



BUSINESS COUNCIL

.....  
**ANNUAL REPORT**  
**FY 2014**  
**OCTOBER 1**  
.....





BUSINESS COUNCIL

**#THINKWYO**

**BEN AVERY, OF THE WYOMING BUSINESS COUNCIL, SPEAKS AT THE 2014 GRO-BIZ CONFERENCE IN CHEYENNE.**



**PARTICIPANTS IN THE 2014 DIVERSIFIED AG TOUR CHAT AT MEADOW MAID FOODS.**



## INDEX

### PAGES 3 - 5

#### GENERAL INFORMATION

Read how the Wyoming Business Council and its many partners help residents, businesses and communities build places where they want to live, work and play.

### PAGES 6 - 19

#### FY2014 ANNUAL REPORT PERFORMANCE MEASURES

The Wyoming Business Council submitted its annual report to the Governor's Office, describing the status of the agency in reaching its performance measures in FY2014.

## APPENDICES

### APPENDIX A: WHAT HAS BEEN ACCOMPLISHED PAGES 21 - 30

The Wyoming Business Council and its partners provided services to 4,504 Wyoming companies, start-ups and agribusinesses in FY2014.

### APPENDIX B: LEGISLATIVE BENCHMARKS PAGES 31 - 44

The Wyoming Legislature passed legislation to create the Wyoming Business Council in 1998. That legislation, Senate File 35 and W.S. 9-12-112, required the Council to include within its annual report statistics about the state's economy, workforce and quality of life.

# FY2014 ANNUAL PERFORMANCE MEASURES

**SHAWN MILLS, PRESIDENT & FOUNDER OF GREEN HOUSE DATA, GIVES GOVERNOR MATT MEAD A TOUR OF THE CHEYENNE-BASED COMPANY'S EXPANSION PROJECT**



The Wyoming Business Council submitted its fiscal year 2014 annual report to the Governor's Office. This report describes the agency's efforts in reaching its performance measures, which were established in the Business Council's Business Plan in the summer of 2014.

## GENERAL INFORMATION

**AGENCY NAME:** Wyoming Business Council

**DIRECTOR:** Shawn Reese, Chief Executive Officer

**AGENCY CONTACT PERSON:** Shawn Reese

**AGENCY CONTACT PHONE:** 307-777-2800 (switchboard)

**MAILING ADDRESS:** 214 W. 15th St.; Cheyenne, WY 82002

**WEBSITE ADDRESS:** <http://www.wyomingbusiness.org/>

**OTHER LOCATIONS:** Casper, Kemmerer, Laramie, Powell, Riverton, Rock Springs and Sheridan

### WYOMING BUSINESS COUNCIL'S WEBSITES:

<a href="http://www.wyomingbusiness.org">www.wyomingbusiness.org</a>	Business and Community Assistance Site
<a href="http://www.whywyoming.org">www.whywyoming.org</a>	Business Relocation Site
<a href="http://www.wyomingfirst.org">www.wyomingfirst.org</a>	Wyoming-Made Products
<a href="http://www.wyomingmainstreet.org">www.wyomingmainstreet.org</a>	Revitalization of Historic Downtown Districts
<a href="http://www.wyomingrural.org">www.wyomingrural.org</a>	Wyoming Rural Development Council

**WEBSITES IN PARTNERSHIP WITH OTHERS:**

<a href="http://www.wylead.org">www.wylead.org</a>	Wyo Leadership Education & Development Program
<a href="http://www.wyobeef.com">www.wyobeef.com</a>	Wyoming Beef Cattle Listing Service
<a href="http://www.wyomingextension.org/haylist/default.asp">www.wyomingextension.org/haylist/default.asp</a>	Wyoming Hay Listing Service
<a href="http://www.wyomingwomenscouncil.org">www.wyomingwomenscouncil.org</a>	Wyoming Council for Women's Issues
<a href="http://www.wyomingbusiness.org/program/wyoming-business-leadership-institute/5092">www.wyomingbusiness.org/program/wyoming-business-leadership-institute/5092</a>	Wyoming Business Leadership Institute

**UNIVERSITY: OF WYOMING/OTHER COLLABORATIVE PARTNERSHIPS' WEBSITES:**

<a href="http://www.uwyo.edu/sbdc">www.uwyo.edu/sbdc</a>	Wyoming Small Business Development Center
<a href="http://www.manufacturing-works.com">www.manufacturing-works.com</a>	Manufacturing-Works
<a href="http://www.uwyo.edu/sbir">www.uwyo.edu/sbir</a>	Wyoming SBIR/STTR Initiative
<a href="http://www.uwyo.edu/sbdc/grow_and_succeed/ptac.html">www.uwyo.edu/sbdc/grow_and_succeed/ptac.html</a>	Wyoming Procurement Technical Assistance Center
<a href="http://www.uwyo.edu/sbdc/market_a_business/mrc.html">www.uwyo.edu/sbdc/market_a_business/mrc.html</a>	Wyoming Market Research Center
<a href="http://www.uwyo.edu/rpc">www.uwyo.edu/rpc</a>	Wyoming Research Products Center
<a href="http://www.wyomingwomen.org/">www.wyomingwomen.org/</a>	Wyoming Women's Business Center
<a href="http://www.uwyo.edu/WTBC/">www.uwyo.edu/WTBC/</a>	Wyoming Technology Business Center
<a href="http://www.wrdf.org">www.wrdf.org</a>	Wind River Development Fund

**STATUTORY REFERENCES:**

W.S. 9-12-101 through 9-12-113	General
W.S. 9-12-201 through 9-12-202	Science, Technology and Energy Financial Aid
W.S. 9-12-301 through 9-12-307	Wyoming Partnership Challenge Loan Program
W.S. 9-12-501 through 9-12-502	Wyoming Council for Women's Issues
W.S. 9-12-601 through 9-12-603	Business Ready Communities Grant & Loan Program
W.S. 9-12-801 through 9-12-805	Community Facilities Grant & Loan Program
W.S. 9-12-901 through 9-12-905	Community Workforce Housing Loan Program
W.S. 9-12-1101 through 9-12-1105	Main Street Program
W.S. 9-12-1201 through 9-12-1203	Wyoming Energy Performance Program
W.S. 9-12-1301 through 9-12-1312	Wyoming Small Business Investment Credit
W.S. 9-4-715	Investment of State Funds
W.S. 11-34-303	Area Redevelopment Loans
W.S. 21-18-104	Small Business Development Centers
W.S. 35-12-110	Industrial Facility Permitting
W.S. 37-5-103	Natural Gas Pipeline Authority
W.S. 40-11-102	Foreign Trade Zones

**NAME OF DEPARTMENT:** Wyoming Business Council

**PLAN PERIOD:** FY2014 (July 1, 2013 through June 30, 2014)

**WYOMING QUALITY OF LIFE RESULT:**

- **Strong Economy:** Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- **Technology and Workforce:** Advanced technologies and a quality workforce allow Wyoming businesses and communities to adapt and thrive.

**CONTRIBUTION TO WYOMING QUALITY OF LIFE:**

The Wyoming Business Council serves Wyoming residents by working to increase wages and helping communities grow and diversify their economies. The Wyoming Business Council accomplishes this by:

- providing assistance for existing Wyoming companies and start-ups
- helping communities meet their development and diversification needs
- recruiting new firms and industries targeted to complement the state's assets
- helping communities retain and strengthen their unique assets through revitalization of their existing core businesses

The Business Council develops and delivers many of these programs at the grassroots level through its regional offices with active local participation and partnership.

**BASIC FACTS:**

The Business Council has a 2015/2016 biennium budget of \$102.2 million (\$94.2 million from general funds, \$6.2 million from federal funds and \$1.8 million from special revenue and other funds). The Business Council has 50 full-time employees and 5 part-time employees.

In 1998, the state of Wyoming changed its approach to economic development by creating the Wyoming Business Council. Wyoming Statute 9-12-101 charges the Council to encourage, stimulate and support the development and expansion of the economy of the state. The directives of this statute are incorporated into the services provided by the Council to meet its three main goals:

**1. BUSINESS GOAL - Promote business development that maximizes Wyoming's assets for the benefit of its people**

The Wyoming Business Council works with communities to expand and attract target industries, grow existing niche industries and support local infrastructure investments. The WBC also provides assistance to help retain, diversify and expand existing businesses and entrepreneurs. Additionally, the Business Council supports and adds value to Wyoming's primary industries: agriculture, tourism and minerals/energy.

**2. PEOPLE GOAL - Improve the quality of life and opportunities for people in Wyoming**

The Wyoming Business Council participates in efforts to increase median wages and reduce the gender wage gap, and works with other communities, agencies and organizations in workforce development and recruitment efforts. The Council also provides services to help communities with prioritized and planned investments in quality child care, senior care and health care facilities.

**3. PLACES GOAL - Develop Wyoming with places where people want to live, work, visit and play**

The Wyoming Business Council supports community-planned investments to expand and improve amenities, including recreational, cultural and entertainment opportunities. Through its regional directors, consulting services and grant and loan programs, the Council assists local, regional and statewide community development efforts and works to improve basic service infrastructure (buildings, housing, roads, fiber, sewer and water) for communities.

**CLIENTS SERVED:** The Wyoming Business Council serves communities, businesses, start-ups and entrepreneurs in Wyoming, and works to recruit businesses to the state.

# WYOMING BUSINESS COUNCIL ANNUAL PERFORMANCE MEASURES

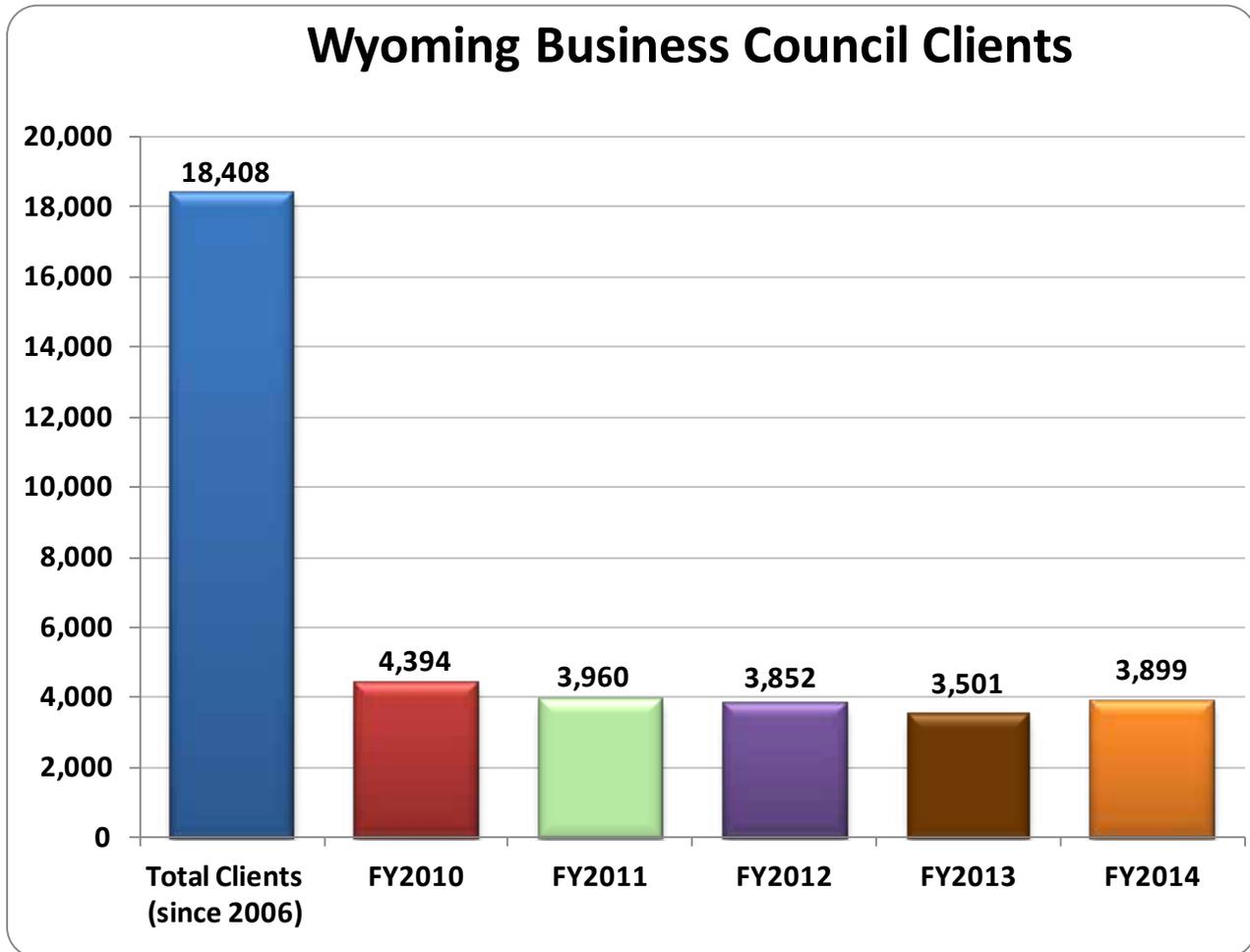
## WYOMING STATE CAPITOL BUILDING IN CHEYENNE



The following 13 performance measures reflect a combination of standards described in the Wyoming Business Council’s Business Plan and the Legislative Benchmarks required by statute. (*Appendix B specifically addresses the Legislative Benchmarks.*) The Business Council believes these 13 items provide a broad overview of the state’s general business performance, as well as the specific performance of the agency.

## PERFORMANCE MEASURE 1:

Number of Wyoming clients (less duplicates) receiving assistance from the Wyoming Business Council and/or its contract partners, primarily associated with the University of Wyoming:



*Source: WBC Client Management System and Partners*

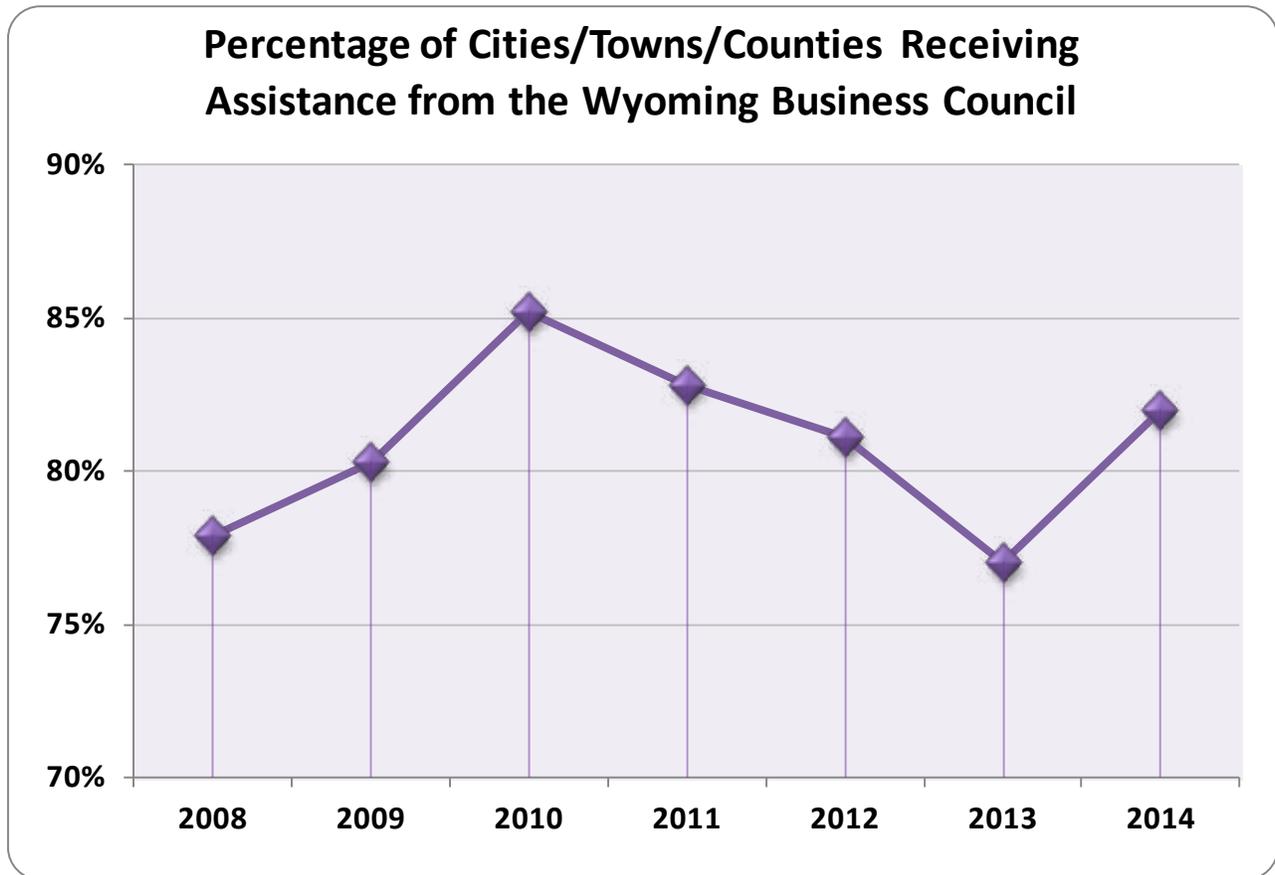
The yearly bars represent the individual clients (businesses, entrepreneurs, nonprofits) that the Council and its partners provided services to in each fiscal year. It does not represent every contact or outreach made to clients. Care is taken to ensure that no client is counted more than once despite the fact that many use multiple services.

