

# **IDEA Inc.**

[www.rivertonidea.com](http://www.rivertonidea.com)

## General Operating Guidelines

For

## Business Ready Community Grant Projects

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

## **Executive Summary**

IDEA Inc. has been a partner in economic development projects in Fremont County for several years. IDEA Inc.'s objectives are two-fold. First, promote economic diversification by helping businesses grow and expand so Riverton's and Fremont County's economic future is more secure. Second, provide a continuous, financially viable economic development entity independent of state and local funding which ensures a consistent drive toward diversification and a strong economic future.

IDEA Inc. has utilized the Wyoming Business Council's (WBC) Business Ready Community Grant (BRCG) program to fund several economic development projects; including a new manufacturing and corporate headquarters for the Brunton Company, a railcar repair facility for BTI and a child care center for Smart Start Academy. These facilities are owned by IDEA Inc. and leased to the companies at favorable rates to encourage company growth. In working on these and other projects IDEA Inc. has developed an operational method that works well for all involved parties. Lessons learned are recorded in this document. By following these guidelines the projects have been successful for the businesses, IDEA Inc, Riverton, Fremont County, and the State of Wyoming and everyone concerned.

In a WBC's BRCG project there are typically three phases. The first phase is obtaining the grant, the second phase is designing the new facility and site, and the final phase is construction of the facility. There are distinct roles, requirements, obligations and responsibilities for each party in the project. Obtaining grant funds is a time consuming task and takes several months to complete. The most critical elements are:

- A business point of contact with the authority to act and make binding decisions
- Quick response on basic decisions, land acquisition, lease negotiations, site and building design, and many others
- Strict adherence to a project schedule
- A clear understanding of the requirements and obligations when using state funds for economic development projects
- Consistent with IDEA Inc objectives, the business must work toward the betterment of the community.

The purpose of these General Operating Guidelines is to clearly define how best to accomplish a WBC BRCG project so that everyone wins. Further, this document will outline the roles, responsibilities, obligations and authority of all involved parties.

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

## **1. Project Overview**

When a business approaches IDEA Inc. for assistance with a project that will provide a new or expanded facility there are a few rules and guidelines that must be followed which are requirements of the Wyoming Business Council (WBC) Business Ready Community (BRC) Grant Program. The WBC BRC program has been IDEA Inc's primary funding mechanism and will continue to be for the foreseeable future. These rules include requirements to recapture the states granted funds, a constitutional provision to not provide any state funds to private business or individuals and an obligation to manage the project and report progress regularly to the state. With these and other responsibilities in mind, IDEA Inc has developed the project guidelines as explained in the following sections. As a part of a businesses application process, the owners may be asked to appear before the IDEA Inc. board to present their proposal.

## **2. Writing the grant and obtaining funds**

Writing the grant is a straightforward, but time consuming process. The application will be written, completed and submitted by IDEA Inc. The business will need to identify one representative that will have authority to bind the company to the decisions made for the project. The representative should be a business manager, a corporate executive, or a principle owner that will be accountable to the business, to IDEA Inc. and to the WBC for the project. The assignment of the representative will last the entire length of the project.

The business will be involved with three very important parts of the application. First, the business will be required to submit a complete business plan that includes information about the business, marketing plans for the business, 3 years of prior financial reports, a 5 year financial projection for the business, what the business is working to accomplish, why they want to accomplish it, the growth plans including future employment growth and much more. IDEA Inc. can provide a template for building a business plan. Second, IDEA requires a deposit from the business to help pay for the grant and to cover the initial project costs until the grant funds come available. The deposit required is 1% of the amount of the grant that is being requested. For example: if a grant for \$1.5 million is being requested the required deposit is \$15,000. If the grant is not approved any remaining funds from the 1% deposit will be returned to the company. Refunds of the expended money will not be available. If the grant is approved the remaining 1% funds will be held by IDEA for use on other project expenses. Third, the grant application requires an architects or engineers estimate of the cost of the project and a basic plan for the site and building. The site plans and cost estimate required for the grant will cost between \$4,000 and \$6,000 which will be paid out of the 1% deposit. IDEA Inc. will be involved with the project design and expects the full participation of the business as well. It will be the businesses responsibility to ensure that the Business Plan and project concepts are provided in a timely manner. The

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

business plan will be considered proprietary by IDEA Inc. and will not be released to anyone without the businesses written permission.

As a part of the grant proposal a public hearing will need to be held and a resolution supporting the project passed by the local City Council or other appropriate public entity. IDEA will make arrangements for the Public Hearing and Resolution. The business will need to be represented at the hearing and at the meeting where the resolution is presented. There may be other public meetings held to discuss the project and its potential impact on the community and other businesses. IDEA wants to have each project be a win for the business, a win for the community, a win for IDEA, a win for the city and a win for other businesses and organizations in the community. If there is a potential negative impact on another business or community entity IDEA wants to explore the impact and address any and all concerns at the beginning. If the public and other businesses do not support the project, IDEA will be very reluctant to move forward with the project.

