC Annual Meeting Agenda

February 21, 2014

Holiday Inn Express: Jordan Room

- | | |
|---|--------------------------------|
| 1. Welcome and Call to Order: 12:30 p.m.
★ Secretary verifies quorum | Buck Miller, Chair |
| 2. Recognition of Guests | Buck Miller, Chair |
| 3. Financial Report | Colleen Burke, Treasurer |
| 4. President's Report | Sandy Head, Executive Director |
| 5. President's Award | Sandy Head, Executive Director |
| 6. Keynote Speaker: 1:00 p.m. | Myron E. (Mike) Ullman |
| 7. Comments from the Chair | Buck Miller, Chair |
| 8. Election Results | Buck Miller, Chair |
| 9. 2014 Board of Directors | Buck Miller, Chair |
| 10. Adjournment: 2:00 p.m. | Buck Miller, Chair |

2013 MEDC Board of Directors

EXECUTIVE COMMITTEE



Buck Miller
Chair
Dalby, Wendland & Company



Kevin Stay
Vice Chair
*Manufacturing Assoc. Rep.
Gordon Composites*



Scott Stryker
Secretary
Ridgway Valley Enterprises



Colleen Burke
Treasurer
Habitat for Humanity

ELECTED MEMBERS



Jay Austin
Retired Radio Manager



Norm Birtcher
Montrose Forest Products



Greg Bollig
Board Member



Paul Bony
Bony Family Farms



Tyler Dahl
Alpine Bank



Eric Feely
*The Bridges Country Club & Golf
Course*



Dr. Michael Jay
Montrose Hospital



Steve Stevenson
Del-Mont Consultants

APPOINTED MEMBERS



William Bell
City of Montrose



Joey Montoya-Boese
Colorado Mesa University



Marc Catlin
Agriculture Representative



Mark MacHale
RE1J School District



Rick Eckert
Montrose County



Rob Smith
Town of Olathe



Our Mission and Goals

The Montrose Economic Development Corporation (MEDC) is a non-profit organization governed by a volunteer Board of Directors, comprised of community business members and elected officials. Our organization represents the communities of Montrose, Olathe, Nucla, Naturita, and Montrose County. Operating funds are provided by MEDC memberships from businesses, local government, and individuals, who are united in their support of the future economic strength and diversity of our community.

Montrose Economic Development Corporation's focus areas include; Retention/Expansion of Existing Companies; Attraction of Targeted Companies; Entrepreneurial Job Development; Agricultural Development; and Work Force Enhancement.

The Mission of MEDC is to strengthen Montrose County's economic base and increase the standard of living for all of its residents through the retention, expansion, attraction and development of primary jobs and capital investments. This Mission includes the promotion of workforce enhancement, agriculture advancement and other business development that provides economic diversification and stabilization.

Five Year Economic Development Strategy for Montrose County (2009-2013)

Goals of Continuing the Legacy

Funds from *Continuing the Legacy* will be used to support Four Strategies:

- ★ **Business Development Park Acquisition:** MEDC will acquire and develop a quality, sustainable and economically efficient business development park for Montrose.
- ★ **Business Recruitment and Expansion:** MEDC will create 250 new primary jobs to Montrose over the next five years, while helping local companies expand.
- ★ **Workforce Enhancement and Development:** MEDC will spearhead efforts to develop and maintain a quality workforce by **serving** as the bridge between private business, educational institutions and local and state government.
- ★ **Investor Relations and Community Awareness:** The Continuing the Legacy program will serve as the organization **coordinating** the development of the community's storyline of business and community success that can be shared with audiences far and wide.

Comments from Our Chair

To Our Investors:

The year 2013 has been one of changes on many fronts for MEDC.

We said goodbye to Directors Dale Davidson and B.J. Coram as their duties and obligations called them away, and we said goodbye to Dave Hample when he retired and moved to Alabama. We appreciate all their hard work and support and wish them well in their endeavors.

We welcomed new Directors Colleen Burke of Habitat for Humanity, Tyler Dahl of Alpine Bank and Norm Bircher of Montrose Forest Products. We very much appreciate their input and support as we all work to improve our community.

2013 also saw us do some scrambling with facilities. A year ago, Mike Gordon and Kevin Stay of Gordon Composites offered us space in one of their manufacturing facilities free of charge. Our lease ended in January and we began to prepare for the move, but before that could be completed, Mike and Kevin had the happy situation of now needing the space previously offered due to increased business. They very graciously offered to increase their investment to defray any cost caused by the change. So we went looking, and another great supporter of MEDC, Matt Miles, made us an offer we couldn't refuse. So now we are happily housed at a space in Oxbow Crossing south of town, and our costs have diminished significantly. Many thanks to Mike and Kevin and Matt for all their support and assistance, and to Scott Stryker for quickly making the needed changes for us to fit in the new digs.

We are now settled in our new office and are busy with our efforts to provide a very important and key function in the greater Montrose area. Often, when it comes to economic development, the question is how many jobs did you bring in today? While that certainly is a key part of the equation, it totally glosses over the other very real, very valuable services that Sandy and Patricia and MEDC provide for our community every day.

MEDC is the first contact for most all inquiries from outside businesses looking to relocate. As such, MEDC is responsible for that oh so important first impression. MEDC thus becomes a clearing house for these inquiries, guiding them through the maze of various entities and agencies to get them the information needed to evaluate their decisions.

MEDC collaborates with all other entities involved in economic development. Sandy and Patricia regularly provide information about our community, the resources available, and the contacts that need to be made. MEDC performs economic impact analysis regularly for a wide variety of interested parties.

MEDC is a key coordinator in the interaction between potential business relocations and/or expansions and the City, County, and all other key parties. This very often is a critical piece of the success of such ventures.

Businesses looking to relocate must have a pledge of confidentiality as they do their due diligence and gather the information they need to make decisions. Governments in this era of transparency are not able to provide that pledge. As such, MEDC's involvement in the economic development process is absolutely critical.

Those of us who support MEDC know the value and importance of the part MEDC plays in the day-to-day process of economic development. Very often, others in our community do not, and question the need for MEDC. It is incumbent on those of us who support MEDC that we do our part to educate others, so that everyone understands the role that MEDC plays in our community.

We thank you for your continued support.



Buck Miller, Chair
MEDC Board of Directors

Annual President's Report



Sandy Head
MEDC Executive Director

September 2013 marked my 10th anniversary as Executive Director for MEDC. It has been a privilege and honor to serve our community in this position. As a private business owner of 25 years, I brought with me knowledge of what business needs. Through the years I have learned what tools and resources exist for businesses. Whether locally or statewide there is a valuable network of organizations and individuals who we collaborate with.

We partner with the State of Colorado Office of Economic Development and International Trade, OEDIT, to provide prospect packets to companies looking to locate to Colorado. OEDIT also provides us with the assistance we need when working with companies. MEDC is a member of the Economic Developers Council of Colorado, EDCC. I have been fortunate to serve on that board for a number of years. The EDCC works

statewide to improve our business climate. Through the EDCC we have a strong and united voice to lobby for or against legislative issues that will negatively affect doing business in Colorado.

I am fortunate to work under the guidance of a great board of directors. They represent a dedicated group of business leaders who give of their time to oversee and assist with our operation. This year the board devoted time and energy to explore ways our community organizations and governments can partner in the overall task of doing "economic development". While each organization and branch of government fulfills a different role, it is essential to realize that no one organization can do it all. The MEDC board is working to initiate a strategy wherein all organizations would come together to work on projects in a unified effort. The makeup of each specific project would determine who would assume the lead. Additionally, each organization would be allowed to request support on their individual projects. As a team we would strive to find common ground and move forward in support of each other.

MEDC has the role of representing the company and the community at the same time. We act as the advocate for the company and the liaison between them and the government. We are able to ensure confidentiality which is the first thing companies will require before they will engage in a conversation. MEDC, like most economic development organizations has the ability to be confidential; this is a key value we bring to the table and why we play an important role in the process. When a company is considering Montrose, MEDC acts as the first point of contact. Many times the first contact comes through a site selector. They know we have the ability to do the research they require while allowing them to remain anonymous. Kevin Stay, President of Gordon Composites states, "Companies have a *need for speed*, they want detailed, accurate, up to date information and they want it quickly." At MEDC we dedicate our resources and time to making prospects and their companies our first priority. In order to demonstrate how our process works, we created a prospect manager map outlining the various steps taken when working with prospects. (See page 12)

At this time, I would be remiss if I did not give credit and appreciation to my dedicated assistant, Patricia Cummings. Patricia will celebrate her 4th anniversary with MEDC in April of this year. We are truly blessed to have her as part of our team. Patricia maintains all of our investor information, prepares minutes, financials and she creates/uploads all of our web information.

PROMOTING MONTROSE

★ Colorado Insite

In 2013 the State OEDIT updated their website to allow individual communities to have information pertinent to site selectors on their website. MEDC is able to post our relocation packet information to that site.