The Council has seen an increase in clients this year and that is likely attributable to the in-state marketing campaign undertaken at the start of the 2014 fiscal year. Wyoming offers more varied services to its business community than almost any other state. In fact, several states have used the Wyoming system as a model.

However, the challenge has been to raise awareness of these services, and it appears the campaign to achieve better market penetration is meeting with substantial success.

## PERFORMANCE MEASURE 2:

Percentage of Wyoming cities, towns and counties receiving assistance from the Wyoming Business Council and/or its contract partners during the fiscal year:



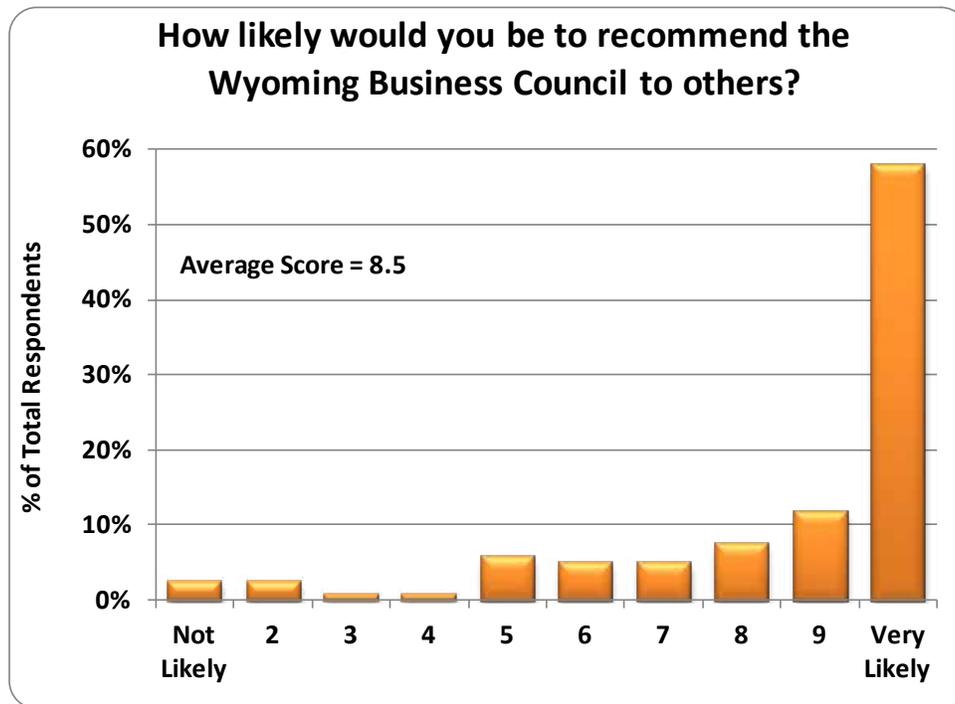
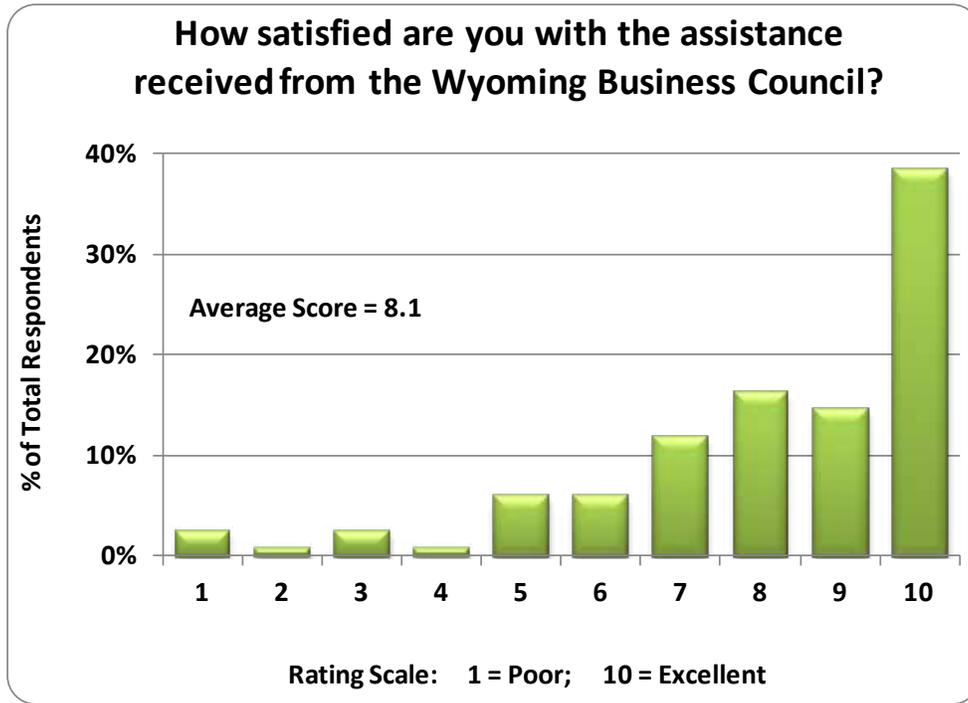
Source: WBC Client Management System and Partners

This measure shows a reversed trend of the past several years and is encouraging. It indicates economic growth is spreading throughout the state. Though as a whole the state did not experience the effects of recession as acutely as much of the nation, in portions of the state the decline in activity was more severe.

Another driver in this case is the availability of planning grants through the Business Ready Communities program. By expanding the program, the Business Council has provided local entities with more flexibility than just planning grants through the Community Development Block Grant (these are still used), and many have taken advantage of them to better prepare for growth. The Business Council expects to also benefit, as these planning grants will likely result in better projects.

## PERFORMANCE MEASURE 3:

FY2014 Client satisfaction survey results:

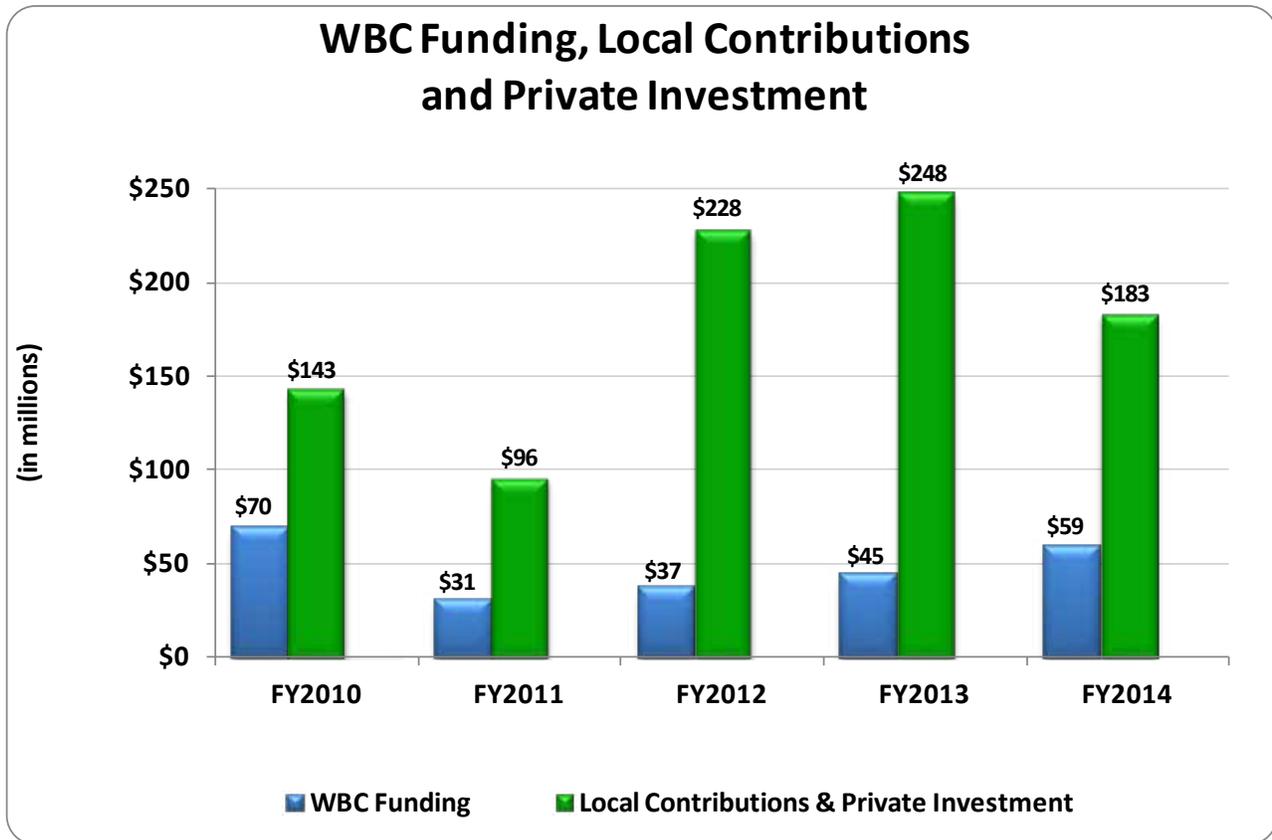


Source: WBC Client Management System Survey

These measures dropped slightly from the previous year but remain solid in regard to the Council's favorable perception. Some comments convey a perception that Council processes have become more bureaucratic, particularly in regard to reporting. This will be taken into consideration as the Council becomes more focused on investment follow-up.

## PERFORMANCE MEASURE 4:

Comparison of financial leverage: Wyoming Business Council investment compared with the resulting private investment in Council-supported projects:



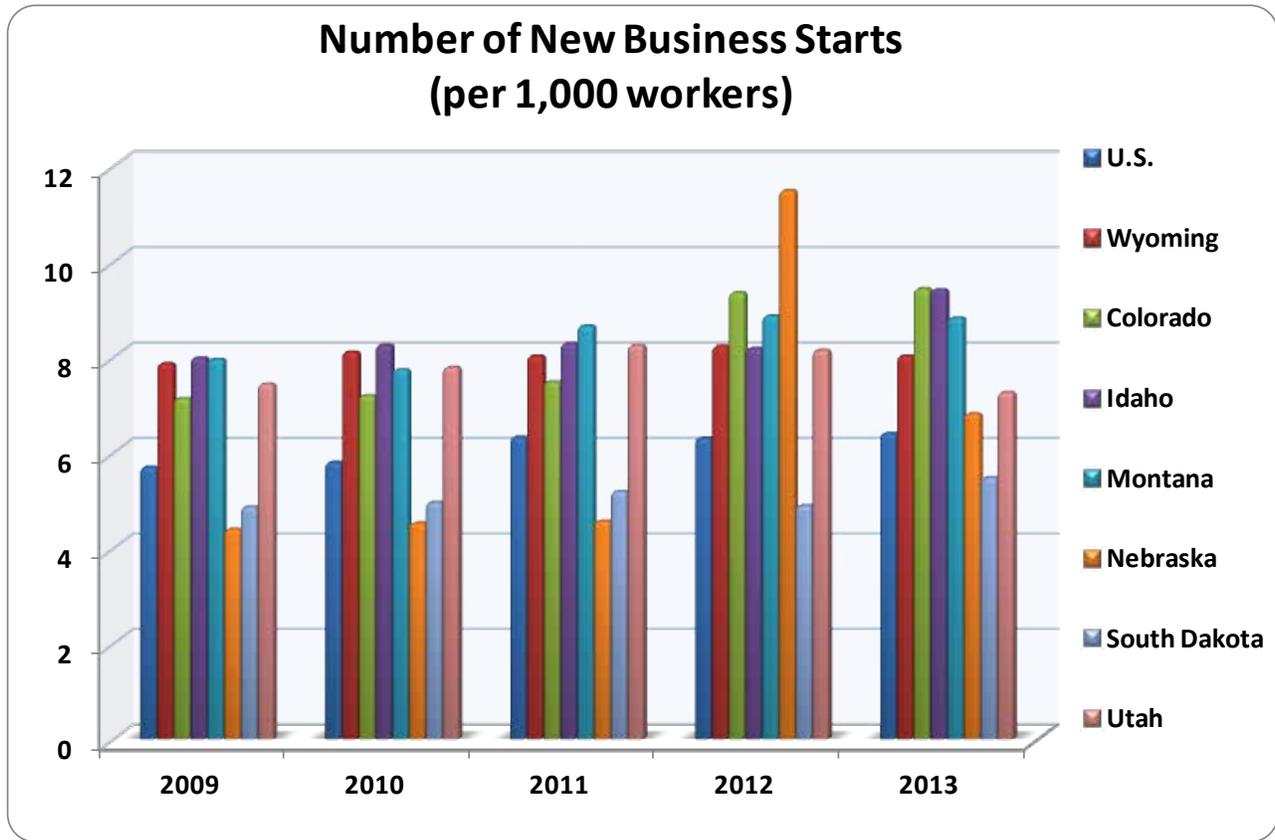
Source: WBC Investment Ready Communities, Business & Industry and Main Street Divisions

This is one of the most important measures for the Council in determining the success of the state's investments. While this year's \$1 to \$3.1 (state investment vs. local and private) ratio is good, it is not as good as last year's \$1 to \$5.5 and has led the Council to review its procedures on how to evaluate and track grant and loan metrics.

Part of the ratio decline had to do with some larger Business Ready projects that will not spur private investment until they are completed. This has led the Council to reconsider its three-year follow-up timeline. Today, the staff is in the process of revisiting the types of investments which often do not realize returns rapidly, such as business parks, and often occur sporadically over longer periods of time.