In submitting the grant the WBC requires that the WBC Regional Representative and the mayor or county commission chairman sign the application. For a business committed grant application IDEA Inc. further requires that the business owners (or other responsible persons) sign the application. The owners' signature indicates that they have read and understood the application; know how much grant is being requested, how much matching funds are required and that they are committed to the project. In addition to signing the grant application there are other agreements and documents that will need to be executed. These include a Contingency / Development agreement between the business, IDEA Inc. and the public entity. This agreement spells out the obligations, responsibilities and requirements of each of the parties involved. A lease between IDEA and the business will also need to be developed and signed. There may be other documents and agreements required as well.

Once the grant application is complete and submitted it will be reviewed by the WBC and judged according to a list of criteria that include items such as increased employment, employee wage rates, impact to the local economy and future growth of the business, etc. After reviewing, investigating and researching the application the WBC Staff will either recommend for or against the application. The WBC staff review will include at least one visit to the proposed business and a site review of the proposed location. Regardless of the WBC staff recommendation the application will be presented to the full WBC board who will vote to approve or disapprove the application. The WBC Boards recommendation will then be presented to the State Loan and Investment Board (SLIB) for their acceptance or rejection. If the SLIB approves the application the project will move

The SLIB is made up of the five highest elected officials in the state

- Governor
- Secretary of State
- State Treasurer
- State Auditor
- State Superintendent of Schools

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

forward. If the SLIB rejects the application IDEA and the Business can start the process over with a new application.

Once the application is approved by the SLIB, the project schedule becomes very important. Small delays can add up to big delays and can quickly lead to a project whose cost has grown beyond the ability of the business to finance the project. (See section 4) IDEA and the business must finalize a lease as quickly as possible and then submit the lease to the WBC. The WBC will prepare a grant agreement and forward it to the Wyoming Attorney General (WAG) for review and approval. Once approved by the WAG the grant agreement is sent to the local community for the Mayor's signature. Once the Mayor has signed the document it is sent back to the WBC for the CEO of the WBC to sign. Once the WBC CEO has signed the grant agreement IDEA can sign contracts and start spending money that will be reimbursed by the grant funds. Any money spent, or any contracts signed prior to this point are ineligible for reimbursement by grant funds.

As may be expected this process can be time consuming. The WBC accepts BRC applications for Business Committed grants three or four times per year. The staff review can take several weeks to months depending on their work load and the number of grants applications submitted. For the application process the WBC treats all grant applications the same – there is no rush or priority work on a grant. The WBC treats all grant applications fairly and does not speed one through the process at the expense of another. Once the staff review is complete the staff will provide the entire list of grants to the WBC Board. The list of grants will be placed in order of the staff's recommendation for funding. The list will start with the grant recommended highest for funding and end with the grants not recommended for funding. Usually the Business Committed Grants receive a higher recommendation than the Community Readiness Grants, which usually receive a higher recommendation than the Community Enhancement Grants.

The WBC board meets on a regular basis to conduct business and review the grant applications. Their decision will be made at one of their board meetings after the staff has completed the review and made their recommendations. A large part of the Board's decision is based on the availability of funds. If there are no funds available the grant application will be denied. It can be resubmitted when there are funds available. The SLIB meeting generally closely follows the WBC board meeting. Getting the lease finalized generally takes several weeks to a couple of months depending on the complexity

Waiting for a response or a decision can quickly add long delays to a project. IDEA places a high priority on communications and will quickly respond to questions and issues. IDEA expects all others involved to place the same high priority on the project as they do and respond quickly as well.

Critical decisions will be scheduled and everyone will be expected to meet or beat the scheduled items.

**– IDEA Inc. General Operating Guidelines –  
Building projects utilizing Wyoming Business Council  
Business Ready Community Grant funds.**

of the lease. The Attorney generals review can take up to 30 days and the signature gathering process adds further delays.

As the project continues there are quarterly reports to be written and submitted to the WBC, WBC site visits, project management, and many more administrative duties that must be accomplished in order to continue in good standing with the WBC and meet the grant requirements. IDEA Inc. will be responsible for all of these tasks with the assistance of the business. Finally, obtaining the grant depends on the amount of funds available to the WBC. If the WBC does not have any funds for the BRC program, they cannot provide any grants. Funding for the WBC is determined by the Governor and the state legislature.

**3. Facility ownership, Lease and other expenses**

IDEA Inc. will own the property and building and lease the premises to the business for their exclusive use. IDEA prefers that the Lease be a long term commitment for IDEA and the business, preferably for a minimum of 40 years. During the terms of the lease the business will be responsible for taxes, insurance and maintenance of the building and site. IDEA is willing to discuss varying lease lengths at the request of the business and is willing to work with the business. The lease can be assignable or transferable to another party at the request of the business. The lease will have adjustment periods during the term of the lease to adjust for economic conditions. The adjustments will be based on an agreed upon economic indicator such as CPI, inflation, etc.