In addition, we can list commercial sites that are for lease or for sale in our county that would be suitable for primary companies. Patricia works with the Montrose Association of Realtors to include their information. We also list buildings that are privately owned when contacted providing they meet the criteria. The State has specific criteria that the sites must meet. This new program will allow the State of Colorado to submit information from communities around Colorado in a uniform format. In 2013 we partnered with the State on two prospect submittals.

★ All American City

MEDC was part of the core committee who made application for the **2013 All American City Award**. The theme for the 2013 All American City designation was centered on awarding communities that have successfully implemented special projects for veterans or military families. Montrose's application included 3 projects: 1. Welcome Home Montrose our grassroots initiative to make Montrose a "No Barriers" community for veterans and their families, 2. The successful retention of our local sawmill which came through the purchase of Montrose Forest Products, retaining critical jobs for Montrose, and; 3. The Downtown Revitalization Project that resulted in the formation of the DDA. Montrose was one of 20 communities from around the country who competed in Denver for the award. Ten communities were chosen and Montrose was the only community from Colorado to win. It was a great team effort that involved a lot of fun and relationship building.

INCREASING OPPORTUNITIES FOR GROWTH:

★ VERN Blue Star Recyclers: Colorado Springs

In September MEDC met with Rick Eckert, County Manager and David White, BOCC. We were asked to work with Blue Star Recyclers out of Colorado Springs to evaluate the feasibility of implementing their Vocational Electronic Recycling Network, VERN, program in Montrose. The program enlists the help of physically challenged individuals to process electronics that are being recycled. In Montrose Recla Metals and Habitat for Humanity currently recycle electronics. We organized a meeting with a VERN representative to discuss possibilities for Montrose. Recla, Habitat and Community Options were included in the discussion.

The research shows for a community to have a sustainable VERN program, there is a need to collect over 10,000 pounds of waste per month. Montrose would be well under that number. Although the results showed the program would not work in Montrose, there was value gained from this process. Recla has potential new markets to sell their collected waste too; Habitat is networking with Community Options to employ some of their clients and we have a greater awareness of the existing recycling opportunities that exist with our companies here in Montrose. The City and County of Montrose contributed some funds for the research that was completed.

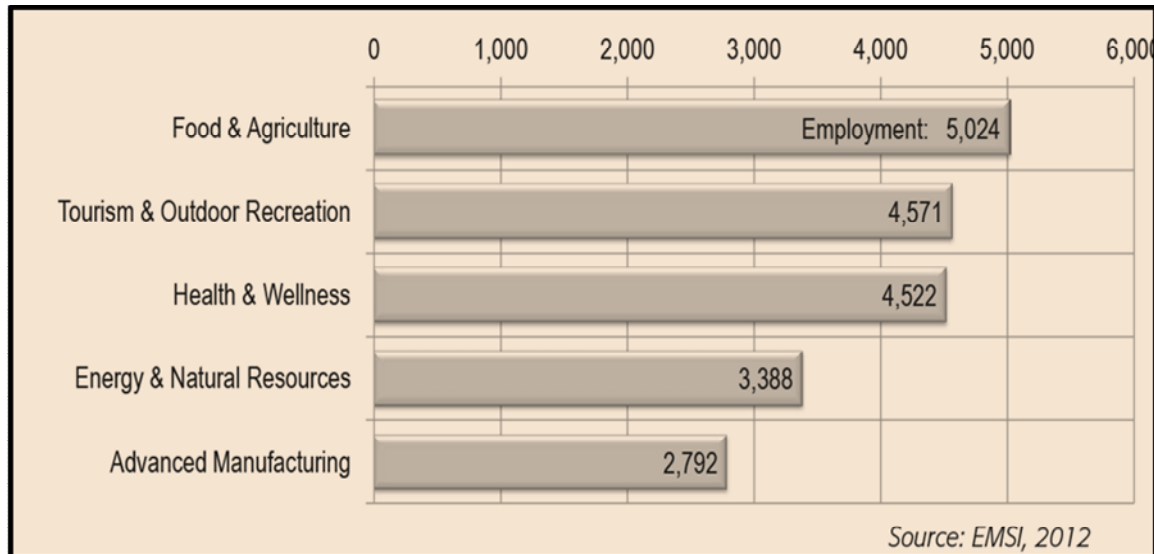
★ British Consul Visits Montrose – International Outreach

In June, MEDC hosted British Consul Beverly Simpson here in Montrose. The purpose of her visit was to meet with manufacturers and explore avenues to increase exports to the United Kingdom. The Consul toured Gordon Composites, Innovoc and Brightleaf Power. She also toured the City's waste water treatment plant to see Brightleaf's solar installation. In addition to the tour, MEDC arranged a dinner with owners and managers from our local manufacturing companies to provide them an opportunity to network with the Consul.

★ **Sector Strategy Key Industry Initiative**

MEDC has been part of the Core team for the Sector Strategy initiative. The purpose of this initiative is to address the widening skills gap and the stagnant job growth in our state.

To address the needs of our industries, the State has identified the Key industries in each region. In our region, the Central Western Slope, our top Key Industries are:



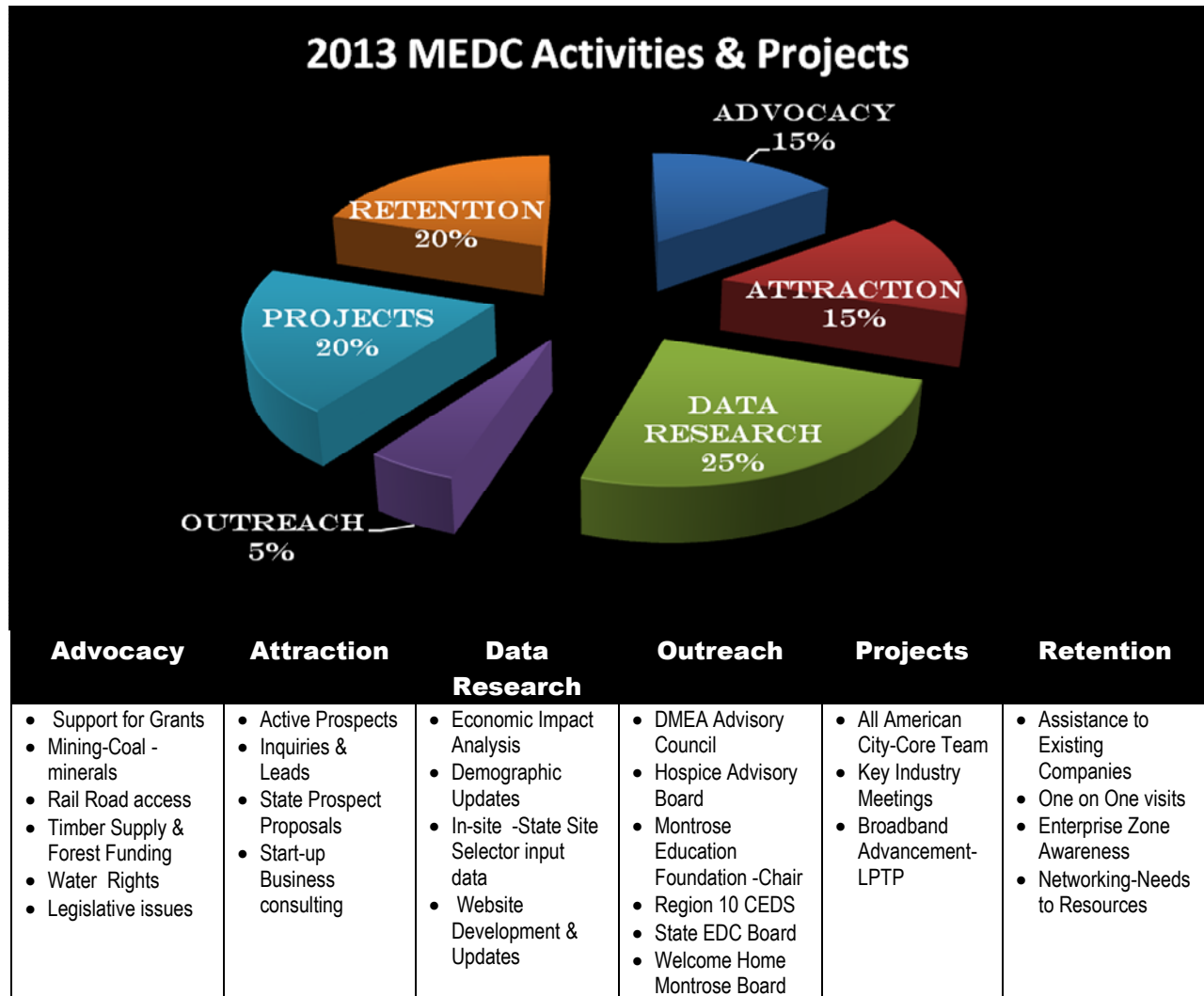
The Key Industry initiative involves bringing together industry leaders from around the region to meet. Co-chairs are identified from within each specific industry. A meeting is held to bring everyone to the table to discuss issues and to network. The meeting is centered around questions and discussions regarding issues such as: “What do you need to take your company to the next level?”, “What opportunities are there for your company to grow?”, and “What tools do you need to make it happen?” Representatives from education K-20, workforce and economic development attend to listen and observe the conversations. The program is to be industry driven and we help facilitate. It is about what industry needs and how we can come together to address those needs.