## PERFORMANCE MEASURE 5:

Annual number of start-up companies in Wyoming compared to regional and national numbers on a starts per 1,000 workers basis:



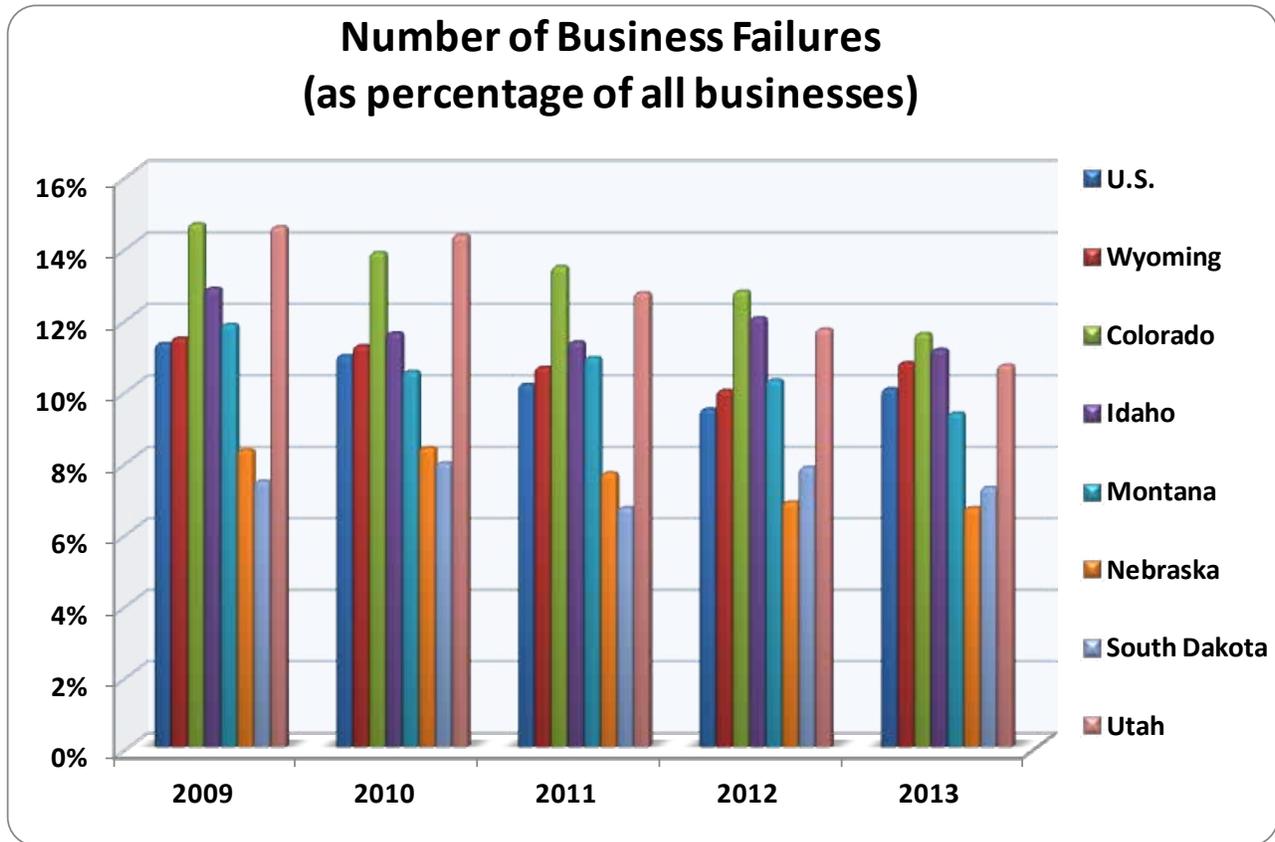
Source: U.S. Department of Labor, Bureau of Labor Statistics

This is largely a system measure, rather than one that can be attributed to the Council and/or its partners exclusively, though several of the programs offered are specifically targeted to help start-ups (Small Business Development Centers). The measure can demonstrate a more favorable business climate in comparison to the nation and surrounding states.

Wyoming experienced a very modest decline from the past year, but maintained its relative position among the nation and neighboring states. The state's limited population base can be problematic for some retail start-ups, and the competition for a limited workforce can also be an issue. Despite these limitations, the state is doing well.

## PERFORMANCE MEASURE 6:

Annual number of business failures in Wyoming compared to regional and national numbers as a percentage of all businesses:



Source: U.S. Department of Labor, Bureau of Labor Statistics

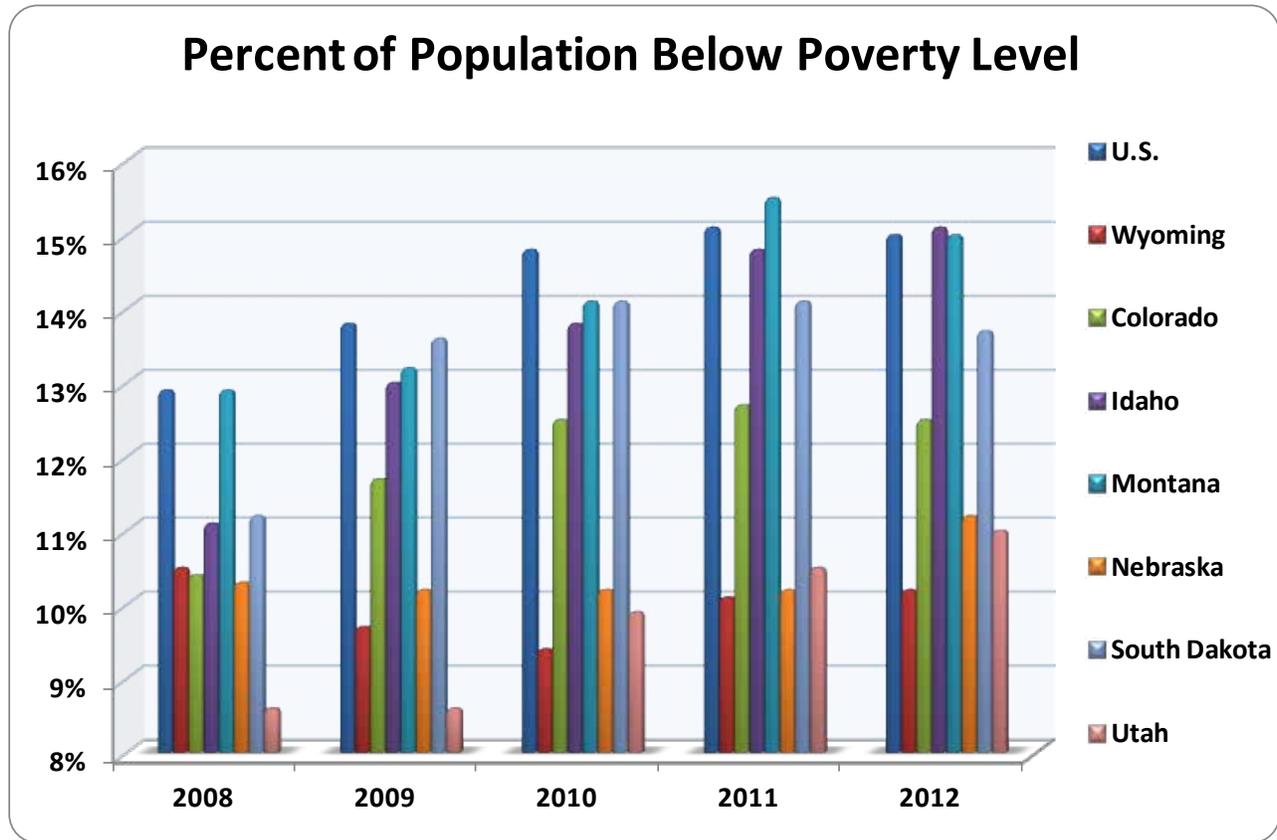
This is a state system measure indicating how supportive the economic and business environments are in sustaining business health.

In this case the state had a minor increase in business failures while its neighbors almost universally improved. While the changes were not enough to change the state's relative ranking, it highlights an area the Council and state may need to explore.

The Council is in the process of completing its biannual survey of large businesses and hopes to gain some insight through those results. While the negative move is slight, it reverses a four-year trend of improvement and warrants attention.

## PERFORMANCE MEASURE 7:

Percentage of population below the poverty level compared to regional and national numbers:



Source: U.S. Census Bureau

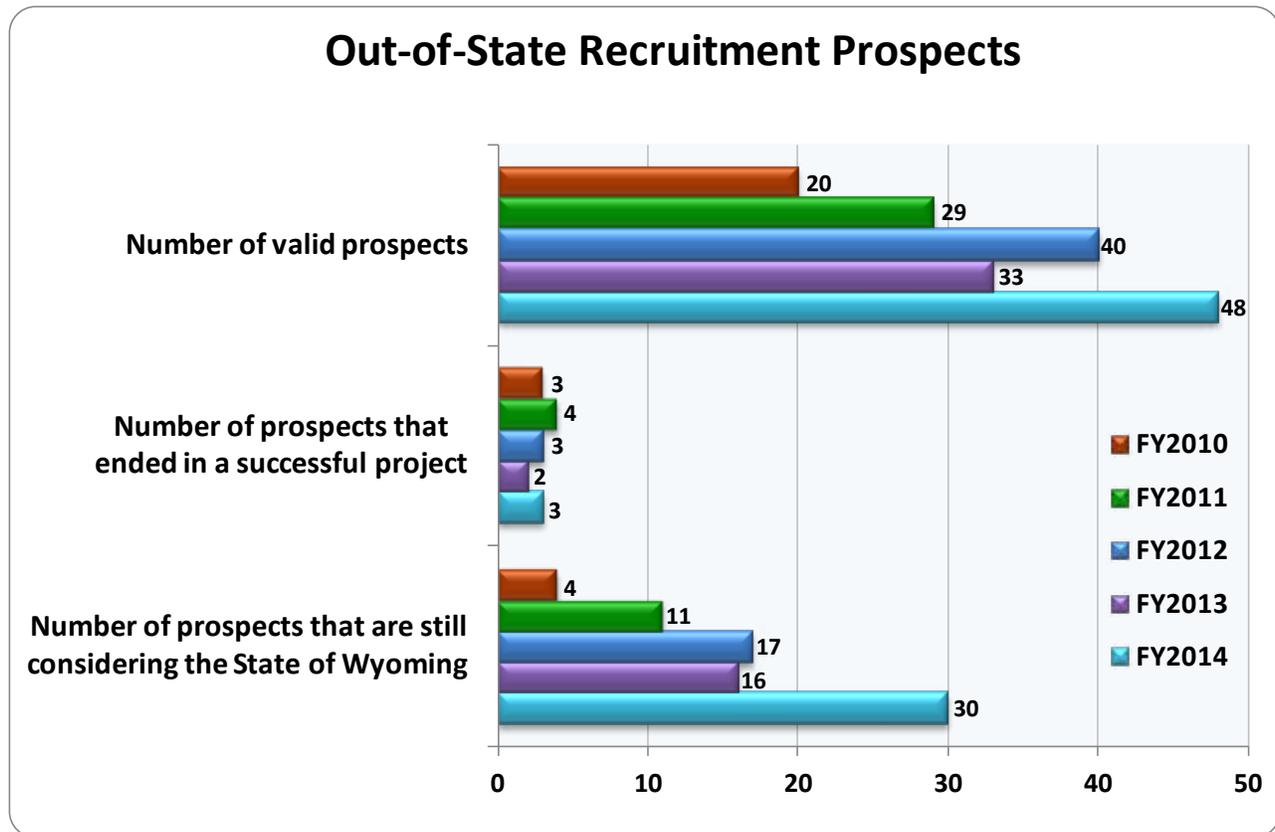
This important system measure reflects how well the entire socioeconomic system is performing. Reducing the number of people in poverty is a primary goal of all governments, and Wyoming's low percentage reflects well on the state.

The state continues to be outstanding in regards to this measure and in its comparisons to the nation and its neighbors. However, the state saw a slight increase during the past two years in people below the poverty level. This may indicate a minor trend that will hopefully be addressed through recruitment efforts focused on driving higher compensation employment opportunities and further cooperation with workforce training initiatives.

2013 data for this measure is not available until October 2014.

## PERFORMANCE MEASURE 8:

Number of out-of-state recruitment prospects served within the fiscal year by the Wyoming Business Council:



Source: WBC Client Management System and the Business & Industry Division

The significant improvement in this measure demonstrates that, along with an overall upswing in the national economy, the Council's efforts during the past several years to better target businesses that fit the state have refined our message and become more effective.

A good example of successful target identification is demonstrated in data centers. Recruitment efforts resulted in initial facility construction and now reinforce the state's identified value with expansion of those facilities. Continued investments in "community readiness" projects positively impact the efforts of the Council, as do the state's fiscal health and stability.

Challenges with available workforce and transportation continue to be the biggest obstacles to the state's growth. However, using a targeted approach, the state is successfully competing in its areas of strength.

## PERFORMANCE MEASURE 9:

Percentage of employment growth in Wyoming, with government jobs isolated, compared with regional and national growth:

### Annual Employment Five-Year Growth Trend (2008 - 2013)

**United States**  
5-Year Growth Trend

<b>Total</b>	<b>-0.6%</b>
Private	-0.2%
<b>Total Government</b>	<b>-2.8%</b>
Federal Government	0.3%
State Government	-2.4%
Local Government	-3.5%

**Wyoming**  
5-Year Growth Trend

<b>Total</b>	<b>-2.3%</b>
Private	-4.6%
<b>Total Government</b>	<b>5.8%</b>
Federal Government	-0.3%
State Government	3.4%
Local Government	7.6%

**Colorado**  
5-Year Growth Trend

<b>Total</b>	<b>1.1%</b>
Private	0.5%
<b>Total Government</b>	<b>4.3%</b>
Federal Government	2.2%
State Government	24.4%
Local Government	-0.7%

**Idaho**  
5-Year Growth Trend

<b>Total</b>	<b>-3.5%</b>
Private	-3.8%
<b>Total Government</b>	<b>-2.2%</b>
Federal Government	-5.9%
State Government	-6.2%
Local Government	-0.2%

**Montana**  
5-Year Growth Trend

<b>Total</b>	<b>-0.2%</b>
Private	-0.5%
<b>Total Government</b>	<b>1.4%</b>
Federal Government	-4.1%
State Government	6.6%
Local Government	0.5%

**Nebraska**  
5-Year Growth Trend

<b>Total</b>	<b>1.1%</b>
Private	1.0%
<b>Total Government</b>	<b>1.4%</b>
Federal Government	2.2%
State Government	1.2%
Local Government	1.3%

**South Dakota**  
5-Year Growth Trend

<b>Total</b>	<b>1.9%</b>
Private	1.9%
<b>Total Government</b>	<b>1.8%</b>
Federal Government	-1.0%
State Government	2.9%
Local Government	2.2%

**Utah**  
5-Year Growth Trend

<b>Total</b>	<b>2.7%</b>
Private	2.1%
<b>Total Government</b>	<b>6.1%</b>
Federal Government	-2.2%
State Government	9.3%
Local Government	7.2%

Source: U.S. Department of Labor, Bureau of Labor Statistics

After years of being the leader in this measure, the state has fallen behind most of its neighbors and the nation as a whole. However, this trend is influenced by the downturn in 2008 and 2009 caused by the Great Recession. The nation and the surrounding states are recovering from a lack of economic growth. Wyoming did not share in the effects of the recession to the same extent as other states during the past decade and, as a result, they are catching up. The state's unemployment level remains below 5 percent, which is considered "full employment" by many indicators, and as a result can only support limited growth in job numbers.