The base amount of the lease will be 4% per year of the total grant amount. The payments will be due monthly. This meets the states requirements for recapturing the grant funds. IDEA Inc. will use the lease payments received to fund their operations and

<b>Project Financing Example using a BRC Grant</b>	
1. BRC Grant	1,500,000.00
2. Required Match (10%)	150,000.00
3. Extra Financing Required	<u>200,000.00</u>
<b>Total Project Cost:</b>	<b><u>1,850,000.00</u></b>
<b>Sources of funds</b>	
Item 1: IDEA Inc. and WBC	
Items 2 & 3: Business (financing or cash)	
<b>Recurring Cost to the business**</b>	
Lease - 4% of total grant per year:	60,000.00*
Monthly cost:	5,000.00*
Cost of financing \$350,000/ year:	40,140.00
(8% for 15 years) Monthly cost:	3,344.78
<b>Total Costs (Lease &amp; Financing)</b>	
Per year	\$100,137.36
Per month	\$8,344.78
* This is the initial lease rate – the lease rate will be adjusted at defined renewal periods for inflation	
** Leases will be triple net – the lessee pays for taxes, insurance and maintenance	

**– IDEA Inc. General Operating Guidelines –  
Building projects utilizing Wyoming Business Council  
Business Ready Community Grant funds.**

continue their economic development efforts. The BRC grant requires at least a 10% match. The match can be in cash, financed by the business, land, or in-kind services. Some projects require more funds than are available from the grant and matching funds. The business is responsible for the matching funds and any excess funds required. If the project goes over budget during any phase of the project, the business is responsible to cover those excess costs. Once the grant is awarded the WBC will not provide any more funds for the project. IDEA will work closely with the business on the project to keep it within budget and on schedule.

**The match for the grant, the project assessment fee and any excess funds required for the project are the responsibility of the business.**

If debt is used for matching funds or for excess funds required, IDEA Inc. will obtain a loan and the business will repay the loan (including all interest and fees) on a pass through basis. (If the bank charges a fee or interest to IDEA, IDEA will pay the fee or interest and invoice the business for the full amount and pass through the expense to the business for payment) The loan payments and fees will be added to the monthly invoice along with the 4%. The business has the option to be involved in obtaining the loan and may assist in choosing a bank and negotiating for the best rates possible. If the business chooses, they have the option of paying the matching funds or excess funds in cash instead of using debt.

**Important note:** If, after the project has been approved by the WBC and the grant agreement has been signed, the project is scaled down the original ratio of matching funds to grant proposed in the grant application will be maintained. For example: If a 5.5 million dollar project is proposed with a 3 million dollar grant the matching funds required are 2.5 million dollars. This establishes a ratio of 3 to 2.5 or a match requirement of 45%. (2.5 million is 45% of 5.5 million) If the project is reduced in scope for any reason the 45% matching requirement will still

<b>Project Financing Example using private financing and not a BRC Grant (for comparison)</b>	
<b>Total Project Cost:</b>	<b><u>\$1,850,000.00</u></b>
<b>Sources of funds</b>	
Business financing	
<b>Recurring Cost to the business</b>	
Cost of financing \$1,850,000 (8% for 15 years) Monthly cost:	\$17,697.56
<b>Total Costs for private financing</b>	
Per year	\$212,370.72
Per month	\$17,697.56
<b>BRC Funded project (from the previous example):</b>	
<b>Total Costs (Lease and Financing)</b>	
Per year	\$100,137.36
Per month	\$8,344.78
<b>Savings for the business by using a BRC grant over Private financing</b>	
Per year	\$112,233.36
Per month	\$9,352.78

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

hold. To continue the example: If the original 5.5 million dollar project is reduced to 3.0 million. The revised match required would be 1.35 million dollars (45% of 3 million) and the grant would provide 1.65 million (55% of 3 million). The business would still be required to provide the matching funds. For this example cutting the project size from 5.5 to 3.0 million saved the business 1.15 million dollars and saved the WBC 1.35 million dollars.

During the startup of the project and during construction there are interest payments due, administrative costs, bonds, insurance, tap fees, utility fees, building permits and many other expenses. The deposit should cover these expenses until the grant funds are available. After the Grant agreement has been signed by all parties these charges are reimbursable by the BRC grant. If the fees, charges and expenses prior to the signing of the grant agreement exceed the 1% project deposit the business is responsible for the payments and will be invoiced as they occur. The business has the option to be involved in deciding such things as utility provider, insurance carrier, and so on. It must be understood that all funds used for costs, fees and any other costs or disbursements for the project by IDEA Inc. can come only from the WBC grant, or from funds borrowed for the project, or from funds that the business provides in lieu of debt. IDEA does not have the resources or financial standing to fund the project without the business.

IDEA intends to pass through to the business any rights and privileges it negotiates in grant agreements with the WBC. It is understood that all terms in agreements between the business and IDEA Inc. are subordinate to terms and conditions in the grant agreements with the WBC and with any other lease agreements.

The business agrees that it will guarantee and repay all debt incurred upon its behalf, and understands that it will pay construction period interest, insurance, bonds, land lease payments and any other related expenses directly rather than have those expenses paid from the WBC Grant or borrowed for repayment through the monthly rents.

IDEA does not guarantee that sufficient funds are available from any lending source to complete the project. The amount of funds available from the lending source is dependant upon the lending sources ability to lend funds to IDEA Inc using the Lease as collateral, and the businesses guarantee of the debt.