The **Health & Wellness** launch meeting was held on November 6th at Montrose Memorial Hospital. MEDC worked with Ray Lucero and Sharon Watkins from the Colorado Workforce Center, Michelle Haynes with Region 10 and Dean McCall with MMH Rehab Center to put together the launch. The co-chairs were Dean McCall and Carol Parker with the Valley Food Partnership. Invitations were sent to over 60 agencies across the region. The central theme that was voiced throughout the meeting was the lack of connectivity. The group identified three champion areas to focus on: 1. Recruit, Train and Retain Talent, 2. Patient “Activation” Education and Promotion - strategy for new delivery systems, and; 3. Build Connectivity and Infrastructure - to link health care and wellness providers. The group has created teams that now will formulate action plans.

MEDC is spearheading the launch for **Advanced Manufacturing** which will be held March 4th at the Montrose Pavilion. Kevin Stay, President of Gordon Composites, and Steve Savoy, President of Best Sign Systems are the co-chairs for the launch. Over 50 manufacturing companies from the Central Western Slope have been invited to participate.

Sector Strategies have been proven to show benefits to companies and firms, as well as workers and jobseekers. Companies report increased networking power within their cluster, increased productivity, reduced turnover, and even new product lines or innovative business ideas. These partnerships often focus on workforce development issues, and where that happens workers tend to benefit from accurate training for the job, increased attachment to jobs, and better earnings. Our plans are to launch the **Energy & Natural Resource sector** next.

★ The following chart represents additional projects that MEDC is involved in.



CHALLENGES AHEAD:

The natural resources in our region represent our greatest assets. The coal mine closures in Delta County and the job losses related to that need to be of concern for all of us. The jobs lost at the mines will affect additional jobs in our communities. Those lost revenues will be felt throughout the entire region and state. In addition, Federal clean air regulations are reducing the number of coal powered plants, thus reducing the demand for coal. MEDC has been in contact with Tri-State offering our help in advocating to keep the Nucla plant open. The Nucla plant employs 100 individuals.

We need to continue to advocate for additional funding for the GMUG. In 2014 many National Forest with new projects received supplemental funding except for Montrose. Increased funding will allow for expedited sales of NEPA ready timber projects. These sales are essential to supply Montrose Forest Products with the timber necessary to increase production and to maintain full shifts.

In April, MEDC worked with Nancy Fishing to put together a Spruce Bark Beetle & Colorado Private Forestlands Forum. The event was attended by over 70 individuals from around the region. Montrose Commissioner Ron Henderson and Delta Commissioner Doug Atchley co-hosted the event.

Public Lands Partnership, MEDC and DCED co-sponsored as well. Joe Duda, Acting State Forester was the keynote speaker. Roy Mask, Entomologist and Service Center Leader for the USFS gave a detailed presentation about the spruce beetle and the fact that the Rio Grande and San Juan National Forests are seeing the most significant activity with 183,000 new acres detected in 2012. In addition to educating the attendees on the status of the bark beetle epidemic, the meeting also resulted in some private timber sale deals between land owners and our timber mills.

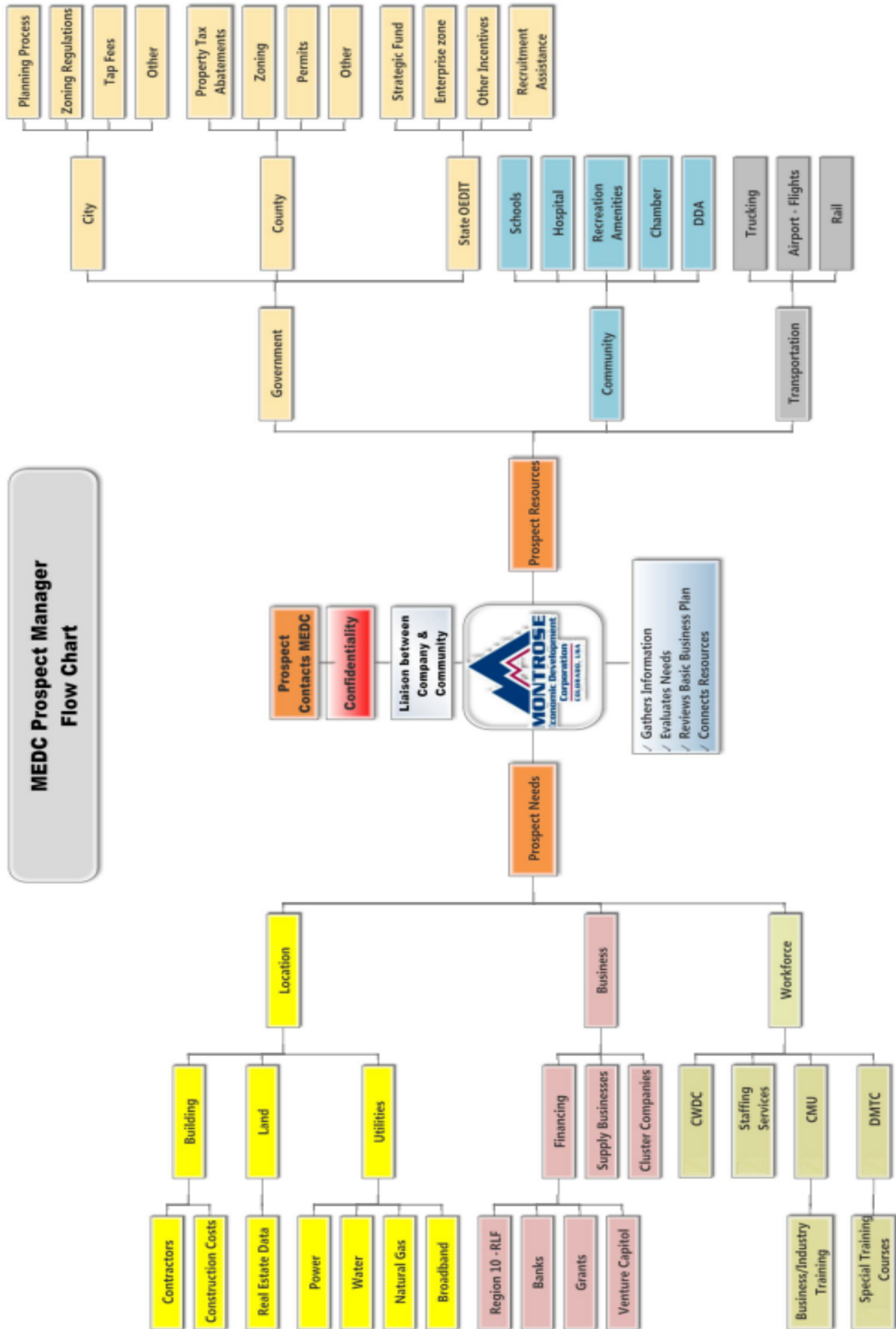
Western Slope water preservation is an issue that MEDC monitors and advocates for. Marc Catlin serves as the agriculture representative on our board. Marc attends various water meetings such as the Annual Colorado River District meeting and keeps us apprised on actions we should take. The Colorado River District is in a 14 year drought cycle. The Bureau of Reclamation is in the process of changing their operating guidelines. For the last 10 years they have been delivering 8.23 million acre feet per year. The Bureau is going to cut releases to 7.48 million acre feet this next operating year because of the draw down on Lake Powell. This "drought management" that is being put into place will combine Lake Mead and Lake Powell as one operation. By going to the 7.48 million acre feet it puts the lower basin on notice that they are going to have to share some of the shortage. Some believe this situation may put the Colorado River Compact on call (shut off/curtailment). Water rights younger than 1929 could possibly be at risk. The compact call is probably the largest issue on the horizon. It is going to take a coordinated/united front between the agricultural community, the municipality community, the cities and counties in order to protect the future that we have.

Broadband, air service and other types of infrastructure need to be invested in to keep our community competitive. Our community has progressed in broadband service this past year. Eagle Net has completed their work in Montrose providing us redundancy. One Track Communications has invested in the construction of additional fiber lines throughout the area and our local last mile providers are continuing to invest in towers and fiber lines to bring added service to our businesses and residents. Delta Montrose Electric Association has approved extending fiber to their substations and they are working on plans that will allow wireless internet providers to access that fiber therefore extending service to rural areas. MEDC serves on the Local Technology Planning Team.

The diversification in industry that Montrose has experienced over the past years buffers us to some degree. Much of this diversification is due to the 57 years of efforts by individuals who devoted time and resources to fulfill the mission of MEDC. We must continue to diversify and to work with existing businesses to ensure their needs are met.