## PERFORMANCE MEASURE 10:

Wage growth in Wyoming compared to national and regional performance, isolating mineral-related, government and agricultural segments:

### Average Weekly Wages Five-Year Growth Trend (2008 - 2013)

**United States**  
**5-Year Growth Trend**

<b>Total</b>	<b>9.4%</b>
Agriculture	13.2%
Mining	12.6%
Government	8.0%
Other Industries	9.4%

**Wyoming**  
**5-Year Growth Trend**

<b>Total</b>	<b>8.4%</b>
Agriculture	13.7%
Mining	11.9%
Government	7.4%
Other Industries	8.4%

**Colorado**  
**5-Year Growth Trend**

<b>Total</b>	<b>9.2%</b>
Agriculture	9.2%
Mining	12.8%
Government	7.7%
Other Industries	9.1%

**Idaho**  
**5-Year Growth Trend**

<b>Total</b>	<b>8.7%</b>
Agriculture	11.0%
Mining	27.9%
Government	5.4%
Other Industries	9.3%

**Montana**  
**5-Year Growth Trend**

<b>Total</b>	<b>13.0%</b>
Agriculture	13.9%
Mining	15.8%
Government	7.3%
Other Industries	13.5%

**Nebraska**  
**5-Year Growth Trend**

<b>Total</b>	<b>10.3%</b>
Agriculture	20.9%
Mining	19.8%
Government	11.8%
Other Industries	9.9%

**South Dakota**  
**5-Year Growth Trend**

<b>Total</b>	<b>13.5%</b>
Agriculture	21.4%
Mining	10.1%
Government	9.3%
Other Industries	14.4%

**Utah**  
**5-Year Growth Trend**

<b>Total</b>	<b>10.1%</b>
Agriculture	11.7%
Mining	11.0%
Government	4.5%
Other Industries	11.2%

*Source: U.S. Department of Labor, Bureau of Labor Statistics*

As with measure nine, the Council believes this is a result of the nation and other states recovering from an economic decline Wyoming did not really experience during the past decade. The state's growth in wages remains healthy, but the Council will examine the best practices of the states that did the best here.

The continued focus on business diversification and targeting in sectors where the compensation rates are high will remain a priority.

## PERFORMANCE MEASURE 11:

Gross domestic product growth in Wyoming compared to national and regional performance, isolating mineral-related, government and agricultural segments:

### Gross Domestic Product Five-Year Growth Trend (2008 - 2013)

**United States**  
**5-Year Growth Trend**

<b>Total</b>	<b>5.4%</b>
Agriculture	29.1%
Mining	37.2%
Government	-0.7%
Other Industries	5.5%

**Wyoming**  
**5-Year Growth Trend**

<b>Total</b>	<b>3.5%</b>
Agriculture	36.0%
Mining	13.5%
Government	1.9%
Other Industries	-2.5%

**Colorado**  
**5-Year Growth Trend**

<b>Total</b>	<b>8.3%</b>
Agriculture	37.2%
Mining	48.9%
Government	2.9%
Other Industries	6.9%

**Idaho**  
**5-Year Growth Trend**

<b>Total</b>	<b>1.2%</b>
Agriculture	31.1%
Mining	-7.5%
Government	-4.2%
Other Industries	0.8%

**Montana**  
**5-Year Growth Trend**

<b>Total</b>	<b>9.1%</b>
Agriculture	50.0%
Mining	14.2%
Government	1.1%
Other Industries	8.9%

**Nebraska**  
**5-Year Growth Trend**

<b>Total</b>	<b>13.8%</b>
Agriculture	42.9%
Mining	125.0%
Government	8.2%
Other Industries	12.6%

**South Dakota**  
**5-Year Growth Trend**

<b>Total</b>	<b>12.8%</b>
Agriculture	27.2%
Mining	34.4%
Government	3.9%
Other Industries	12.8%

**Utah**  
**5-Year Growth Trend**

<b>Total</b>	<b>12.7%</b>
Agriculture	24.9%
Mining	15.8%
Government	3.4%
Other Industries	14.2%

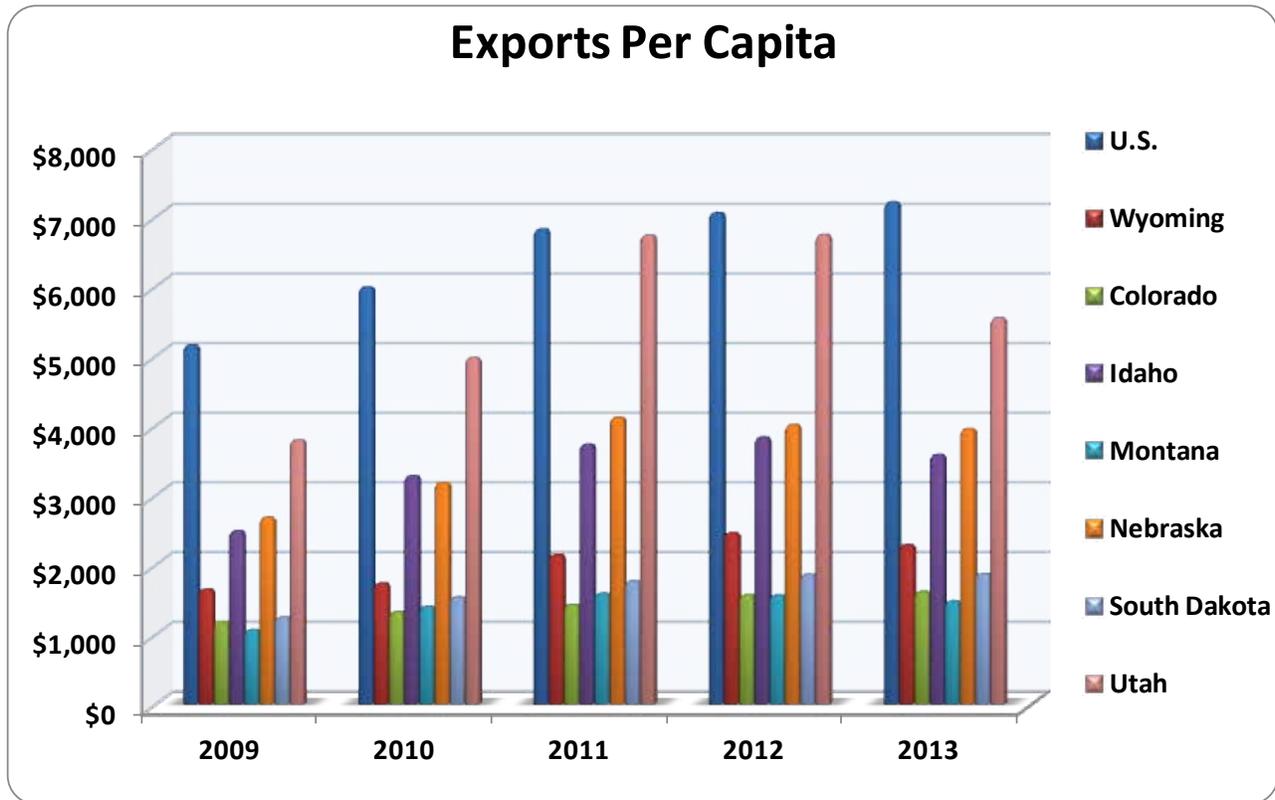
*Source: U.S. Department of Commerce, Bureau of Economic Analysis*

This measure is one that will require further examination.

From the Council's perspective the negative percentage in "Other Industries" will be an area of focus. The diversification of the state's economy is reflected on this line and the issues that resulted in this number will need to be investigated.

## PERFORMANCE MEASURE 12:

Total exports per capita in comparison to regional and national numbers:



Source: U.S. Census Bureau, Foreign Trade Division

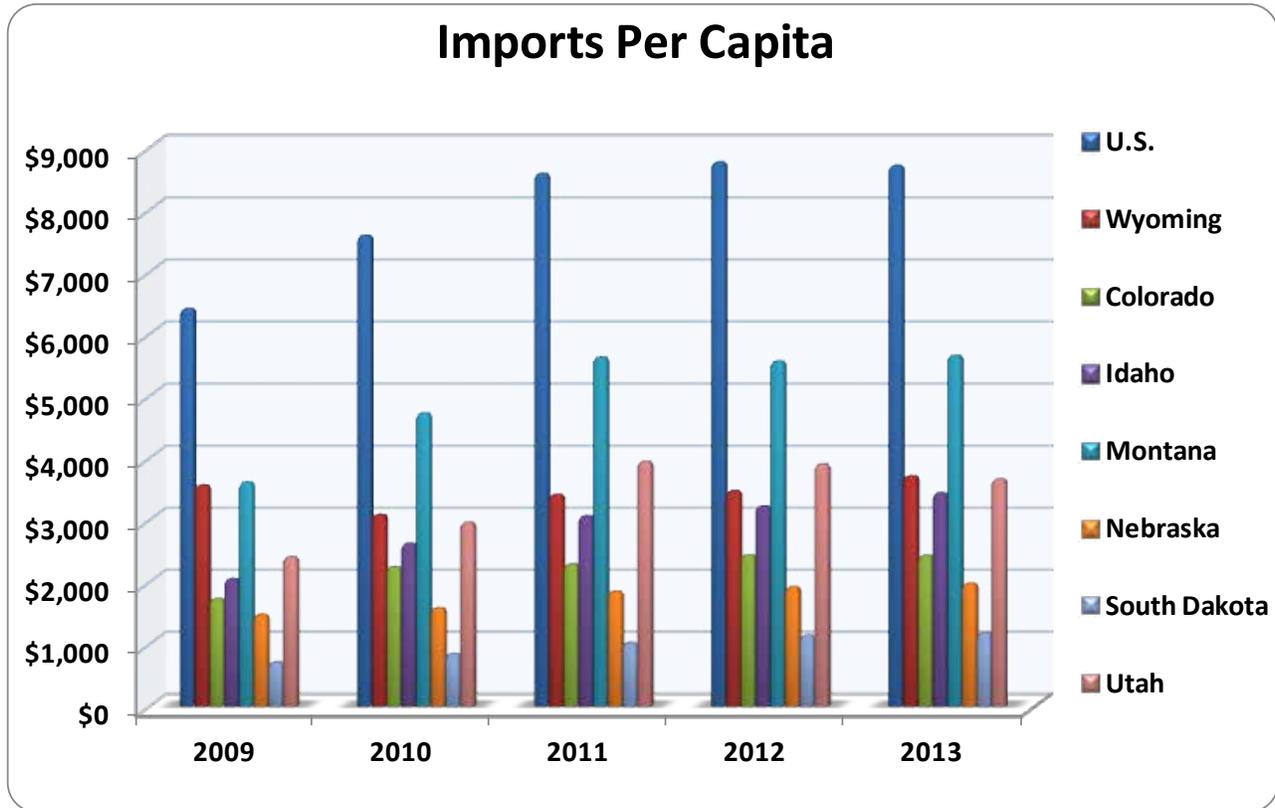
This is generally an important indication of a state's competitive strength in the global market. This is a state system measure rather than an individual agency measure. Exports from the state have decreased slightly this year, but Wyoming retains its relative mid-range ranking.

However, in the Council's opinion, this measure is misleading in Wyoming's case. If the state could export coal and other energy commodities to meet the international market demand, this measure would be dramatically different.

Because of this limitation, the Council will continue to work with the state's businesses to find ways to allow Wyoming products to reach foreign markets.

## PERFORMANCE MEASURE 13:

Imports per capita in comparison to regional and national numbers:

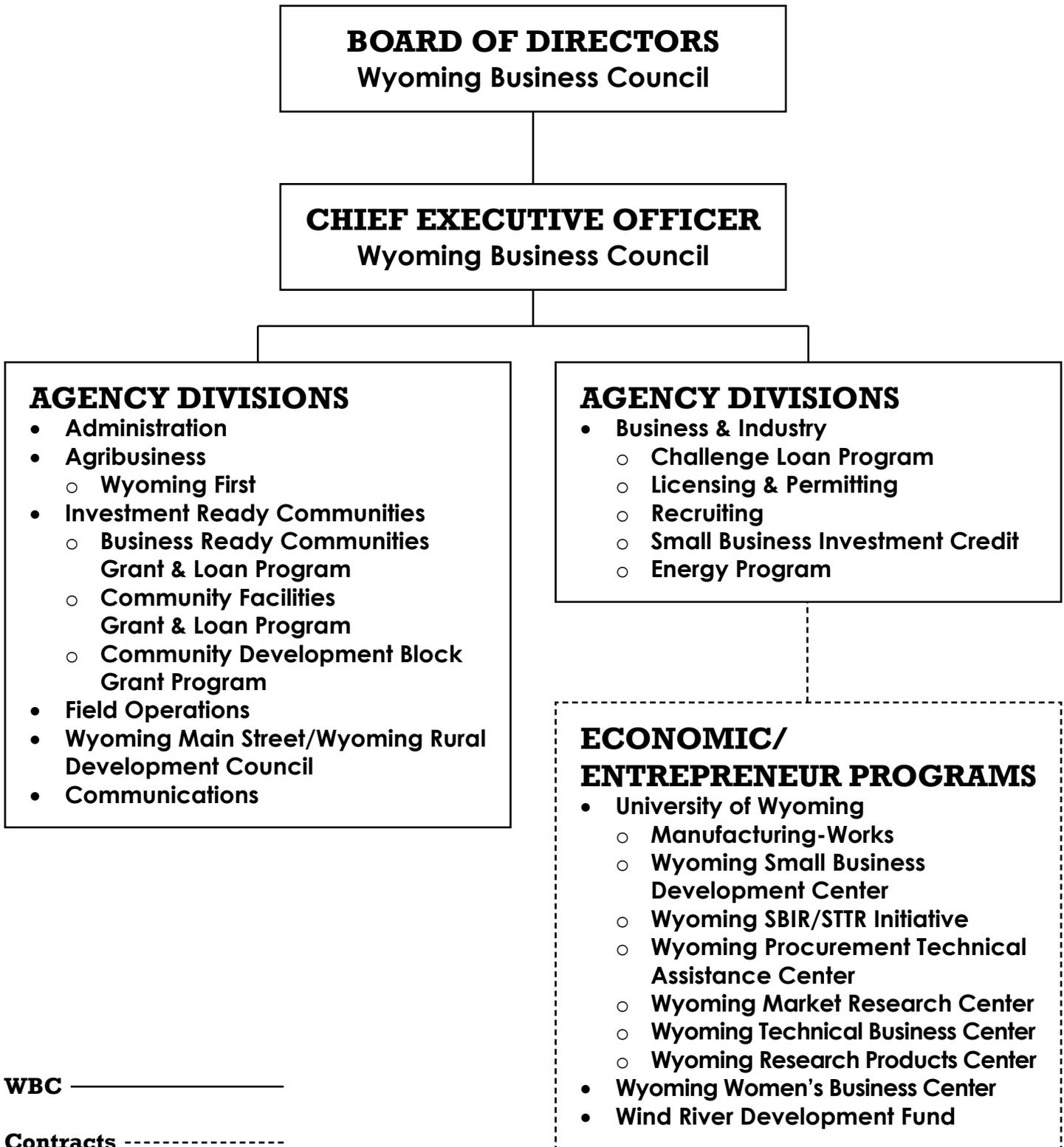


Source: U.S. Census Bureau, Foreign Trade Division

This is often considered a negative measure, reflecting an outflow of wealth from a state. However, in rural and less diversified economies it can indicate a degree of economic health inasmuch as residents can afford items that cannot be produced in the state.

As with the nation and region, this measure did not shift in any meaningful respect. When compared with exports there is a net loss for the state, but this is misleading in Wyoming's case because of domestic exports in the energy sector.