#### **4. Schedule, Facility design, construction and Project Management (see Attachment 1)**

A BRC project has several distinct phases. The first phase is the grant application and approval phase which has been covered in section 2. The second phase is the design phase and the third phase is the construction and completion phase. This section describes the second (design) and third (construction) phases of the project.

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

In the recent past construction costs were increasing at a steady rate. The increase is between 1.5% and 2% per month. For a project that is estimated to cost 2 million dollars, the cost increases by \$30,000 to \$40,000 per month. A delay of even a few months can make the project financially unfeasible due to the increased cost of construction. For that reason once the grant has been approved by the SLIB a very tight project schedule will be established with deadlines that must be met. If the project deadlines are not met and the project does not make rapid progress IDEA Inc. will have the option to cancel the project or find a new business partner to assume responsibility for the project.

The project will be managed by IDEA Inc. during the design and construction phases of the project. IDEA will identify a project manager who will be responsible for design, construction and completion of the project. IDEA, through a competitive bid process, will select a Construction Manager for the project using a Construction Manager at-risk (CMAR) and design build delivery method for the project. The business will be ***as involved as they want to be*** throughout the design and construction phase.

The Construction Manager at-risk (CMAR) is an advocate for IDEA and the business during the design and construction phases of the project. In the construction phase of a project, the construction manager at-risk is responsible for all project subcontracts and purchase orders and may conduct all or a portion of the construction project work. Under this delivery method, the construction manager at-risk is responsible for providing a guaranteed maximum price for the project to IDEA and the business prior to commencing the construction. The construction manager at-risk shall be required to bond the project for the full amount of the project.

For the duration of the project the CMAR will be responsible to the IDEA Project Manager and will take direction and instruction only from the IDEA Project Manager. Any communication with the CMAR other than through the IDEA Project Manager will not be considered valid as to project direction, design or construction. As in previous projects IDEA will rely heavily on the participation of the business during the design and construction of the project and will expect the business to fully cooperate throughout the length of the project.

**Important Point to Consider**

Most designs include an entire project design – that means much more than just a building is being designed and built. There will be parking lots, sewer and water connections, electrical and mechanical systems, plumbing, networks, trees, grass, watering systems and many other items that most people do not consider when thinking of a building project. A business may hear of a steel building available for \$100,000 and think that represents the entire cost of the project. ***It does not!!!*** Concrete, electrical, mechanical systems and site work can easily be several hundred thousand dollars each. A \$100,000 steel building may result in a 1 million dollar project. Do not make the mistake of underestimating the size and scope of the entire project.

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

The business will be very involved with the project throughout the design and construction of the facility. The business can provide guidance, suggestions, advice and requirements for the design, but the final decision and responsibility lies with the IDEA Project Manager. In most cases the IDEA Project Manager will defer to the business and acquiesce to their desires. The purpose of this project management plan is to provide a single point of contact and a single point of direction for the CMAR. It is not intended to remove the business from the process or to take away their control in the design and construction process for their new facility. IDEA has found that communication in a project is vital and a proper chain of communication is necessary in order to have the project successful.

The design of the project is a major task. Since state funds are being used in the construction of the project it will be an open process. The design of the project will include, but not be limited to the following: Foundation structural design, building, mechanical (plumbing, heat and cooling), electrical, fire systems, site, parking, and more. The project design will take a minimum of two months and may take as long as 12 months. The length of time it takes to design the project depends on the efficiency of communications between all parties, the rapid response of the business to questions and the size and scope of the project. In IDEA's experience the design phase never goes as fast as is desired. Ultimately, when the design is complete, there are items that were missed and things have been left out. Prior to assembling the bid packages the design will have to be reviewed by the relevant public entity (city, county or state) for approval. Once the design is complete and reviewed the bid packages will be assembled. The project will be widely advertised in the hopes that many contractors will reply and submit bids. Each subcontract (electrical, mechanical, concrete, etc) will be bid out. The bids will be due at a designated time and place and shortly thereafter a public bid opening will be held where the bids are read and examined. The CMAR will take the bids and review them for accuracy, validity, and ability of the subcontractor to fulfill on the contract. IDEA and the business will be involved with this process and will be able to select or exclude subcontractors if there is good cause to do so. Once this final selection process is complete the CMAR will provide IDEA and the business with a GMP (Guaranteed Maximum Price). Once the GMP has been provided and approved by IDEA and the Business the project team will meet and close out the design phase and kick off the construction phase. The GMP will be the highest price that can be expected to be paid for the project. However, if the business requests changes during the construction phase the final cost could be higher – Having a complete design is very important to having an accurate GMP.

The construction phase will progress as rapidly as possible. The business can be involved as they want to be during this process. The IDEA Project Manager will be very involved with the construction and will be at the site on a daily basis to check on progress, identify issues and to make a photographic record of the progress. Once the project is complete

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

and the building has an occupancy certificate from the regulating authority there will be an open house to show off the project to the community.