This report highlights some of the many activities MEDC is engaged in on a daily basis. The work that we do would not be possible without the support of our investors and we want to express our extreme gratitude to them. Their support demonstrates their commitment to our efforts and shows they understand the value that our organization brings to the community. Many may not realize that 99% of our funding comes from private businesses and individuals. A list of our investors is provided in this report. We ask that you support them in their business and in what they do. Because of their support, they too are helping to build a stronger economy for Montrose.

MEDC Prospect Manager Flow Chart





MYRON E. (MIKE) ULLMAN, III

Keynote Speaker: **Mike Ullman**



Over the last 25 years, Myron E. (Mike) Ullman has successfully led five major global enterprises. Based in Hong Kong, the United States and France, he has transformed and managed businesses engaged in retailing, luxury goods manufacturing, property management and development, hotel management, computer services and public transport.

Mr. Ullman recently returned as Chief Executive Officer of J.C. Penney to lead a turnaround of the Company after an unsuccessful strategy was undertaken to move the retailer upmarket. He retired as Chairman and Chief Executive Officer of J.C. Penney in late January 2012 having served since December 2004. From

February 2002 to November 2004, Mr. Ullman served on three public company boards, a private company board and three non-profit boards. From June 1999 to January 2002, he served as Directeur General of LVMH Moët Hennessy Louis Vuitton, the world's largest and leading luxury goods manufacturer and retailer based in Paris. From February 1995 until June 1999, Mr. Ullman served as Chairman and Chief Executive Officer of DFS Group Limited, the travel retailer, majority owned by LVMH. Mr. Ullman served as Chairman and Chief Executive Officer of R.H. Macy & Co., Inc. from April 1992 to January 1995. Mr. Ullman was Group Managing Director of Wharf Holdings Ltd. in Hong Kong from 1986 to 1989. He served as Executive Vice President of the Federated Department Stores division in Dallas from 1982 until 1986.

Mr. Ullman started his business career at IBM Corporation in 1969 where he became an International Account Manager. In 1976, he joined the University of Cincinnati as Vice President of Business Affairs. In June of 1981, Mr. Ullman was appointed a White House Fellow by President Ronald Reagan. In 1995, he was the recipient of the William Howard Taft Medal as outstanding alumnus of the University of Cincinnati and received an honorary doctorate in June 2006.

Mr. Ullman currently serves as chairman of the Federal Reserve Bank of Dallas, and a director of Starbucks. He recently served as a director of Saks Corporations and Zurich based COFRA Holdings, AG. Mr. Ullman is chairman of Mercy Ships International, a global medical and human services charity and also is a director of F.I.R.S.T., a global charity that sponsors high school robotics competitions designed to motivate youth to pursue an education and careers in science and technology. He also serves on the board of directors of the Retail Industry Leaders Association (RILA). He is also the past chairman of the board of the National Retail Federation (NRF) and former chairman of the UCSF Medical Center Executive Council. Mr. Ullman previously served as director of Ralph Lauren Corporation, Taubman Centers, LVMH Moët Hennessy Louis Vuitton, Federated Department Stores (Macy's) and Segway, LLC.

Mike and Cathy Ullman were married in June 1969. They have four biological sons and two adopted daughters born in Hong Kong. The Ullmans have seven grandchildren and reside in Dallas, Texas.



COLORADO MESA UNIVERSITY

MONTROSE CAMPUS

The Colorado Mesa University Montrose Campus is a growing and thriving part of the CMU system. With over 300 students currently enrolled in associate of art (AA) and bachelor of art (BA) completion tracks, general education classes and selected upper division and graduate-level classes, CMU Montrose is the primary higher education access point for citizens in Montrose County and the surrounding region.

With significant growth over the last five years, CMU Montrose has become a robust satellite campus. In order to meet the existing and future higher education demands in southwestern Colorado, CMU Montrose is focused on enhancing the education experience for students through improved facilities, enhanced services and availability of financial aid and scholarships. With strong support from the City of Montrose, Montrose County, Montrose Memorial Hospital, the San Juan Healthcare Foundation and dozens of other generous donors, the University recently completed a total renovation of the campus at 234 South Cascade Avenue. From a new science laboratory to enhanced technology and computer laboratories, the aim of the renovation project was to elevate the quality of the learning environment in order to facilitate student success. With the campus renovations complete, CMU Montrose accepted a very generous gift from Mr. and Mrs. Jim Branscome to establish the Doyle E. Burns Scholarship Endowment to help CMU Montrose students pursue their higher education.



**Montrose County Commissioner
David White Speaks at the
Campus Renovation Ribbon
Cutting 9/7/12**

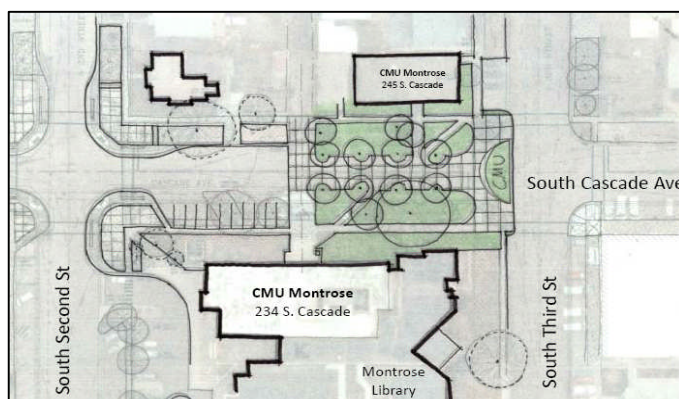


**(L to R: CMU President Tim Foster,
Montrose Mayor Judy Ann Files and
CMU Montrose Advisory Council Chairman
David Reed announce the acquisition of
245 S. Cascade Avenue 8/8/13)**

In partnership with the City of Montrose, CMU Montrose acquired the property at 245 S. Cascade in June of 2013 in an effort to expand the campus and enhance student services. In December of 2013, the Montrose City Council vacated a portion of Cascade Avenue between South 2nd and South 3rd Streets to facilitate the construction of a quad area designed to connect the two buildings with a safe, pedestrian friendly space. Slated to be completed by Fall of 2014, this improvement is designed to enhance the "campus feel" of CMU Montrose.

With a lot of hard work and a team of dedicated officials and volunteers, the Colorado Mesa University Montrose Campus is on the move. To learn more about the campus and all of its offerings, please visit:

www.coloradomesa.edu/montrose



CMU Montrose Campus Quad Project Rendering



COLORADO FLIGHTS ALLIANCE

Colorado Flights Summary – February 11, 2014

Colorado Flights continues to gain ground on its current goal of adding seats into the region, winter and summer, in the face of a static or shrinking domestic airline industry.

Winter 2012-13 saw a 14% gain in guaranteed airline seats to MTJ, and a 16% gain in passengers. Colorado Flights continued to provide service to Montrose from the top performing markets, including New York/Newark, Houston, Dallas, Los Angeles, Atlanta, and Chicago, with accompanying service from Denver, as well as the exciting new addition of the low cost carrier Allegiant from Phoenix and Oakland/Bay Area.

The flights performed at record load factors, at 81% for Legacy carriers and 75% overall. All told, guaranteed flights brought in approximately 26,000 winter visitors resulting in an estimated \$23 million in direct spending and \$81 million in economic benefit.

Summer 2013 was highlighted by the return of service to Montrose from Houston and Dallas, both flying without guarantees. Guaranteed seats increased by 6% and passengers by 4%, with the flights filling to an 88% load factor.

Colorado Flights summer service accounted for 3,600 visitors and an estimated \$3.2 million in direct spending and \$11.3 million in economic benefit.

Of all local/regional residents flying out of MTJ, 23% live in Montrose. Five percent of total visitors travel specifically to Montrose, accounting for \$1.3 million in direct spending and an estimated \$4.6 million in economic benefit. Sixty-two percent of all guests stop and shop in Montrose, spending an average of \$127, accounting for an additional \$2.34 million in direct spending and \$8.1 million in economic benefit.

For winter 2013-14, Colorado Flights is operating a similar schedule to 2012-13, with a 5% growth in Legacy seats and 6% growth in overall seats to MTJ. The one major change included a shift of the Allegiant flight from Oakland to Los Angeles, replacing what had been service into Grand Junction.

United service from Houston and American flights from Dallas are already secured for Summer 2014, and discussions are underway for additional options.

In addition to tracking spending from inbound visitors, the Telluride Tourism Board is also working with the City of Montrose on using data analytics to determine consumer segmentation, origination and buying behavioral attributes as the foundation for future marketing campaigns. The data analytics will also provide a geographic footprint for the economic benefit of consumers to the City of Montrose.