# ORGANIZATION CHART AS OF JUNE 30, 2014



# APPENDIX A WHAT HAS BEEN ACCOMPLISHED

## JAMES KLESSENS WELCOMES ATTENDEES TO THE 2014 WEDA WINTER CONFERENCE



**BUSINESS SUPPORT** – The Wyoming Business Council and its partners provided individual services to 4,504 Wyoming businesses and entrepreneurs in FY2014. The Council and its partners helped companies, start-ups and agribusinesses by doing the following:

### **AGRIBUSINESS**

The Agribusiness Division provided service to 743 Wyoming businesses and communities through the following efforts:

- Managed the Wyoming Verified Program and audited 89 producers in the program in 2013. A total of 71 producers certified 27,885 head of cattle for source and age, natural and nonhormone-treated cattle. An independent analysis by Superior Livestock Auction and Colorado State University indicated source and age producers received an average \$4.90 per head premium by participating in the program, with an additional amount received by those with nonhormone-treated cattle. The total economic impact of the program generated additional revenue of \$236,978 for Wyoming producers and the state.
- The Wyoming Premium Heifer Program

(WPHP) concluded its second year in conjunction with the University of Wyoming with nine producers certifying 94 bred heifers. A November Internet video and live sale was conducted utilizing Buffalo Livestock Auction. The total economic impact of the program generated additional revenue of \$28,821 for Wyoming producers and the state.

- Increased exposure and marketing opportunities for more than 70 Wyoming agribusinesses and producers at the following domestic and international trade events: National Western Stock Show, Northern International Livestock Expo, Natural Products Expo West, inbound specialty food missions, United States Livestock Genetics Export Marketing Program trade missions, World Dairy Expo, Wyoming Exporting Seminar, the Mid-America Alfalfa Expo and Wyoming State Fair Famers Market.
- Held events and produced publications that increased awareness of marketing and business development opportunities for more than 298 Wyoming farmers and ranchers. These efforts included coordinating the Diversified Ag Tour, Marketing Ag and You Conference, Wyoming State Fair Hay Show, Wyoming Premium Heifer Symposiums, FFA Marketing Plan Career Development Event and Wyoming Forage Field Day.
- Promoted 303 Wyoming First Program members through publications, local and national trade shows and events. Sixty new companies joined the Wyoming First Program and 97 companies renewed their memberships. There were a total of 20 participants in the International Sportsmen's Expos (ISE) and Denver Marts as part of the cooperative marketing program. The satisfaction score for all four events was 4.2 (on a scale out of 5). Participants reported sales at the ISE shows of approximately \$9,400.
- Operated the General Mercantile in the Old Frontier Town during Cheyenne Frontier Days featuring a record 67 companies with sales of \$13,092, and the Wyoming Mercantile at

the Wyoming State Fair with 71 companies generating sales of \$25,906.

- Awarded \$44,837 to 31 companies attending 40 local, national and international shows.
- Provided more than \$61,373 for the following grants: nine promotional and assistance grants to Wyoming farmers' markets; 14 adult and youth leadership grants awarded through the Wyoming Rural Rehabilitation Program (with events yielding more than 4,108 attendees) and five general sponsorship grants. Facilitated more than \$14,950 in awards to 24 recipients of the USDA certified organic grant.
- Conducted a study that found direct sales of Wyoming's 49 farmers markets have an economic impact of more than \$2.1 million to the economy of the state, with an overall benefit of \$2.8 million, including secondary sales.
- Completed year one of Wyoming L.E.A.D. Class 13, which had 15 members. Conducted six seminars this year for participants of the 14-month leadership and education training program.
- Initiated the Future Cattle Producers of Wyoming program, a two-year production-oriented cattle program where high-school-aged students apply to receive heifers donated from Wyoming purebred breeders. Six students from 13 applicants were paired with six Wyoming breeders for the first year of the program.

## **BUSINESS & INDUSTRY**

- State Treasurer purchased Industrial Development Bonds for two businesses in the amounts of \$34 million and \$20 million respectively. Two bank participations were funded through the Challenge Loan program totaling \$314,125. Four Wyoming companies received SBIC funding in the aggregate amount of \$2.75 million. In October 2013, the Wyoming Business Council (Business & Industry Division) was awarded the 2013 Champion of Small Business award from the National Coalition for Capital. The award

recognized the Council's Small Business Credit Investment Program for an alternative source for access to capital.

- Responded to 2,507 (1,333 resident, 1,174 nonresident) requests for licensing and permitting information, resulting in the creation or retention of 330 jobs. In addition, the Business Permit Program sent out client satisfaction surveys. When asked, "Overall, were you satisfied with the efforts of this office?" the score from respondents was 5.0 where "5" indicated they strongly agreed.
- Provided business training at the 2014 GRO-Biz Conference & Idea Expo, a business conference with a registration of 172, which included 99 business people. The GRO-Biz Conference & Idea Expo is a combined conference focusing on federal procurement for small businesses and general business improvement issues and networking. The conference is a partnership between the Wyoming Business Council, WyomingEntrepreneur.biz, the Wyoming Procurement Technical Assistance Center (GRO-Biz), Manufacturing-Works, Wyoming Market Research Center, Wyoming SBIR/STTR Initiative and the Wyoming Research Products Center.
- Provided support and staff for the 2012 Hugh O'Brian Youth (HOBY) Wyoming Youth Leadership Seminar, which provided leadership training to 29 high school sophomores from around Wyoming. Two of the students who attended the conference were also selected to attend the World Leadership Conference in Chicago in July 2013. HOBY seminars are held in all 50 states.
- Gained direct contact with 48 valid prospect companies, produced 14 prospect company leads for Wyoming communities through the WEDA leads process and direct community referrals. Three prospect companies announced locations in Wyoming.

**STATE ENERGY OFFICE GRANTS**

- A total of 16 Small Business Energy Audit/Retrofits Grants were issued for a total of \$86,000.

**FIELD OPERATIONS**

- Assisted 227 businesses, entrepreneurs and organizations with 518 individual services to help facilitate economic development initiatives, support and encourage business development, and provide information regarding Council programs.
  - Worked with 168 businesses and entrepreneurs with 315 services which include marketing, market research, accessing capital, business planning, licensing, permitting and overcoming operational challenges.
  - Provided 203 technical assistance related services to 59 local economic development organizations, Chambers of Commerce, and nonprofits to help them achieve their goals. Assistance included grant/financial resource procurement, planning, business development and recruitment, marketing, fundraising and organizational development.

**SUPPORT SERVICES**

- Support Services responded to research and grant requests from 26 nonprofit businesses in FY2014.

**THE COUNCIL'S PARTNERS, SEVEN OF WHICH ARE CONTRACTED THROUGH THE UNIVERSITY OF WYOMING, HELPED BUSINESSES AND ENTREPRENEURS BY DOING THE FOLLOWING:**

**MANUFACTURING-WORKS (M-W)**

- In fiscal year 2014, Manufacturing-Works provided assistance to 239 manufacturing and technology-oriented companies. These included 234 projects of free added-value services offered through the commitment with the Wyoming Business Council to provide at least eight hours of free service for qualifying candidates. Of these projects, 146 were accomplished under contract with a fee.
- The economic impact these clients anticipated receiving from Manufacturing-

Works includes: increased sales of \$15,375,000, retained sales of \$6,635,000, 26 jobs created, 59 employees retained, cost savings of \$5,162,500, new products and processes of \$5,337,000, plant equipment investment of \$3,663,000, information systems investment of \$1,117,000, workforce practices investment of \$76,500, investment in other areas of \$191,000 and saved investment amount of \$235,000. These numbers are validated six months after project completion with the customer by an independent research firm conducting a separate survey approach.

Training hours totaled 3,813. Gross program income from training totaled \$6,060. Program income is used to offset expenses associated with training activities. Topics presented included: Facebook for business, marketing, leadership, time management, social media marketing, HR, sales, and more. Of the 53 events, 27 were webinars that attracted a total of 1,027 attendees.

- Federal funding from the Small Business Administration was reinstated to normal, full funding levels beginning Oct. 1, 2013.

### **SMALL BUSINESS DEVELOPMENT CENTER (SBDC)**

- Between July 1, 2013 and June 30, 2014, the Wyoming Entrepreneur SBDC had initial, follow-up and information transfer sessions with 1,534 distinct clients with Wyoming addresses. The greatest volume occurred in Natrona (224 clients), Laramie (196 clients), Campbell (152 clients) and Albany (150 clients) counties.
- SBDC advisors logged a total of 2,419 contact hours and 1,622 prep hours for a total of 4,041 counseling hours in 4,075 sessions. Of these, 3,464 were initial or follow-on sessions and 611 were information transfer sessions. Additionally, in support of SBDC clients, the Market Research Center (MRC) logged 175 contact hours and 2,290 prep hours in 937 sessions, not included in SBDC totals. Of these, 367 were initial or follow-on sessions and 131 were information transfer sessions. Total SBDC and MRC hours were 6,506 in 5,012 sessions. Sessions are classified as information transfers if the initial contact is less than one hour in duration for face-to-face sessions or less than one-half hour (including contact and prep time) for telephone or Internet meetings, or if the business is a nonprofit or government entity.
  - Wyoming Entrepreneur SBDC clients obtained \$18,994,584 in financing, including loans, owner investment and other capital. During this time, 66 clients started new businesses, 208 jobs were created and 58 jobs were retained.
  - Wyoming Entrepreneur SBDC sponsored 53 training events with 1,137 attendees.

### **WIND RIVER DEVELOPMENT FUND (WRDF)**

- From July 1, 2013 to June 30, 2014, the Wind River Development Fund assisted 570 individual clients through various forms of business and higher educational counseling. During that time, a variety of workshops and trainings were also held, including:
  - WRDF has an articulation agreement with the University of Wisconsin-Oshkosh for a degree in Human Services Leadership that enables individuals to obtain a BA degree without having to leave their families or current jobs. There are currently 12 students enrolled that will graduate in December 2014.
  - During the summer, the WRDF partnered with Workforce Investment Act in its Summer Youth program. The effort helps teens in the program develop skills for employment, leadership, money management and planning.
  - The WRDF partnered with SBA and Atlantic City Federal Credit Union to conduct monthly Business Roundtables that covered a variety of business topics over a lunch hour. The roundtables became so popular WRDF began holding weekly luncheons that covered how to create an effective business plan and basic business accounting.
  - More than 60 people attended the 2014 Wind River Business Conference/Native

American Business Expo held at the Frank Wise Building in Fort Washakie, Wyo., on April 30, 2014.

- o Also during that time, nine business loans were made in an amount totaling just more than \$775,000.

**WYOMING MARKET RESEARCH CENTER (MRC)**

- The Market Research Center provided market research to 442 clients with 929 separate research projects.
- The Market Research Center also provided weekly updates to 70 clients receiving the Reed Construction Data service (included in the 442 total).
- Research was provided for clients from every county except Niobrara.
- Demand for the services of the Market Research Center remained strong. Client count was down 2 percent, but the total number of projects increased by 7 percent. This is partially reflective of the increased capacity the MRC gained through the one-time Small Business Jobs Act (SBJA) grant, which ended in February 2014. In support of the SBDC's clients, the MRC logged 175 contact hours and 2,290 prep hours in 937 sessions.
- Average project turnaround increased to 6.4 days and average hours per project decreased to 2.6 hours. The increased turnaround time was because of staff resignations.
- The Market Research Center provided research services with a market value of \$660,030 to Wyoming businesses.

**WYOMING PROCUREMENT TECHNICAL ASSISTANCE CENTER (PTAC)**

- During the performance period of July 1, 2013 through June 30, 2014, the Wyoming Procurement Technical Assistance Center assisted 251 Wyoming clients in obtaining 168

government contracts totaling \$13,490,508. This includes 39 federal government prime contracts totaling \$6,040,469; 125 state or local government prime contracts totaling \$552,770; three federal government subcontracts totaling \$6,821,869; and one state or local government subcontract totaling \$75,400. In addition, PTAC trained 465 clients on procurement topics at 15 sponsored training events and conducted outreach at 14 additional events. During this time, the PTAC also conducted 690 one-on-one counseling sessions.

- The overall economic impact was 270 jobs retained or created as a result of the government contracts, using the Defense Logistics Agency standard of one job created or retained for each \$50,000 in contract awards.
- During this time, PTAC served clients in 22 counties in Wyoming (no clients in Crook County were served). PTAC also partnered with U.S. Sen. Mike Enzi, Gov. Matt Mead and the Wyoming Business Council to offer the GRO-Biz Conference & Idea Expo in Cody, Wyo., on Feb. 18-20, 2014, which had 205 attendees. These 205 attendees are also included as part of the 465 attendees at all PTAC training during this time period.

**WYOMING RESEARCH PRODUCTS CENTER (RPC)**

- Worked with 135 inventors and entrepreneurs on 117 projects to identify and protect their intellectual property and develop their technology innovations into marketable products through the Wyoming Research Products Center.

**WYOMING SMALL BUSINESS INNOVATION RESEARCH (SBIR) AND SMALL BUSINESS TECHNOLOGY TRANSFER (STTR) INITIATIVE (WSSI)**

- Provided \$125,000 in awards through the Wyoming SBIR/STTR Initiative's Phase 0/00 Program to 19 Wyoming businesses to help them access federal funds to develop their

innovative technologies and businesses. In addition, three Wyoming companies received more than \$1.84 million in federal awards including one Phase I and two Phase II awards. For every \$1 invested by the Wyoming Legislature in Phase 0/00 funds, Wyoming realized an average of \$14.7 in return. That is a return ratio of more than 14:1.

**WYOMING TECHNOLOGY BUSINESS CENTER (WTBC)**

- The Wyoming Technology Business Center provided business counseling for 24 outreach client companies in four entrepreneurial nodes and 28 incubator clients across two incubator facilities.

**Laramie**

- o In the Laramie node, the WTBC engaged 12 clients in outreach business counseling last year. Of the 12 clients, eight of them first began working with the WTBC when they were in the pre-venture stage. Four of those clients progressed at least one business stage. In other words, half of Laramie outreach clients that started working with the WTBC when they were determining feasibility are now established businesses and in the process of engaging actual customers.
- o WTBC-Laramie incubated 19 client companies last year. Nine client companies are in the pre-revenue stage, five client companies are in initial sales, and one client company is at stability. Three client companies exited the program. One client company graduated from the WTBC-Laramie incubator last year and relocated to commercial office space in downtown Laramie. They acquired a Colorado-based company bringing their total revenues close to \$3 million annually with a FTE employee count of 25.

**Sheridan**

- o The Sheridan node has continued

business counseling with outreach clients from last year. Four total outreach clients work with the WTBC in Sheridan and all began in a pre-venture or pre-revenue stage. Currently, all four have progressed to the initial sales stage.

- o WTBC was asked if it would be interested in managing the incubator facility that was constructed in 2010 by the county of Sheridan. The previous entity tasked with managing the incubator is in the process of vacating the property and the county needs a qualified group to step in and assume management of the facility. This presents an exciting opportunity for WTBC to start its full incubator program in a community where a building already exists. Discussions on funding will commence in FY2015.

**Gillette**

- o The focus of the Gillette node for the past year was to develop a proposal and presentation for the Gillette City Council and Campbell County Commission around the development of an incubator. On June 3, 2014 the Gillette Incubator Task Force gave a presentation at a joint meeting of the Gillette City Council and the Campbell County Commission. The presentation included information about the WTBC incubator program, building function and design from the architect's report, capital costs, operation costs and potential funding sources. In order to construct the building and start a program in Gillette, the city and the county would both need to contribute \$3.1 million to the project during a two-year period. This money would serve as matching funds to enable the task force to pursue grant funding for the remaining money needed to construct the building and start the program. After the task force's presentation, the council and commissioners responded by stating both entities saw the project as valuable. However, they committed

funding during the next two fiscal years to the local community college to construct a new student center and additional dorms. This means no funding is available for other large projects like the incubator project until 2018. The yearly budget for the council and commission is heavily reliant on tax income generated by the energy industry. Because of this, they are unable to commit funding for FY2018 at this time because they are uncertain about what their budget might look like so far into the future.