## **5. Financial Management**

The finances, payments, reimbursements and other financial transactions are dictated by the requirements of the Business Ready Community Grant and the City in which the project is being built, or the County if it is in the County. IDEA will request that the WBC grant agreement allow us to draw down the Grant funds before using any borrowed money. If we are allowed to do this any loans required will not be accessed until the project is nearing the end of construction. In any case the process for accessing the grant funds and for distribution of funds will be as follows:

1. The CMAR will issue a pay application to the IDEA Project Manager two weeks before the first Riverton City Council meeting of each month. (The first City Council meeting is generally the first Tuesday of each month)
  - a. If the pay app is not received in time the payment process will slide to the next city council meeting which is generally the 3<sup>rd</sup> Tuesday of each month
  - b. If the first City Council meeting is canceled or postponed the payment process will slide to the next City Council meeting.
2. IDEA will review and approve the expenditures on the Pay app and notify the CMAR of any required changes or modifications.
3. IDEA will deliver the final pay app to the City of Riverton no later than 10am on the Wednesday prior to the first city council meeting of each month.
4. The city of Riverton will follow their standard practices for administering the grant funds, disbursing city funds for the pay application payment and obtaining reimbursement from the state.
5. When the Grant funds have expired, or if the grant funds must be matched as the project progresses the following procedure will be used to reimburse the city for their payments to the CMAR.
  - a. Once the CMAR pay app has been paid by the City, the City of Riverton will prepare and deliver an invoice to IDEA detailing the amount owed to the city and the amount of retainage to be withheld.
  - b. IDEA Inc. will access the project loan and reimburse the City for their expenditure.
  - c. Any fees, interest or other charges that require payment will be invoiced by IDEA to the business.

**Note:** The above process is an example based on the City of Riverton. Each city, town and county has a different schedule of meetings which will require a modification of the above example. Prior to the start of the project the timeline and required deadlines will be established

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

## **6. Example Project Time line**

Each project is a unique endeavor and will take a significant amount of time to develop, design, build and complete. The following timeline provides an example of the tasks involved and the time required in order to bring a project from the initial concept through the final stages. There is an example MS project schedule in Attachment 2

- Month 1: Initial discussions begin, Start work on Business Plan
- Month 2: First review of Business plan, Site and building plan in work
- Month 3: Begin application for BRC, identify location and obtain contingent agreement to purchase, Second review of Business plan, continue site and building plans.
- Month 4: Public Hearing, Third review of business plan, site and building plans finalized (conceptual drawings, site and building layout – not finished architectural plans), Sources of funds determined, uses of funds budgeted.
- Month 5: Final review of business plan, sources and uses document generated and signed by architect/engineer/contractor,
- Month 6\*: Submit BRC application
- Month 7: WBC staff site visit and recommendation for approval to the WBC Board
- Month 8: WBC Board meeting – approve project, place adds announcing project
- Month 9: SLIB approves funding, receive Grant Agreement, finalize and sign lease, Bid contract for CM, Interview CM candidates
- Month 10: Sign grant agreement, purchase land, ceremonial ground breaking, sign CM contract, start providing quarterly reports to the WBC
- Month 11: Start Design Phase - Start building design from conceptual drawings
- Month 20: Start Construction Phase - Actual groundbreaking and start of construction
- Month 26: Open house\*\*
- Month 28: Finalizing grant, still fixing minor construction problems
- Month 32: Close out grant – maintain records for 10 years

\*Note: The WBC accepts applications at any time, however, there are three or four review periods each year and the deadlines for those vary from year to year. For example the due dates in 2008 are March 13, June 27 and Sept. 12.

\*\*Note: Final completion of the construction will be scheduled by the CMAR. The date and amount of time for actual construction will depend on many factors including CMAR job

**– IDEA Inc. General Operating Guidelines –  
Building projects utilizing Wyoming Business Council  
Business Ready Community Grant funds.**

load, urgency of the project, size of the project etc. There will be an open house hosted by the business with a ribbon cutting ceremony, recognition and other events upon completion of the project.