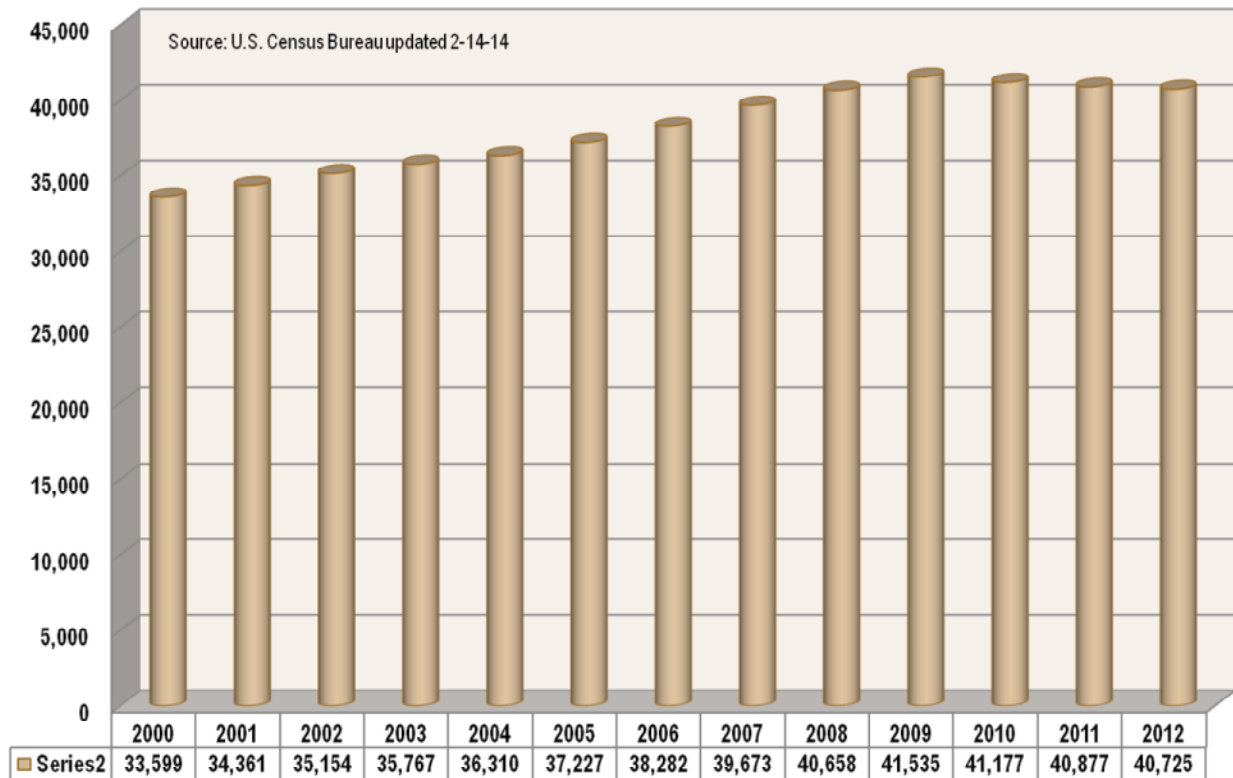
Going into 2014-15, Colorado Flights is targeting aggressive growth where available within the industry, talking to current carriers about expansion and exploring options with new air partners.

Demographics

Source: US Census Bureau State & County QuickFacts People QuickFacts	Montrose County	Colorado
Population, 2013 estimate	NA	5,268,367
Population, 2012 estimate	40,725	5,189,458
Population, 2010 (April 1) estimates base	41,276	5,029,196
Population, percent change, April 1, 2010 to July 1, 2013	NA	4.8%
Population, percent change, April 1, 2010 to July 1, 2012	-1.3%	3.2%
Population, 2010	41,276	5,029,196
Persons under 5 years, percent, 2012	5.9%	6.5%
Persons under 18 years, percent, 2012	23.5%	23.7%
Persons 65 years and over, percent, 2012	19.4%	11.8%
Female persons, percent, 2012	50.7%	49.8%
White persons, percent, 2012 (a)	94.7%	88.1%
Black or African American alone, percent, 2012 (a)	0.6%	4.3%
American Indian and Alaska Native persons, percent, 2012 (a)	1.8%	1.6%
Asian alone, percent, 2012 (a)	0.8%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2012 (a)	0.1%	0.2%
Two or more races, percent, 2012	2.0%	2.8%
Hispanic or Latino, percent, 2012 (b)	20.0%	21.0%
White persons alone, not Hispanic or Latino, percent, 2012	77.0%	69.6%
Living in same house 1 year & over, percent, 2008-2012	83.5%	80.8%
Foreign born persons, percent, 2008-2012	7.3%	9.7%
Language other than English spoken at home, percent age 5+, 2008-2012	13.6%	16.8%
High school graduate or higher, percent of persons age 25+, 2008-2012	85.0%	89.9%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	23.1%	36.7%
Veterans, 2008-2012	3,468	405,895
Mean travel time to work (minutes), workers age 16+, 2008-2012	22.4	24.4
Housing units, 2012	18,273	2,230,459
Homeownership rate, 2007-2012	74.1%	65.9%
Housing units in multi-unit structures, percent, 2008-2012	9.1%	25.8%
Median value of owner-occupied housing units, 2008-2012	\$200,900	\$236,800
Households, 2008-2012	16,732	1,962,753
Persons per household, 2008-2012	2.41	2.51
Per capita money income in the past 12 months (2012 dollars), 2008-2012	\$23,018	\$31,039
Median household income, 2008-2012	\$47,139	\$58,244
Persons below poverty level, percent, 2008-2012	13.8%	12.9%
Business QuickFacts		
Private nonfarm establishments, 2011	1,236	150,8891
Private nonfarm employment, 2011	10,514	1,972,2711
Private nonfarm employment, percent change, 2000-2011	-2.3%	0.9%1
Non-employer establishments, 2011	3,798	434,910
Total number of firms, 2007	5,538	547,770
Black-owned firms, percent, 2007	S	1.7%
American Indian- and Alaska Native-owned firms, percent, 2007	S	0.8%
Asian-owned firms, percent, 2007	S	2.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
Hispanic-owned firms, percent, 2007	5.1%	6.2%
Women-owned firms, percent, 2007	29.7%	29.2%
Manufacturers' shipments, 2007 (\$1000)	218,197	46,331,953
Merchant wholesaler sales, 2007 (\$1000)	D	53,598,986
Retail sales, 2007 (\$1000)	610,875	65,896,788
Retail sales per capita, 2007	\$15,484	\$13,609
Accommodation and food services sales, 2007 (\$1000)	51,053	11,440,395
Building permits, 2012	51	23,301
Geography QuickFacts		
Land area in square miles, 2010	2,240.70	103,641.89
Persons per square mile, 2010	18.4	48.5
FIPS Code	085	08
Metropolitan or Micropolitan Statistical Area	Montrose, CO Micro Area	

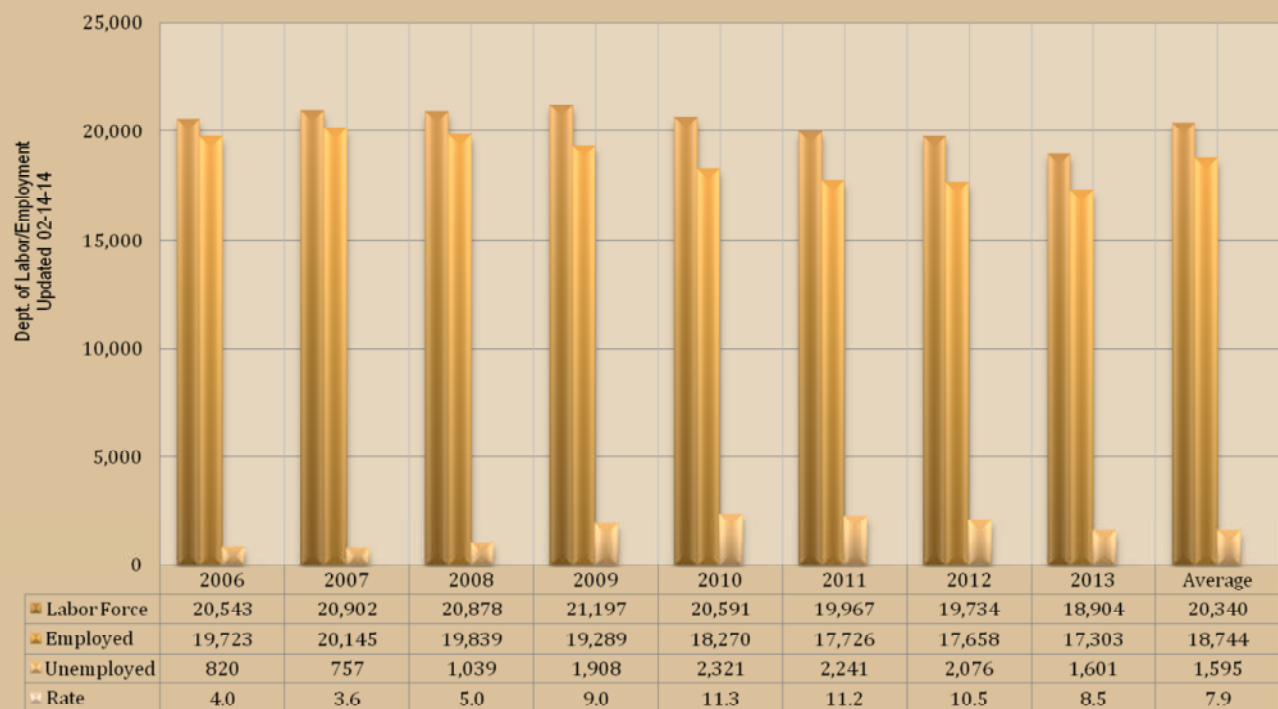
Montrose County Annual Historical Population