**Casper**

- o In the Casper node, the WTBC-Casper Area engaged seven clients in outreach business counseling last year. Of the seven clients, five of them first began working with WTBC when they were in the pre-venture stage. Three of those clients progressed at least one business stage. In other words, more than half of Casper Area outreach clients that started working with WTBC when they were determining feasibility are now established businesses and in the process of engaging actual customers.
- o WTBC-Casper Area continued incubating three client companies from the previous year, of which one advanced from pre-revenue stage to initial sales stage. WTBC-Casper Area identified and selected six additional incubator clients last year. There were a total of nine incubator clients. Three clients were in the pre-revenue stage, four clients were in the initial sales stage and two clients exited the program. At the close of FY2014, there were seven Casper Area incubator clients.

**e2e Networking/Educational Program**

- o The Laramie, Sheridan, Gillette and Casper Area entrepreneurial nodes continued e2e Wyoming programs during the past year. Laramie e2e had an average of 96 attendees for FY2014, which included the 106 attendees at its annual conference held in May 2014.

Sheridan e2e had an average of 42 attendees, while Gillette e2e averaged 26 attendees. The Casper Area node held its first e2e in June 2013 with 91 people in attendance. Casper Area node e2e attendance averaged 82 people during the past year.

**WYOMING WOMEN’S BUSINESS CENTER (WWBC)**

- The Wyoming Women’s Business Center assisted 160 individual small business owners/ start-up entrepreneurs by providing 525.35 hours of business counseling and pre-loan assistance, 61.70 hours of post-loan technical assistance and 15.10 hours of business and financial management counseling to (IDA) participants. Twelve of those individuals received 15.15 hours of general information and business-related assistance as non-clients (a non-client is an individual who contacts WWBC for assistance and has not yet completed a client intake form). WWBC also provided financial counseling and business assistance to five clients associated with the Wyoming Coalition Against Sexual Assault and Domestic Violence’s Allstate Incentive Program IDA resulting in 21.35 additional counseling hours this year.
- Counties served during the period of July 1, 2013 through June 30, 2014 include all Wyoming counties except Big Horn, Sublette, Washakie and Weston.
- Job impact for the past year includes:
  - o Creation of nine full-time positions, seven part-time and eight contract positions
  - o Maintained 48 full-time positions and 15 part-time positions
- The WWBC hosted 51 roundtables across Wyoming with 617 participants receiving 103.50 hours of training on topics such as financing, accounting, taxes, start-up, business planning, business management, human resources, customer relations, government procurement, technology,

e-commerce, marketing and sales, social media and other general business topics.

## 2014 FORAGE FIELD DAY IN FARSON, WYO.

- WWBC Works of Wyoming (WOW) program offered 19 art-related training programs to 124 participants through 39.50 hours of instruction on topics relating to developing an e-portfolio, marketing, developing an identity, pricing and gallery events.
- WWBC assisted five small businesses in obtaining access to capital through its Microloan Program while continuing to provide post-loan technical assistance to 17 existing clients. The current loan portfolio is \$477,167.
  - New loan funds, which totaled \$190,200, were utilized for the start-up of a mobile drug testing company, expansion of an architectural company, purchase of an existing dance company, start-up of a relaxation/stress reduction company, and for the production/distribution of a new weather stripping product produced by a Wyoming manufacturer.
  - Two business owners successfully paid their microloans in full this past year. The original balances of these loans were for \$3,500 and \$6,968.
- WWBC is working to expand participation in both its regular IDA and Fast Track IDA programs and continues to provide matching funds to the Wyoming Home Ownership Program. WWBC had three individuals participate in the IDA program during the past year.
- The Wyoming Women's Business Center also has a new program — the Wyoming Fiber Trails Project. The mission of the Wyoming Fiber Trails project is to identify fiber artists in the state, provide them with opportunities to develop artistic and business skills and to broaden public awareness of their work and of fiber arts in general. The Wyoming Fiber Trails project currently has 443 individuals/businesses listed in the Fiber Art Directory.



**COMMUNITY SUPPORT:** There are 99 incorporated cities/towns and 23 counties in Wyoming. The Wyoming Business Council provided services to 100 by doing the following:

- Research was provided to five cities or towns, seven local economic developers and two chambers of commerce.

**FIELD OPERATIONS**

- Assisted more than 94 cities, towns, counties, joint powers boards, districts and tribal entities with more than 540 services involving a variety of projects including community development, planning, infrastructure development, business development, grant writing and administration, business recruitment, community enhancements and energy efficiency.

**MANUFACTURING-WORKS (M-W)**

- Manufacturing-Works provided assistance to 11 community entities (city, county, district, municipality) in the nature of energy and pollution prevention audits, business leadership seminars, a family business planning conference and innovation engineering efficiency.

**STATE ENERGY OFFICE GRANTS**

- Two \$20,000 grants through the State Energy Office were issued to the town of Lingle and the Niobrara County Library for energy savings retrofits.
- Two new Wyoming Energy Conservation Improvement Program (WYECIP) Agencies were added (Western Wyoming Community College and the Wyoming Department of Corrections). The Wyoming Department of Transportation is currently working on a Phase II of its performance contract, which includes switching highway lighting to LED.

**WYOMING MARKET RESEARCH CENTER (MRC)**

MRC also supports local communities and local economic development organizations.

- MRC provided research and support services to 14 cities, towns and local economic development agencies with a total of 25 reports.

**WYOMING RURAL DEVELOPMENT COUNCIL/MAIN STREET (WRDC/MS)**

- Wyoming Rural Development Council conducted six follow-up assessments in Granger, Green River, Greybull, Little Snake River Valley, Mills and Worland. Since 2000, the Wyoming Rural Development Council has organized and implemented 88 community assessments, 40 follow-up assessments, six county assessments and one Next Level in the state.
- The WRDC grant writing scholarship program provided grant writers to Wyoming communities. The total grants for FY2014 written by WRDC scholarship recipients was more than \$18 million with other grants awaiting approval. The WRDC effectively utilized nearly 2,400 grant writing hours in the past year. WRDC has trained more than 165 grant writers since 2008. Of those, 61 received scholarships and are required to donate 40 hours of grant writing in their community.
- In 2009, the state of Wyoming received \$4.2 million from the U.S. Department of Commerce's National Telecommunications and Information Administration (NTIA) to fund a statewide broadband mapping and planning project known as LinkWYOMING. The EdLab Group of Lynwood, Wash., administered the grant. WRDC contracted with EdLab Group to support this project, and in partnership with the Wyoming Department of Enterprise Technology Services hosted the second annual Governor's Broadband Summit. In addition, through the grant, WRDC contracted with the Wyoming Chamber Partnership for \$70,000 to complete broadband surveys of businesses in Wyoming and continues to facilitate Mobile Pulse, a project to measure mobile broadband network performance, coverage and availability in Wyoming.
- Wyoming Main Street added Powell as the seventh Affiliate Downtown, bringing

the total communities participating in the program to 15. Buffalo, Cheyenne, Evanston, Green River, Laramie, Rawlins, Rock Springs and Sheridan are Wyoming Main Street Certified Programs that were awarded accreditation from the National Main Street Center. Douglas, Gillette, Glenrock, Kemmerer, Pinedale, Platte County and Powell are Affiliate Downtowns.

- Wyoming Main Street staff orchestrated a mobile workshop prior to the National Main Streets Conference held in May in Detroit, Mich. The Best Practices Workshop toured Howell, Portland and Saline, MI. These educational tours provided Wyoming Main Street managers, board members, volunteers and local officials the opportunity to learn more about the Main Street strategy and gain ideas to enhance their programs. Thirteen Wyoming communities were represented at the eighth annual mobile workshop.
- In partnership with the State Historic Preservation Office (SHPO) and the Alliance for Historic Wyoming, Wyoming Main Street awarded \$38,000 in Historic Architecture Assistance Funds to six property owners in five Wyoming communities.
- Wyoming Main Street awarded \$354,160 in technical assistance funding for 14 Wyoming Main Street communities. Projects included downtown building and business inventory, downtown kiosks, logo and website design and a public art project.

**INVESTMENT READY COMMUNITIES (IRC)**

- **Business Ready Community Program (BRC)**
  - Awarded 46 Business Ready Community grants and four Business Ready Community Loans totaling \$46,650,627 and \$6,206,977 respectively. These funds impacted 36 communities and directly assisted 11 businesses. Of the \$52,857,604 awarded, \$26,315,306 of Business Committed funds were granted

for community infrastructure projects that will directly create a proposed 343 new jobs with a projected median wage of \$16.99 per hour.

- One data center cost reduction grant of \$905,249 was awarded through the Business Ready Community program which will help Mountain West Technology Networks to grow and add nine jobs with a median wage of \$27 per hour.
- \$19,052,058 was awarded for 18 projects to prepare communities for future business development through infrastructure investments with six of those projects related specifically to downtown development and totaling \$4,707,578.
- Eleven Community Enhancement projects were awarded totaling \$4,835,741, and nine BRC Planning grants were awarded totaling \$249,250.
- In all, Business Ready Community projects leveraged \$35,095,548 in local matches as well as \$141,472,576 in additional private investments.
- **Community Facilities Program (CFP)**
  - Awarded three Community Facilities Program grants totaling \$2,697,424, impacting three communities. Projects leveraged \$3,685,657 in local match commitments from the communities.
- **Community Development Block Grant Program and Related Program (CDBG)**
  - Awarded 17 Community Development Block Grants totaling \$2,772,112 impacting 15 communities in 12 counties. Projects leveraged \$2,925,354 in local match commitment from the communities. As a result of these projects, 45,659 people will be assisted.

**SUPPORT SERVICES**

- Responded to research and grant requests from 17 communities.

# APPENDIX B

# LEGISLATIVE BENCHMARKS

**EVEN BRANDE, PRESIDENT & CEO OF HANDEL INFORMATION TECHNOLOGIES IN LARAMIE, WYO., SPEAKS AT THE 2013 BROADBAND SUMMIT IN CHEYENNE.**



## EXPLANATION OF BENCHMARK DATA

### **I. OPERATIONAL BENCHMARKS:**

#### **A. Existing Business and Recruitment:**

1. **Companies Started, Recruited and Identified in Expansion/Retention Programs (and the jobs associated with these efforts)** come from the Wyoming Business Council's Business and Industry Division and the Investment Ready Communities Division. The data represent only those companies and/or jobs announced.

**Interpretation:** In fiscal year 2014, there were three start-up companies (creating 152 new jobs), four companies were recruited (creating 211 new jobs), and 11 companies were identified in expansion/retention projects (creating 164 new jobs). A total of 527 jobs are projected.

Note: Expansion/Retention programs require working with existing firms to assist them in

competing more effectively to maintain employment and expand more easily to create new jobs.

#### **B. Entrepreneurship/Enterprise Development:**

1. **Number of New Business Starts** is the number of new businesses started within the state per 1,000 workers. New businesses are defined as those requesting a new unemployment insurance account number from the state Department of Employment Security. This figure is used to count new starts because some businesses that register with the Secretary of State's Office are not actively pursuing commerce. *Source: U.S. Department of Labor, Employment & Training Administration, Unemployment Insurance Services (New Businesses) and Bureau of Labor Statistics (Workers).*

**Interpretation:** In calendar year 2013, there were 8.03 new business starts per 1,000 workers.

**2. Number of Business Failures** is the percentage of all businesses within the state that report being out of business or report no employment for two years to the state Department of Employment Security Office. *Source: U.S. Department of Labor, Employment & Training Administration, Unemployment Insurance Services (Business Failures) and Bureau of Labor Statistics (Total Employers).*

**Interpretation:** In calendar year 2013, the number of business failures as a percentage of all establishments was 10.77 percent.

**3. Number of Existing Firms Being Assisted/Enrolled in Development Programs** comes from the Wyoming Business Council and Partners and is the number of clients that were assisted by various economic/entrepreneurial development groups. *Source: Manufacturing-Works, Small Business Development Center, Small Business Innovation Research, Wind River Development Fund, Wyoming Business Council, Wyoming Marketing Research Center, Wyoming Technology Business Center, Wyoming Procurement Technical Assistance Center, Wyoming Research Products Center, and Wyoming Women's Business Center.*

**Interpretation:** The total number of firms/clients assisted by the Wyoming Business Council's programs was 1,017 during FY2014, which runs July 1, 2013 through June 30, 2014. The total number of firms/clients assisted by the nine partners was 3,487.

**C. Community Enhancement:**

**1. Number of Communities/Regions with Business Development Plans** comes from the Wyoming Business Council and the U.S. Department of Commerce, Economic Development Administration. Twenty-two counties in Wyoming are participating.

**Interpretation:** All counties in Wyoming, with the exception of Teton, are currently participating.

**2. Grant Assistance Procured** represents the total amount of funding awarded through the U.S. Department of Housing and Urban Development for the Wyoming Business Council-administered components of the Community Development Block Grant program, the state funded Business Ready Community program, Community Facilities Program, Energy Program and Main Street Program.

**Interpretation:** In fiscal year 2014, the Wyoming Business Council awarded \$2.71 million in funding for the Community Development Block Grant (CDBG) program, \$52.86 million in Business Ready Community grants (BRC), \$2.70 million in awards through the Community Facilities Program, \$141,000 for the Energy Program and \$392,000 for the Main Street Program.

**II. Economic Performance Benchmarks:**

**1. Per Capita Personal Income (PCPI)** is the measure of all income coming into Wyoming divided by the number of residents living in the state. PCPI has three components; the largest is wages and salaries. The second component is interest, rents and dividends, a measure of all income to state residents from investments in real estate, capital, stock and financial investments. The last component is transfer payments — monies from the federal government to state residents in the form of Social Security payments, welfare payments and agricultural subsidies. *Source: U.S. Department of Commerce, Bureau of Economic Analysis.*

**Interpretation:** From 2010 to 2013, PCPI increased 13.0 percent, and increased 0.7 percent from calendar year 2012 to 2013.

**2. Number of Primary Jobs Created and Lost** is the net change in the total number of jobs by place of work (establishment) in the state. In order to be counted in this measure, an establishment must have

a Wyoming unemployment insurance account. Sole proprietors are not included in this data series. *Source:* U.S. Department of Employment, Bureau of Labor Statistics.

**Interpretation:** From calendar year 2010 to 2011, total covered employment increased by 3,592 jobs (1.3 percent). Calendar year 2011 to 2012 showed an employment gain of 3,852 jobs (1.4 percent) and calendar year 2012 to 2013 reported an employment gain of 1,089 jobs (0.4 percent).

3. **Exports Per Capita** is measured by taking the total dollar value of exports based where the merchandise starts its journey to the port of export and dividing it by the number of state residents. *Source:* The population estimates used to derive the exports per capita are from the U.S. Census Bureau, Population Division. The export data come from the U.S. Census Bureau, Foreign Trade Division, Origin of Movement Series.

*Note:* The OM series provides export statistics based on the state from which the merchandise starts its journey to the port of export. These data, which reflect the transportation origin of exports, were developed to meet the needs of the transportation industry. *Limitations:* In certain cases, the origin of movement is not the transportation origin. For many large agricultural and bulk shipments, the state often reflects the consolidation point of port of exit.

**Interpretation:** Exports per capita decreased from \$2,464 in calendar year 2012 to \$2,293 in 2013.

4. **Imports Per Capita** is measured by taking the total dollar value of imports and dividing it by the number of state residents. *Source:* U.S. Census Bureau, Foreign Trade Division.

**Interpretation:** Imports per capita increased from \$3,477 in calendar year 2012 to \$3,711 in 2013.

5. **Average Annual Earnings Per Job** is taken from Covered Employment and Wages

data (QCEW). An average yearly wage is computed for all industries. This annual wage does not include sole proprietors. *Source:* Wyoming Department of Labor, Bureau of Labor Statistics (represents average for all sectors).