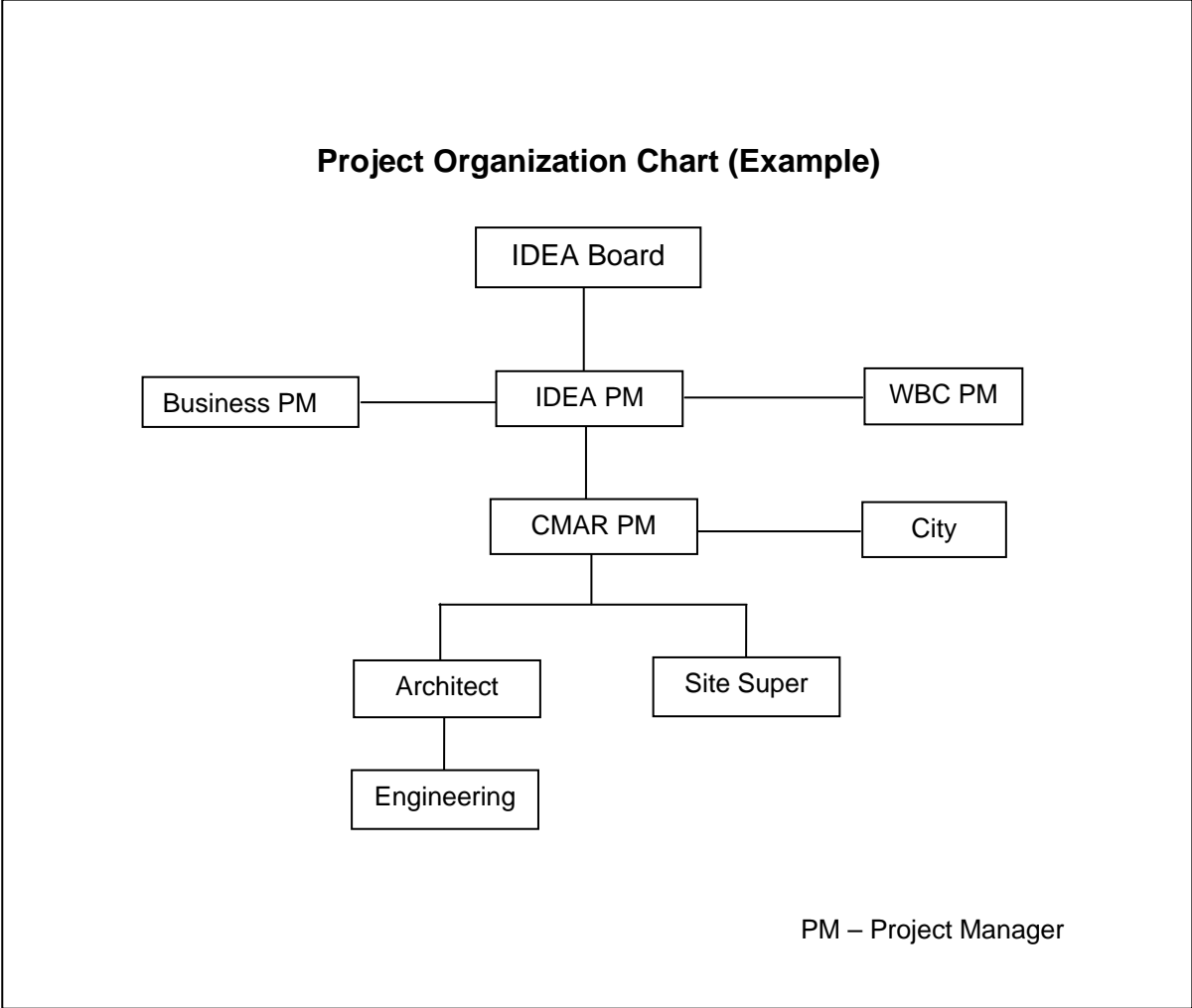
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Phil Christopherson  
Executive Director  
Riverton Economic Development – IDEA Inc

**– IDEA Inc. General Operating Guidelines –  
Building projects utilizing Wyoming Business Council  
Business Ready Community Grant funds.**

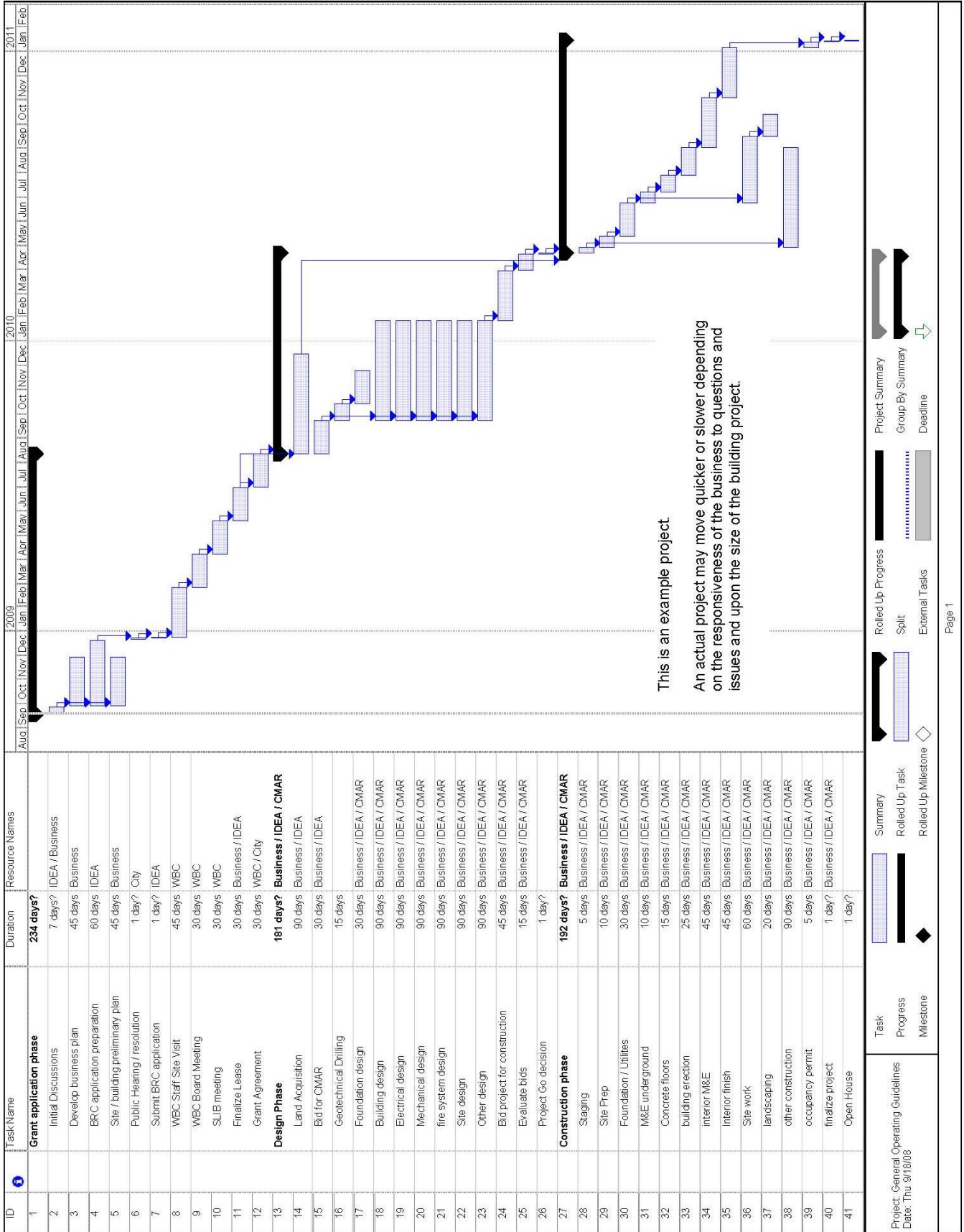
**Attachment 1 – Example Organization Chart**