Information Provided by: Montrose Economic Development Corporation



Montrose County Labor Force Historical Annual Average: 2006-2013

Information Provided by: Montrose Economic Development Corporation



Montrose County Industry Base Data

Industry Sector	Average Establishments	Average Employment	Total Wage	Average Weekly Wage
Accommodation & Food Services	85	1,115	\$17,053,605	\$294
Agriculture, Forestry, Fishing & Hunting	40	258	\$8,295,264	\$618
Animal Production	14	104	\$3,032,311	\$561
Construction	201	783	\$31,493,480	\$773
Crop Production	9	41	\$1,060,537	\$497
Educational Services	8	Confidential	Confidential	Confidential
Fabricated Metal Product Manufacturing	9	60	\$2,371,068	\$760
Finance & Insurance	57	334	\$15,147,369	\$872
Health Care & Social Assistance	152	2,356	\$85,038,390	\$694
Information	18	207	\$6,542,244	\$608
Management of Companies & Enterprises	9	62	\$6,533,657	\$2,027
Manufacturing	72	1,226	\$42,085,996	\$660
Mining	11	197	\$13,862,696	\$1,353
Professional & Technical Services	133	427	\$21,518,183	\$969
Public Administration	36	992	\$50,617,128	\$981
Real Estate & Rental & Leasing	54	285	\$8,813,475	\$595
Retail Trade	171	1,999	\$51,832,465	\$499
Support Activities for Mining	6	162	\$11,566,847	\$1,373
Telecommunications	5	54	\$2,843,021	\$1,012
Transit & Ground Passenger Transport	3	134	\$2,188,096	\$314
Utilities	15	294	\$18,747,250	\$1,226
Wholesale Trade	74	411	\$16,865,812	\$789
Wood Product Manufacturing	6	117	\$3,781,840	\$622
# Establishments	\$1,188			
# Jobs		\$11,618		
Total Wages			\$421,290,734	
Average Wage				\$36,262

Source: Colorado Dept. of Labor, 2013 2nd Quarterly Census of Employment and Wages

Major Employers Montrose County

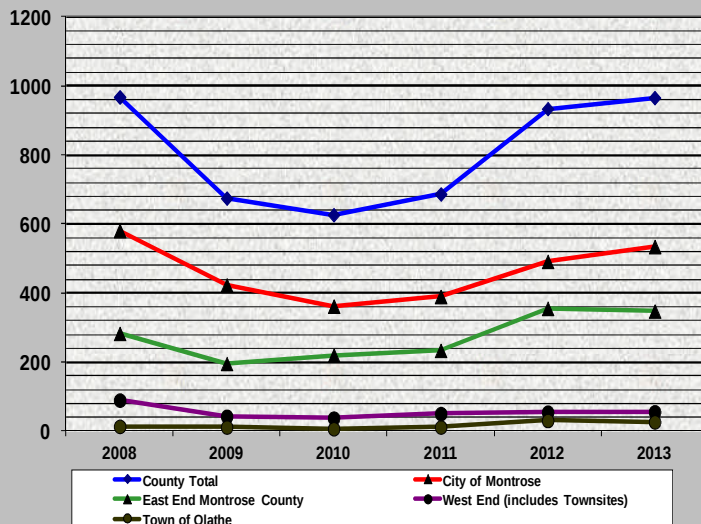
Employers	# of Employees
Montrose County School District	751
Montrose Memorial Hospital	581
Montrose County	384
Russell Stover Candies	360
Volunteers of America	350
Wal-Mart Supercenter	284
City Market	225
Community Options	175
City of Montrose	160
Home Depot	160
Gordon Composites	123
Delta-Montrose Electrical Association	104
JC Penney	90
Target	85
Center for Mental Health	75
Tri State Generation - Nucla	59
Safeway	53
WeatherPort Shelter Systems - Olathe	50
West End School District	48
Wells Fargo Bank	47
Western Skyways	45
Best Sign Systems	42
3M Abrasives	36
Rocky Mountain Steel	35



REAL ESTATE SNAPSHOT

Courtesy of Comparable Sales Research

**MONTROSE COUNTY
Total Number of Sales by Area
2008 - 2013**



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Between Jan 1 and Dec 31, 2013:

- 966 properties were sold in Montrose County, which is a 3.43% increase over 2012. 535 properties were sold in the City of Montrose which is a 8.74% increase.

- Montrose county overall dollar volume increased 6%; the City of Montrose overall dollar volume increased 15.03% for the year.

- 655 single-family properties were sold in Montrose County. The median price for those sales was \$165,000, a 3.1% increase over 2012. The 655 sales represents a 2.34% increase in dollar volume over 2012.

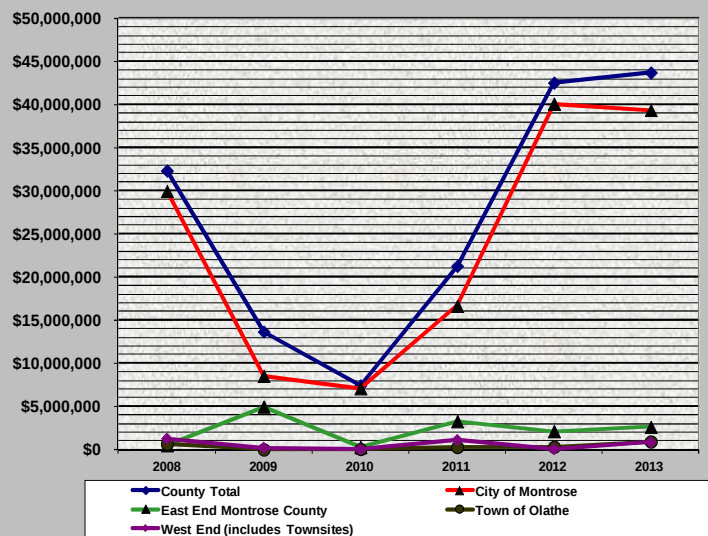
- 48 commercial properties sold in Montrose County in 2013. The 48 sales represents a 14.13% increase in dollar volume over 2012.

- Of those 48 commercial sales, 44 were for improved commercial properties and 4 were for vacant commercial lots and/or land.

- The improved commercial dollar volume in Montrose County overall increased 2.78%; while the City of Montrose experienced a modest decline of 1.82% compared to 2012.

- Montrose County vacant commercial (lots and/or land) dollar volume increased 11.35%; the City of Montrose experienced a 116.61% increase.

**MONTROSE COUNTY
Improved Commercial Dollar Sales
2008 - 2013**



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For more detailed information,
Contact Lynn Vogel @ 970-596-8716 or visit lynnvogel.com

MEDC 2014 Budget

Ordinary Income/Expense			2013 Actual	2014
Income				
	4 · Revenues			
		4000 · Public Investment	\$3,000.00	\$3,000.00
		4150 · Investor Revenue	\$152,183.50	\$150,000.00
		4175 · Office Sublease	\$1,050.00	\$0.00
		4300 · Interest	\$565.91	\$600.00
		4330 · Misc. Income	\$110.00	\$3,750.00
		4350 · Dividend Income	\$0.00	\$0.00
		4400 · Fire Flow	\$4,006.78	\$4,006.78
		4500 · Event Income	\$850.00	\$2,500.00
		4700 · Advertising Income	\$3,120.00	\$0.00
	Total 4 · Revenues		\$164,886.19	\$163,856.78
	Total Income		\$164,886.19	\$163,856.78
		Gross	\$164,886.19	\$163,856.78
Expense				
	5 · Operations			
		6000 · Accounting	\$175.00	\$200.00
		6010 · Bank/CC Fees	\$726.29	\$700.00
		6015 · Computer Equipment	\$0.00	\$1,000.00
		6020 · Computer Services/Support	\$0.00	\$500.00
		6023 · Contract Labor	\$40.00	\$0.00
		6025 · Corporate Insurance	\$2,701.00	\$2,800.00
		6030 · Dues/Subscriptions	\$1,068.15	\$1,100.00
		6035 · Education/Training	\$1,615.64	\$1,500.00
		6039 · Equipment Rent	\$0.00	\$0.00
		6040 · Interest Expense	\$0.00	\$0.00
		6045 · Legal Services	\$0.00	\$500.00
		6050 · License/Permits	\$0.00	\$0.00
		6055 · Newsletter / Annual Report	\$1,576.01	\$1,600.00
		6065 · Office Equipment	\$1,153.81	\$900.00
		6070 · Office Expense	\$1,369.83	\$2,000.00
		6075 · Payroll Taxes	\$9,674.36	\$11,000.00
		6085 · Personnel Insurance	\$17,650.06	\$17,623.08
		6087 · Medical Reimbursement Plan	\$0.00	\$0.00
		6090 · Postage/Shipping	\$973.31	\$1,000.00
		6095 · Printing/Copy Expense	\$0.00	\$0.00
		6100 · Region 10 Administrative Fees	\$1,408.62	\$1,500.00
		6105 · Rent	\$15,000.00	\$8,950.00
		6106 · Condo Fees/Taxes	\$2,392.77	\$198.95
		6107 · Property Tax	\$4,086.02	\$340.86
		6115 · Salaries & Wages	\$121,759.92	\$122,000.00
		6120 · Software	\$411.99	\$1,000.00
		6125 · Telecommunications-Internet	\$3,109.05	\$4,800.00
		6130 · Travel/Lodging	\$1,916.81	\$1,500.00
		6135 · Utilities-gas, elec, water	\$2,771.57	\$2,000.00
	Total 5 · Operations		\$191,580.21	\$184,712.89
	6 · Business Retention, Expansion, Attraction			
		6300 · Business Assistance	\$0.00	\$0.00
		6302 · Expansion/Retention	\$0.00	\$0.00
		- 6303 · Expansion/Retention-Personnel	-\$5,325.96	\$0.00