**Interpretation:** Wages in Wyoming are increasing. Wage rates rose from \$44,580 in calendar year 2012 to \$44,977 in 2013, a 0.9 percent increase.

6. **Average Weekly Wages Per Industry Sector** is taken from Covered Employment and Wages data (QCEW). *Source:* Wyoming Department of Labor, Bureau of Labor Statistics (represents average for all sectors).

**Interpretation:** Average weekly wage rates rose from \$857 in calendar year 2012 to \$865 in 2013, a 0.9 percent increase.

7. **Male/Female Wage Disparity** is expressed as the percentage of a man's wage that a woman will earn. *Source:* Wyoming Department of Labor, Bureau of Labor Statistics, Highlights of Women's Earnings.

**Interpretation:** According to data from the Bureau of Labor Statistics, in 2010 women in Wyoming earned 69 cents for every dollar a man earned. In calendar year 2013, women earned 69 cents for every dollar a man earned.

### III. Quality of Life Benchmarks:

#### A. Community Health and Safety:

1. **Percentage of Population Below Poverty** represents two-year averages. Averages are used to eliminate any spikes or dips in the poverty level because of localized economic conditions. The measure is intended to track those living in long-term poverty. *Note:* Poverty data represent an average of a two-year period (i.e., 2010 data are an average of 2009 and 2010). *Source:* U.S. Census Bureau, Poverty in the United States, 2012.

THE PLATTE COUNTY MAIN STREET OFFICE IN WHEATLAND, WYO.



**Interpretation:** In 2010, (average of 2009 and 2010) 9.4 percent of the Wyoming population was living in poverty. The average increased to 10.2 percent in calendar year 2012.

the county planning office. *Source: Telephone survey conducted by the Wyoming Business Council (2014).*

**Interpretation:** In 2014, 13 counties in Wyoming have current land use plans.

**B. Land Use:**

**1. Number of Counties with Current Comprehensive Land Use Plans.** Current is defined as being less than seven years old. All 23 counties have land use plans. The date of the latest revision to the land use plan by county are as follows (if the county is currently revising the plan, the expected adoption date is listed):

Albany-2014	Lincoln-2006
Big Horn-2010	Natrona-2014
Campbell-2013	Niobrara-2004
Carbon-2012	Park-2014
Converse-2003	Platte-2008
Crook-2014	Sheridan-2008
Fremont-2004	Sublette-2005
Goshen-2004	Sweetwater-2002
Hot Springs-2005	Teton-2012
Johnson-2005	Uinta-2011
Laramie-2014	Washakie-2004
	Weston-2012

To obtain detailed information on a county's land use plan, please contact

**IV. CONTRIBUTIONS RECEIVED FROM PRIVATE SOURCES:**

**1. Contributions Received from Private Sources** come from the Wyoming Business Council and are identified as Charges for Sales and Services and Other.

**Interpretation:** In fiscal year 2013, cash contributions totaling \$284,493 were received. Fiscal year 2014 cash contributions are not available for this report.

**V. OTHER MEASURES:**

**1. State Expenditures for Research & Development** come from the National Science Foundation (NSF), Division of Science Resources Studies, State Expenditures for R&D, National Patterns of R&D, 2011.

**Interpretation:** Total R&D increased from \$104,000 in calendar year 2010 to \$115,000 in 2011.

## Senate File 35 - Legislated Duties

(In accordance with Wyoming Statutes 9-12-101 and 9-12-112 Annual Report and Budget)

Section		2010	2011	2012	2013	2014
<b>(d, i)</b>	<b>Operational Benchmarks:</b>					
<b>(d, i, A)</b>	<b>Existing Business and Recruitment:</b>					
(d, i, A, I)	# of Start-up Companies (# Jobs Created)*	2(39)	3(54)	1(15)	5(78)	3(152)
(d, i, A, I)	# of Companies Recruited (# Jobs Created)*	2(140)	4(245)	1(17)	0(0)	4(211)
(d, i, A, I)	# of Companies in Identified Expansion/ Retention Programs (# Jobs Created)*~	11(216)	9(227)	4(105)	10(114)	11(164)
(d, i, A, II)	Total # of Jobs Created from Start-up, Recruited, Expanded/Retained Companies*	395	526	137	192	527
(d, i, A, III)	Economic Sector Employment Statistics	Data Provided in Chart 1 and 2				
<b>(d, i, B)</b>	<b>Entrepreneurship/Enterprise Development:</b>					
(d, i, B, I)	# of New Business Starts Per 1,000 Workers	8.11	8.03	8.23	8.03	NA
(d, i, B, I)	# of Business Failures (% of all Businesses)	11.24%	10.64%	9.99%	10.77%	NA
(d, i, B, II)	# of Existing Firms Being Assisted/Enrolled in Development Programs <sup>1</sup>					
(d, i, B, II)	Wyoming Business Council	1,653	1,454	1,552	1,292	1,017
(d, i, B, II)	(PTAC) Wyoming Procurement Technical Assistance Center	276	232	233	214	251
(d, i, B, II)	(M-W) Manufacturing-Works	182	182	220	199	239
(d, i, B, II)	(SBDC) Small Business Development Center	1,650	1,607	1,730	1,737	1,534
(d, i, B, II)	(SBIR/STTR Initiative) Small Business Innovation Research	21	20	36	27	32
(d, i, B, II)	(RPC) University of Wyoming Research Products Center	125	122	103	90	135
(d, i, B, II)	(MRC) Wyoming Marketing Research Center	330	344	414	468	442
(d, i, B, II)	(WWBC) Wyoming Women's Business Center	248	185	163	216	232
(d, i, B, II)	(WTBC) Wyoming Technology Business Center	20	25	30	32	52
(d, i, B, II)	(WRDF) Wind River Development Fund	238	469	446	339	570
<b>(d, i, C)</b>	<b>Community Enhancement:</b>					
(d, i, C, I)	# of Communities/Regions with Current Business Development Plans	22	22	22	22	22
(d, i, C, II)	Amount of Grant Assistance Procured <sup>1</sup>	\$69,247,893	\$31,423,866	\$36,193,250	\$45,349,423	\$58,793,550

## Senate File 35 - Legislated Duties

(In accordance with Wyoming Statutes 9-12-101 and 9-12-112 Annual Report and Budget)

Section		2010	2011	2012	2013	2014
(d, ii)	<b>Economic Performance Benchmarks:</b>					
(d, ii, A)	Per Capita Personal Income Levels	\$45,066	\$49,212	\$50,567	\$50,924	NA
(d, ii, B)	Number of Primary Jobs Created and Lost	-3,607	3,592	3,852	1,089	NA
(d, ii, D)	Exports Per Capita	\$1,742	\$2,149	\$2,464	\$2,293	NA
(d, ii, D)	Imports Per Capita	\$3,089	\$3,414	\$3,477	\$3,711	NA
(d, ii, E)	Average Earnings Per Job	\$41,963	\$43,394	\$44,580	\$44,977	NA
(d, ii, E)	Average Weekly Wages	\$807	\$835	\$857	\$865	NA
(d, ii, G)	Average Male Wages	\$46,332	\$47,580	\$51,168	\$50,856	NA
(d, ii, G)	Average Female Wages	\$32,032	\$33,176	\$33,540	\$34,892	NA
(d, ii, G)	Difference in Average Male and Female Wages	0.691	0.697	0.655	0.686	NA
(d, iii)	<b>Quality of Life Benchmarks:</b>					
(d, iii, B)	<b>Community Health and Safety:</b>					
(d, iii, B, I)	Percentage of Population Below Poverty	9.4%	10.1%	10.2%	NA	NA
(d, iii, C)	<b>Land Use:</b>					
(d, iii, C, I)	# of Counties with Current Comprehensive Land Use Plans	19	19	19	19	13
(d, iv)	<b>Contributions Received From Private Sources:<sup>1</sup></b>					
(d, iv)	Cash Contributions:					
(d, iv)	Charges for Sales and Services	\$268,711	\$51,813	\$267,479	\$153,919	NA
(d, iv)	Other	\$198,844	\$238,067	\$186,613	\$130,574	NA
(d, v)	<b>Other Measures</b>					
	State Expenditures for R&D by Performing Sector (millions of current dollars)					
	Total R&D	104	115	NA	NA	NA
	Federal Government	8	7	NA	NA	NA
	Business	39	46	NA	NA	NA
	Universities & Colleges	55	58	NA	NA	NA
	Other Nonprofit Institutions	2	2	NA	NA	NA

**Note:** All data presented above are subject to revision and reflect the calendar year unless otherwise noted.

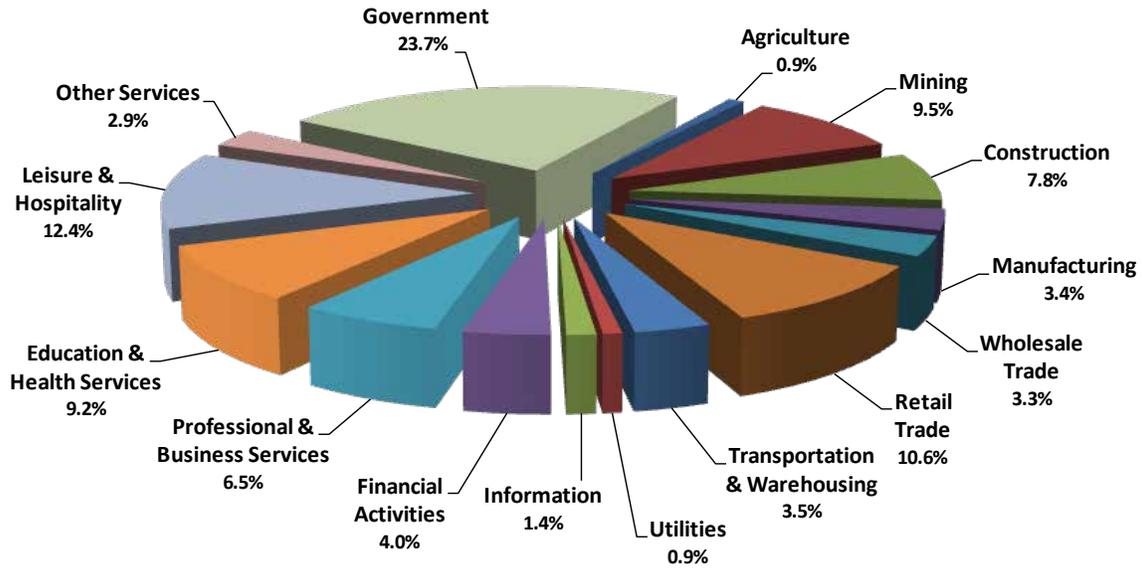
NA is used to represent Not Available.

\* Data based on the fiscal year (e.g., 2010 represents July 1, 2009 - June 30, 2010). Capital investment was not obtained as companies did not disclose this information.

~ These figures also represent the number of existing firms being assisted/enrolled in development programs.

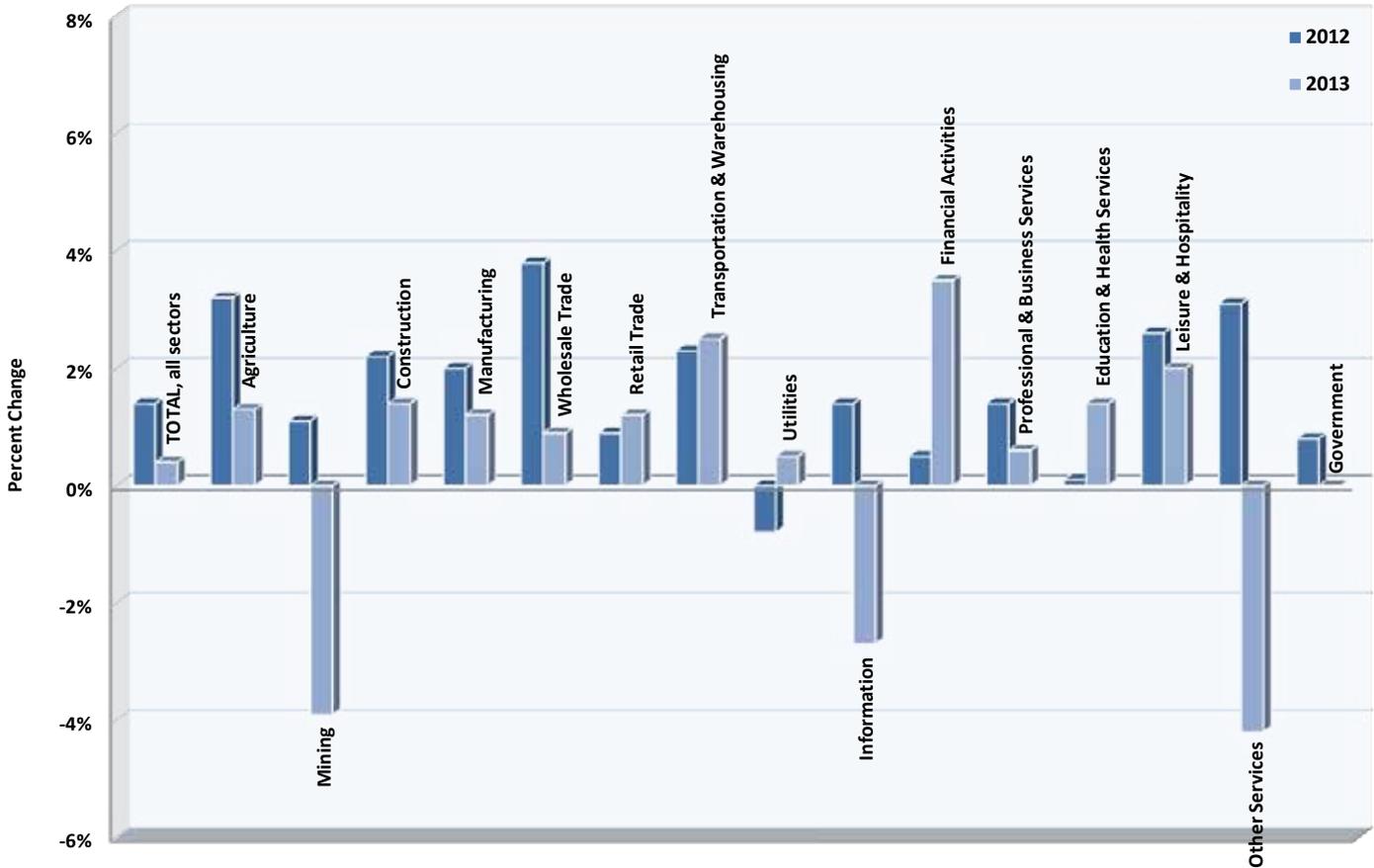
<sup>1</sup> These data are based on the fiscal year (July 1, 2013 to June 30, 2014).