The following chart is provided as an example organization chart for the project. Each project will have a unique organization and structure. This chart is provided as a guide to assist in understanding the responsibilities, communications and lines of authority.



**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

**Attachment 2 – MS Project example schedule**



**– IDEA Inc. General Operating Guidelines –  
Building projects utilizing Wyoming Business Council  
Business Ready Community Grant funds.**

**Attachment 3 – IDEA Inc. Board of Directors**

**IDEA Inc. Board of Directors**

President: Alan Moore	Board Member: George Piplica
Vice President: Dennis Heckart	Board Member: Gary Klentz
Treasurer: Lee Heermann	Board Member: Jon Gunnison
Board Member: Carter Napier	Board Member: Kevin Kershisnik
Economic Development Director: Phil Christopherson	

**IDEA Inc. Board Member Bios:**

**CLIFFORD ALAN MOORE, CPA, - PRESIDENT**

President of Riverton Economic and Community Development Association and Idea, Inc. since 1996. Graduate of University of Wyoming with a degree in accounting in 1969. Alan has been in public accounting for his entire career. His CPA certificate was granted in 1972, and he purchased his father's CPA firm in 1977. He is the managing partner of Clifford H. Moore and Company. He is a member of the American Institute of CPAs and the Wyoming Society of CPAs. Alan has received awards for his economic and community development efforts including the Riverton Chamber of Commerce Citizen of the year for 1999, Chamber Service award for 2000, and the Community Service award of 2001. In 2002 he received the Small Business Administration Accounting Advocate for Wyoming's region. In 2006 Alan was awarded a Friend of Manufacturing recognition by Wyoming's Manufacturing Works organization. Alan is 60 and has been married for 36 years to Teri-Anne, his business partner.

**LEE HEERMANN – SECRETARY/TREASURER**

Graduate of Riverton High School, Class of 1965  
U.S Navy 1965 thru 1968  
Central Wyoming College: 1968 to 1970  
University of Wyoming: 1970 to 1972, BS in Psychology

Employed with State of Wyoming, Department of Workforce Services as area manager from 1972 to 2003. Experience included human resources, labor laws, unemployment insurance, grant applications and budget administration, personnel management and participation in countless Boards, Committees and other community activities.

Past president of RECDA, Board member of Riverton Senior Center from 1998 to 2004, and Board member in IDEA from 1988 to present.

Recent awards include: Outstanding Alumunus award from CWC in 2000, CWC Distinguished Service award in 2003, Wyoming State Leadership Conference Business Person of the Year award in 1997 and Riverton Chamber of Commerce Community Service award in 2001.

**DENNIS HECKART – VICE PRESIDENT**

Dennis grew up in Riverton and attended the University of Wyoming - receiving a BS in Business Administration. He has spent 25 years in banking, 2 years as Executive Director of the Riverton Chamber of Commerce and 10 years as co-owner (with his wife, Elaine) of The Print Shop.

He served on the CWC Board of Directors for four years in the mid 80's. He is a member of Kiwanis and in 2000-01 served as the Governor of the Rocky Mountain District - 120 clubs and 4200 members. He is also

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

on the Board of Wind River Development, an economic development group that owns the Pertech building in Riverton.

Dennis was elected to the Fremont County Commission in November of 2006. Among his committee assignments is being the liaison to the Help for Health group - sponsoring organization of the new Hospice Home in Riverton.