MEDC 2014 Budget continued...

		- 6308 · Western CO Agriculture Dev.	\$500.00	\$0.00
		- 6302 · Expansion/Retention-Other	-\$1,077.19	\$35,000.00
		- 6311 · Expansion/Retention Reimbursement	\$1,574.44	-\$35,000.00
		Total 6302· Expansion/Retention	-\$4,328.71	\$0.00
		6304 · Airpark Fire Flow-Principal	\$0.00	\$6,105.59
		6305 · Airpark Fire Flow-Interest	\$3,526.46	\$2,076.48
		6307 · Attraction - Personnel	\$0.00	\$0.00
		6309 · Attraction Reimbursement	-\$1,290.00	-\$35,000.00
		6306 · Attraction - Other	\$1,681.64	\$35,000.00
		Total 6306· Attraction	\$3,918.10	\$8,182.07
		6300 · Business Assistance - Other	\$0.00	\$0.00
		Total 6300 · Business Assistance	-\$410.61	\$8,182.07
		6315 · Internet Consulting	\$0.00	\$0.00
		6317 · Website	\$640.00	\$640.00
		6320 · Local Contribution Support Mission	\$0.00	\$0.00
		6325 · Client Entertainment	\$0.00	\$500.00
		6330 · Prospect Targeting Research	\$0.00	\$0.00
		6340 · Targeted Advertising	\$0.00	\$0.00
		6345 · Travel	\$0.00	\$0.00
		6350 · Western Co Marketing Alliance	\$0.00	\$0.00
		Total 6 · Business Retention, Expansion, Attraction	\$229.39	\$9,322.07
		7 · Marketing		
		6405 · Recognition Events	\$2,848.64	\$3,000.00
		6410 · Local Publicity	\$0.00	\$0.00
		Total 7 · Marketing	\$2,848.64	\$3,000.00
		8 · Special Projects		
		6500 · Consulting Services	\$0.00	\$0.00
		6501 · Lodging	\$0.00	\$0.00
		6502 · Travel & Subsistence	\$0.00	\$0.00
		6500 · Consulting Services - Other	\$0.00	\$1,000.00
		Total 6500 · Consulting Services	\$0.00	\$1,000.00
		Total 8 · Special Projects	\$0.00	\$0.00
		9 · Workforce Development		
		6600 · Strategy Development	\$0.00	\$0.00
		Total 9 · Workforce Development	\$0.00	\$0.00
		9000 - Business Park Acquisition & Dev.		
		6515 · Industrial Land Research	\$0.00	\$0.00
		6525 · Business Park Expansion	\$0.00	\$0.00
		Total 9000 · Business Park Acquisition & Dev.	\$0.00	\$0.00
		Total Expense	\$194,658.24	\$197,034.96
		Net Ordinary Income	-\$29,772.05	-\$33,178.18
		Other Income/Expense		
		Other Income		
		7000 · WF Investment Gain/Loss	\$9,910.95	\$0.00
		7002 · Edward Jones Unrealized Gain	\$19.98	\$0.00
		Total Other Income	\$9,930.93	\$0.00
		Net Other Income	\$9,930.93	\$0.00
		Net Income	-\$19,841.12	-\$33,178.18

In Memory of Jason Lee Cook

Pioneer ★ Leader ★ Visionary



The West was built by young pioneers who had a dream and the desire to build a better life. The Western Slope of Colorado lost such a pioneer on November 29, 2013.

Jason Cook, best known in the business community as the drive behind One Track Communications, tragically passed away due to injuries he sustained in an airplane accident.

Jason was born and raised in Texas. He attended Southern Arkansas University in Magnolia, Texas graduating in 2000 with a double major in Information Technology and Business Administration. Jason met his future wife Lillian at SAU. They were married in July of 2000 and settled in Montrose.



Jason Lee Cook

Jason and Lillian launched One Track Communications in Montrose in 2004. One Track Communications is a telecommunications construction provider covering the Western Slope. They provide both inside plant structured cabling as well as outside plant construction services to education, government, healthcare, public safety, telecom, and utilities. One Track has laid fiber all across the State of Colorado and in parts of New Mexico.

Jason was self-driven and he had a dream, and that dream became his goal. His dream was to build a strong fiber network in Montrose, the place he called home. He wanted to create jobs where his employees could flourish here and not have to be on the road and away from home. Jason was also very detailed oriented and he had a passion for what he did. He would create designs in his mind, put them on paper and build them. Jason did design work for facilities such as the Aspen Hospital and the BP Plant in Durango. He extended fiber to the City, and County of Montrose as well as the new Vista Charter School and Montrose Memorial Hospital. When Jason learned that Gordon Composites Inc. was underserved with bandwidth, he very quickly extended fiber into the Airport Industrial Park to ensure Gordon Composites had internet service equal to the service they had in their new plant in Denver.

In the fall of 2011 a broadband meeting was held in Silverton for operation Link-Up. That is where we first met Jason. From that meeting, we formed a Local Technology Planning Team, LTPT. The mission of the LTPT is to assist with the advancement of broadband in our area. Jason was a valuable partner in our LTPT. He was patient to teach us what the gigabits and megabits and terabits all meant. What the difference was between first mile, middle mile and last mile. In addition, Jason was able to help us bring together other private internet providers to sit at the table together, with the same mission of expanding broadband while putting aside the fact they were all competitors. Our team will greatly miss Jason.

In January 2013, Jason joined forces with Doug Seacat and Deeply Digital to create Clearnetworkx. Their new company brought together the best of both worlds. The company does both the construction side, bringing fiber to the site, as well as the internal installation, hooking hardware to service. Jason spoke at the February 2013 MEDC Annual Meeting and compiled information which we provided about broadband service in Montrose.

Jason made a mark on our community in the short time he did business here. We will be forever grateful to him for the visionary spirit and the drive he dedicated to our community which has helped us obtain a level of service above other communities of our size. We wish the best to Lillian and One Track as they continue the quality work that was begun in 2004.



2014 MEDC

Economic Development Corporate Investment and Community Partnership Award



MONTROSE FOREST PRODUCTS

Montrose Economic Development Corporation is pleased to present the 2014 Annual Economic Development Award to Neiman Enterprises LLC, dba Montrose Forest Products in honor of their investments in Montrose and their commitment to forest health.



As the sun set on the last day of August in 2012, a warm glow hovered on the horizon in Montrose. When the sun rose the next day, not only did it bring the first day of September but it brought with it a new hope and a great celebration to the community of Montrose and the State of Colorado. After two years of being held in receivership, the largest sawmill in Colorado had a new owner. The Neiman Family! The Neiman Family has been operating in the sawmill business since 1936. Jim Neiman is the third generation and his son Marcus

recently joined the family business bringing in the fourth generation. The Neiman's main business operations are in the Black Hills where they have four plants producing Ponderosa Pine. The purchase of the Montrose mill allowed them to expand into the Colorado market and broaden their products into lodgepole, spruce and fir.

Jim Neiman's commitment to the community was such that they named the newly acquired mill Montrose Forest Products. Jim said he wanted to promote our community and this would ensure our name would be seen across the country as the finished lumber was shipped. The purchase retained over 250 jobs bringing stability to not only the employees of the mill, but to the loggers and truckers who bring the timber to the mill.





In addition the many businesses who supplied goods and services to the mill had the ability to gain back lost business and revenues. This investment in Montrose came at a time when our economy needed a boost.

The Neiman's investment in Montrose did not stop with the purchase of the sawmill. Jim and his crew went to work immediately to improve operations at the mill which included improving the working conditions for the employees. In addition, they are continually investing in

newer technology, purchasing equipment that will not only make the mill more efficient, but because of the higher skill sets required to operate the machinery the employees will see an increase in their wages.

The direct impact of Montrose Forest Products through their total operations equates to \$15MM per year. The multiplier effect on those direct dollars equates to \$17MM bringing the total annual economic impact to \$32MM. The impact does not stop with the flow of money from operations. Sawmills are the foremost asset we have as we seek to maintain forest health which is important to tourism, wildlife, air and water quality, and public health and safety. This affects Montrose, the State of Colorado and the U.S. Forest. The value of this aspect is... **PRICELESS!!!**



Montrose Forest Products has proven itself to be a community partner. Jim Neiman has purchased a home in Montrose. He made a commitment to be a part of the community. In their short time in Montrose they have become generous contributors to Habitat for Humanity in providing lumber for home building, the Relay for Life and various other community projects and nonprofits.

The blessings and benefits of the Neiman Family's faith and investment in Montrose cannot be measured. MEDC is proud to acknowledge and honor the Neiman Family and the team at Montrose Forest Products.

President's Award Recipients



2013

Russell Stever



2008



2012



2007



2011



Mary Watt



2006



2010



2005



2009



2013 MEDC INVESTORS

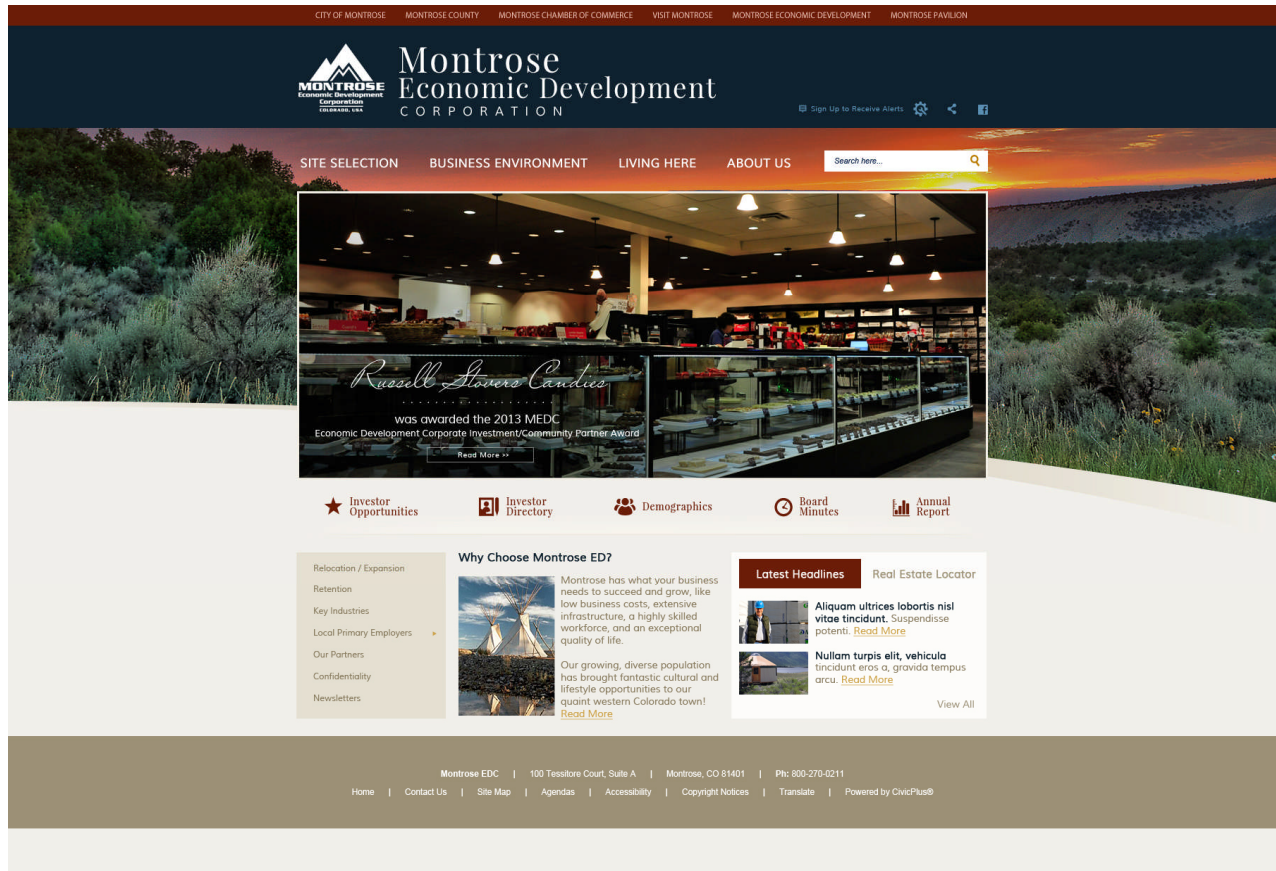
Our success is due to the support of the following investors.

Thank you!

Investor	Investor	Investor
3M	Edward Jones--Ron Smith	MontroseBank
Advance Canvas Design	ELK Media	Mountain Quality Marketing, LLC
Alexander, Charles DDS, MSD	Elwood Staffing	Mountain West Insurance
Alpine Bank	Farmers Insurance	Nucla Naturita Area Chamber
Alpine Lumber	Flairmont Furniture & Carpet	Oxbow Crossing Properties, Inc.
Alpine Optical of Western CO	Glasmann Family Partnership	Parish Oil Co.
Bank of Colorado	Gordon Composites, Inc.	Pepsi Bottling Group
Bank of the West	Grand Valley Atrium, Inc	Performance Muffler/Auto Repair
Best Sign Systems, Inc.	Groskopf & Groskopf, LLP	Pour House Wines & Spirits
Bony Family Farm	Habitat for Humanity	ProSpace Interiors, Inc.
Bridges Golf Course Community	Hampton Inn	Re/Max Alpine View: Glen Davis
Brown Property Dev. Co LLC	Hendrix and Associates	Re/Max: Carol Crawford
Business Options	High Country Properties, Inc	Recla Metals
Camelot Gardens	High Mesa Communications	Reed, J. David PC
Camp Robber	Holiday Inn Express	Renfrow Realty - John Renfrow
Campbell, Teresa CPA	HopeWest	Ridgway Valley Enterprises
Carpetrends, Inc.	Intermountain Pathology	Robinson, Curt
Cedar Creek Development Co.	Jay, Michael MD	Scott's Printing & Graphic Design
Cherry Creek Radio	Johnson, Ed	Source Gas
City of Montrose	Keller Williams: Ninah Hunter	Stone House Restaurant
Club 20	Keller Williams - David Kienholz	Swiss-O-Matic
Coldwell Banker Bailey & Co	Lambert & Association	Town of Olathe
Colorado Lending Source	Laursen Repair & Beyond	Townsend, Kenneth & Marlene
Colorado Scenes	Law Office of Mindi L. Conerly	Tri-River Appliance
Community Staffing Services, Inc.	Lionel's Auto Repair	Turner Automotive, Inc.
Comparable Sales Research	Mark Neill Insurance Services	Tuxedo Corn
Computer Business Solutions	Merrill Lynch - Sean C. Byers	United Companies
Consolidated Electrical Distrib.	Merrill Lynch - James R. Young III	United Country Montrose Realty
Courtney, Ron, CPA	Milestone Building	US Bank
Crippin Funeral Home	Miller, Buck /Dalby, Wendland & Co.	Vectra Bank
Davis Service Center	Montrose Association of Realtors	Watson Insurance/Financial Group
Days Inn	Montrose Chamber of Commerce	WeatherPort Shelter Systems
Decker and Cook, CPA	Montrose County	Webb Dairy
Del-Mont Consultants, Inc.	Montrose Daily Press	Wells Fargo Bank
Delta-Montrose Electric Assn.	Montrose Memorial Hospital	Western CO Contractors Assoc.
Devor, Dennis	Montrose RE Group: Jeff Keehfuss	Western Skyways
Edward Jones--Mike King	Montrose Recreation District	Wollert Automotive

MEDC – Helping to Build a Strong Economy!

www.MontroseEDC.org



The Montrose Economic Development Corporation Website Provides:

- ★ **Demographic Information for Montrose County.**
- ★ **A comprehensive Investor Directory that has contact information for businesses and services in the Montrose area.**
- ★ **Current MEDC News/Projects.**
- ★ **Real Estate listings and contact information for Real Estate Agents.**
- ★ **The MEDC Investor Contribution Application for those that want to invest in the retention and creation of jobs in the Montrose Community.**
- ★ **Information on how investing in MEDC can help you obtain Enterprise Zone Tax Credits.**



Sandy Head
President / Executive Director
sandyh@montroseedc.org



Patricia Cummings
Executive Assistant
patriciac@montroseedc.org