**CARTER NAPIER**

J. Carter Napier received a Master of Public Administration from the Romney Institute of Public Management of the Marriott School of Management at Brigham Young University. Carter's first job in local government came in 1997 with the City of Longview, WA as an intern to the City Manager. Following that experience, Carter served as an Assistant to the City Manager in Casper, WY starting in 1998. In 2003, Carter was named as Riverton's City Administrator. Throughout his career, Carter has been involved in a number of programs and boards. Carter was one of the founding members for the Three Trails Employee and Family Assistance Program in Casper, WY. Carter was also a founding member of the Natrona County Drug Court both of which are still having wonderful success in Casper. Carter is a past member of the Central Wyoming Regional Children's Water Festival and United Way of Natrona County. Carter is a charter member of the Leadership Fremont County program as a Board member, Legislative Services Committee Board member, Member of the Riverton Rotary Club, Public Safety Committee Board Member both of the Wyoming Association of Municipalities and is a current Board member of IDEA, Inc. Carter is a full member of both the International City/County Manager's Association and the Great Open Spaces City Manager's Association.

**JON GUNNISON**

Graduated 1972 – Hugh C. Williams High School with a New York Regents Scholarship  
Graduated 1976 – Middlebury College, Middlebury VT with a BA in Geography; Thesis Topic: Economic Development – St. Lawrence County, NY.  
Employed 1976 – 1983 Watertown Chrysler – Plymouth, Watertown, NY. Fleet & Leasing manager 76-78, Sales Manager 79-80, General Manager 81-83  
Employed 1984 – 85 Burns Chevrolet/Chrysler Gaffney, SC (Service Manager  
1986 Opened Riverton Chrysler Dodge Jeep  
Past President, Current Member Riverton Chamber of Commerce  
Past President of the Riverton Rotary Club  
Chairman of the Foundation Finance Committee – Riverton Rotary Club  
Past President of the Riverton Sertoma Club  
Past President of the Riverton Depot Foundation  
Wyoming Representative Denver Outstate Chrysler Jeep Dealer Advertising Association  
First Interstate Bank Advisory Director  
Riverton Chamber of Commerce Business of the Year 2003  
Owner of the only locally owned Car dealership in Riverton.

**GEORGE PIPLICA**

George Piplica grew up in Lander, Wyoming. George is married to Susie and has three children. He moved to Riverton in 1984, where he owned Fremont Vending & Amusement. In 1996, he sold the vending business and began his real estate career with Century 21. Later, in 2000, he became a broker and opened Home Source Realty, Inc., which is the largest transaction real estate office in Fremont County. Current involvement in various community organizations include: Fremont County Board of Realtors, First Interstate Bank Advisory Board, IDEA Inc. Board, and Riverton Sertoma Board.

**– IDEA Inc. General Operating Guidelines –**  
**Building projects utilizing Wyoming Business Council**  
**Business Ready Community Grant funds.**

**GARY KLENTZ**

Graduate of Cody High School, Class of 1969

Central Wyoming College 1986 -1991  
Mid-Management: Associate of Applied Arts  
Administration: Associate of Arts

K&B Construction, Inc. – President 2007 - Present  
D and G Construction, Inc. – President 2003 – 2007  
Fixter Construction Co., Inc. – Office Manager 1990 – 2003  
Smith Food and Drug – Key Carrier 1986 - 1990  
Woodward's IGA – Store Manager 1976 – 1986  
Cody Gas Company – Welder  
Division of Coastal State Gas Corp. 1971 – 1976

**Kevin Kershisnik**

MBA - University of Wyoming  
BS Mechanical Engineering - University of Illinois  
BS General Engineering/Physics - Loras College  
Registered Professional Engineer – State of Wyoming

Kevin is the President and CEO of Pertech Resources Inc. a privately held U.S. corporation specializing in designing, developing, manufacturing, and selling printing and imaging solutions for banking, money order, point-of-sale, lottery, gaming, and multiple niche markets. Kevin orchestrated the formation of Pertech Resources Inc. by coordinating and implementing an aggressive buy-out with the assistance of multiple economic development entities. Kevin has been with the company for the past 13 years and has over 20 years of engineering and management experience in the aerospace, medical, and financial industries. He received the 2005 entrepreneur award for central Wyoming, 40 under forty award in 2005, and several other achievement awards associated with business and economic development.

**PHIL CHRISTOPHERSON – EXECUTIVE DIRECTOR**

MBA – University of Wyoming  
BS. Electrical (Computer) Engineering – University of Wyoming

Phil is a Wyoming native and has lived in the state most of his life. After graduating from the University of Wyoming with a degree in Computer Engineering Phil worked for Boeing in Seattle, Washington, on several different military and commercial airplane projects. He has also work for and earned a Masters degree in Business from UW. Phil has always been very active in the community. While living in Washington, he helped organize a committee to incorporate his local area into a city and after a successful effort was elected to the first city council. In 1999 Phil and his family moved home to Wyoming. Phil was offered a position with the University of Wyoming's Manufacturing Extension Center in Riverton as a Field Engineer managing the local office. In this position Phil has been very involved with local and statewide economic development efforts. He works closely with manufacturers around the state providing Lean Manufacturing training. In June of 2004 Manufacturing-Works contracted with IDEA Inc, (The economic development organization for Riverton) to fill the position of Economic Development Director for Riverton. As the Economic development Director Phil has written several grants and managed several ED and construction projects for local manufacturers to provide added infrastructure and new facilities.