**Chart 1: Wyoming Employment by Industry Sector, 2013**  
(NAICS Codes)



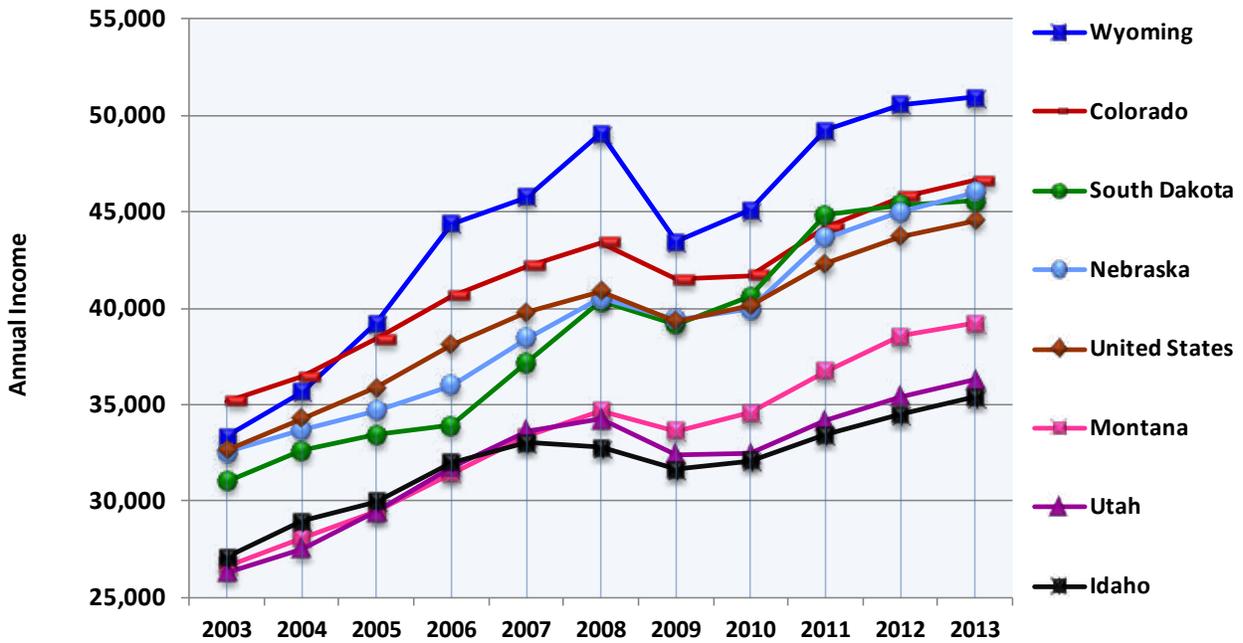
Source: U.S. Department of Labor, Bureau of Labor Statistics

**Chart 2: Wyoming Employment Growth by Industry Sector, 2012-2013**



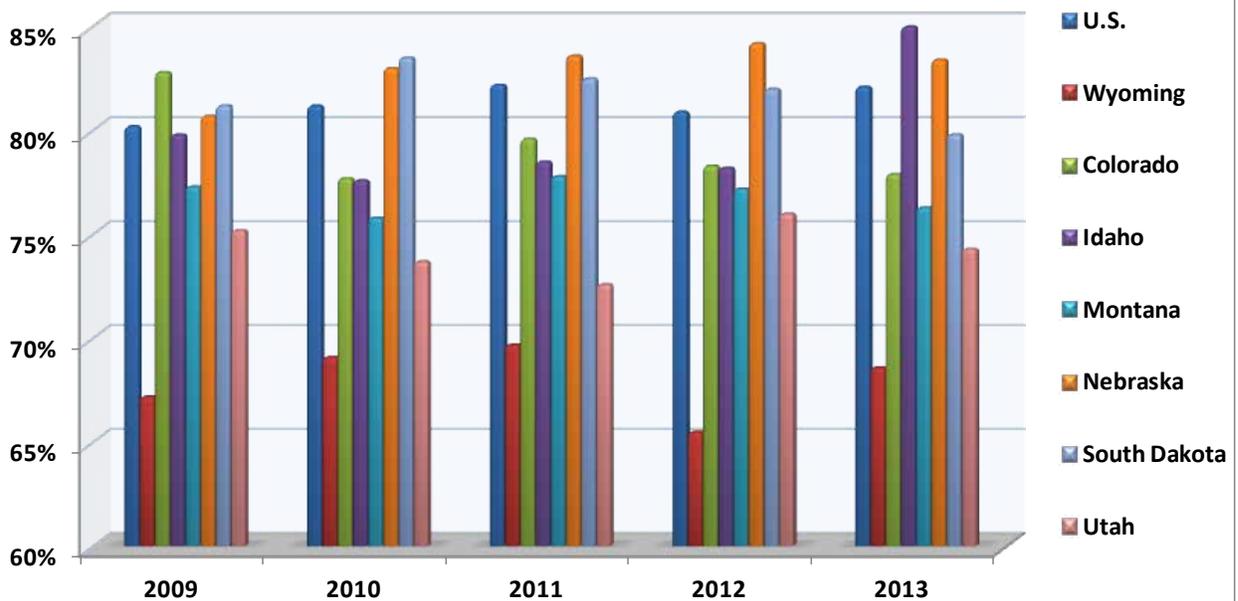
Source: U.S. Department of Labor, Bureau of Labor Statistics

**Chart 3: Per Capita Personal Income**



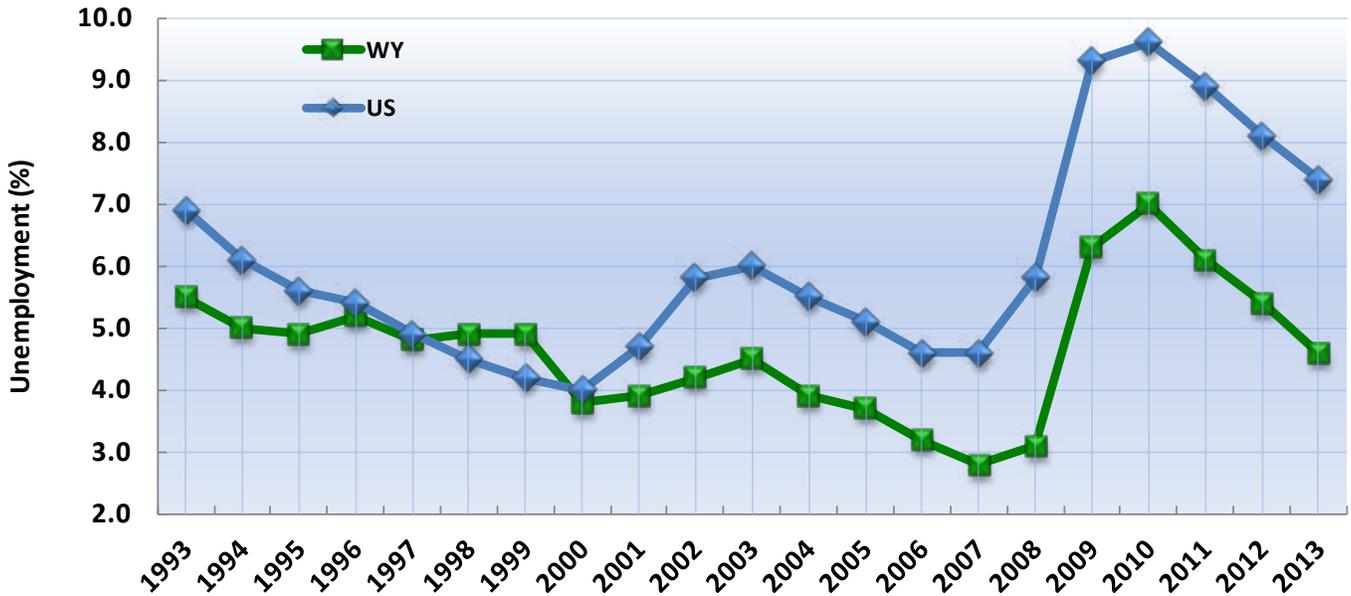
Source: U.S. Department of Commerce, Bureau of Economic Analysis

**Chart 4: Gender Wage Gap**  
(Women's Earnings as Percent of Men's)



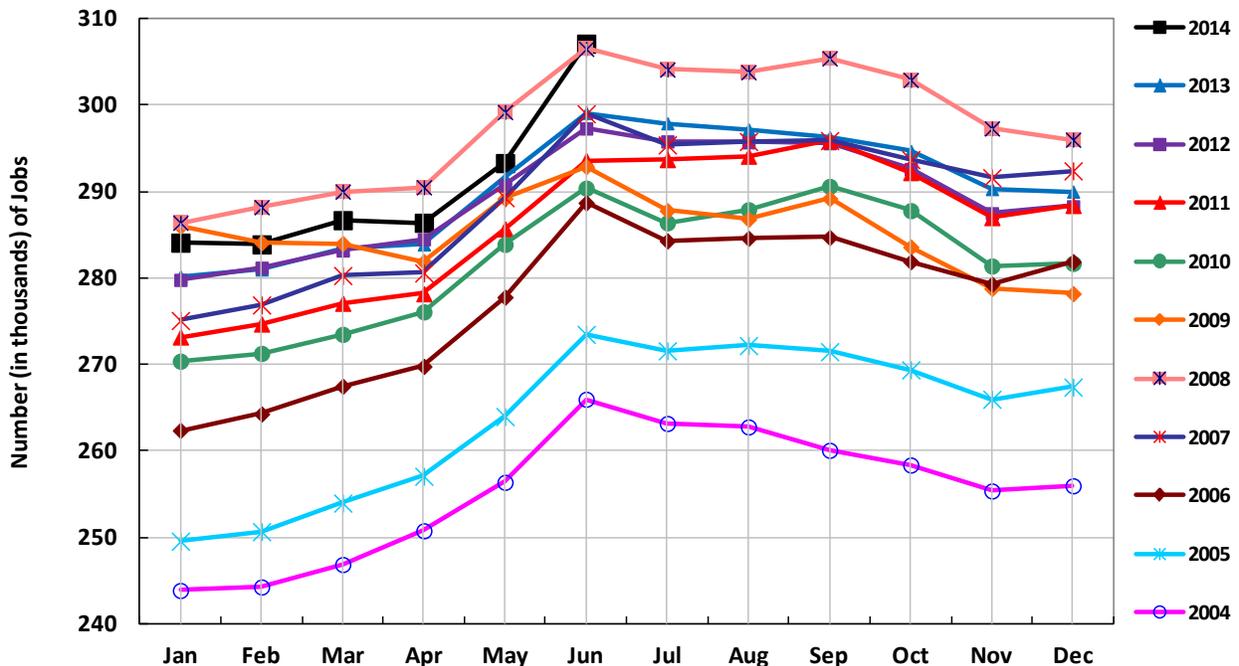
Source: U.S. Department of Labor, Bureau of Labor Statistics

**Chart 5: Unemployment Rates for Wyoming and the U.S. (1993 - 2013)**



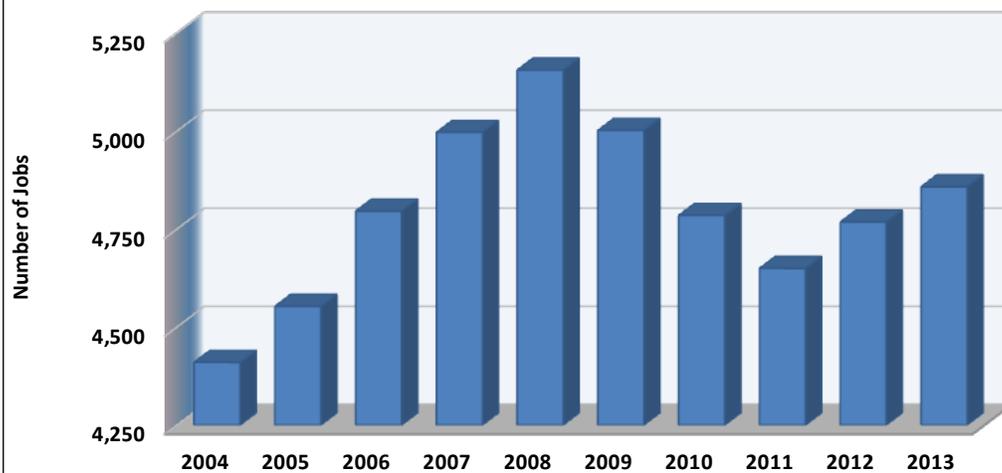
Source: U.S. Department of Labor, Bureau of Labor Statistics

**Chart 6: Wyoming Nonagricultural Wage & Salary Employment (January 2004 - June 2014)**



Source: U.S. Department of Labor, Bureau of Labor Statistics

**Chart 7: Total Technology Jobs in Wyoming**



Source: Wyoming Department of Workforce Services, Research & Planning

**Table 1: Wyoming Land Use Projects**

County	Land Use Plan?	Current Plan (< 7 years old)	Year Written	Contact
Albany	Yes	Yes	August 5, 2008-2014 in progress	David Gertsch, Planning Director
Big Horn	Yes	Yes	January 6, 2010	Joy Hill, County Planner
Campbell	Yes	Yes	September 4, 2013	Megan Lehman, County Planner
Carbon	Yes	Yes	April 3, 2012	Sid Fox, Planning Director
Converse	Yes	No	July 15, 2003	Holly Richardson, Special Projects
Crook	Yes	Yes	February 5, 2003-2014 in progress	Timothy Lyons, Growth/Development Administrator
Fremont	Yes	No	September 7, 2004	Ray Price, County Planner
Goshen	Yes	No	2004	Gary Childs, County Planner
Hot Springs	Yes	No	March 17, 2005	Bo Bowman, County Planner
Johnson	Yes	No	March 2005	Rob Yingling, County Planner
Laramie	Yes	Yes	2006 plan-2014 in progress	Dan Cooley, Director of Planning
Lincoln	Yes	No	November 13, 2006	John Woodward, County Planner
Natrona	Yes	Yes	2004- 2014 in progress	Peggy Johnson, Planning Department Administrator
Niobrara	Yes	No	2004	Dan Cushman, Committee-Planning/Zoning
Park	Yes	Yes	March 11, 2014	Linda Gillett, County Planner
Platte	Yes	Yes	May 2008	Reed Elmquist, County Planner
Sheridan	Yes	Yes	December 14, 2008	Mark Reid, County Planner
Sublette	Yes	No	November 18, 2005	Bart Myers, County Planner
Sweetwater	Yes	No	August 6, 2002	Eric Bingham, Land Use Director
Teton	Yes	Yes	May 8, 2012	Jeff Daugherty, Director of Planning & Development
Uinta	Yes	Yes	2011	Gary Welling, County Planner
Washakie	Yes	No	July 1, 2004	David Anderson, County Planner
Weston	Yes	Yes	July 17, 2012	Ray Pacheco, Growth and Development Coordinator

**Table 2: Population Growth**

	2003	2013	% Change 2003-2013
<b>United States</b>	290,107,933	316,128,839	9.0%
<b>Wyoming</b>	503,453	582,658	15.7%

Source: U.S. Census Bureau, Population Division

**Table 3: Wyoming Announced Projects**

FY2014 (July 1, 2013 - June 30, 2014)

Project	Location	Date Announced	Business Type	Projected Jobs	Development Type	WBC Involvement
Flowtech Fueling, LLC	Moorcroft	07/01/13	Manufacturing Support for Coal Mining	5	Expansion/Retention	SBIC
SciApps, Inc	Laramie	07/09/13	Manufacturing of Portable Analytical Instruments	16	Expansion/Retention	SBIC
L&L Ventures (High Country Welding)	Rawlins	07/23/13	Welding/Fabrication	3	Expansion	Challenge Loan
Cowboy Inn, LLC	Baggs	08/09/13	Motel/Restaurant	13	Retention	Challenge Loan
Vacuum Technologies Corporation	Sheridan	08/21/13	Manufacturing/Industrial Vacuum	19	Expansion/Retention	SBIC
CK Mechanical Plumbing and Heating	Casper	09/27/13	Plumbing & HVAC	21	Expansion	SBIC
Cameco Road Improvements	Fremont Co	10/03/13	Uranium Mining	43	Expansion/Retention	BRC Business Committed Grant
HiViz Shooting Systems	Laramie	10/03/13	Firearm Accessories Mfg	20	Recruitment	BRC Business Committed Grant
UR-Energy Inc	Sweetwater County	10/23/13	Uranium Mining	57	Start up	Industrial Development Bonds
Uranerz Energy Corporation	Casper	11/26/13	Uranium Mining	67	Start up	Industrial Development Bonds
Ammo Kan	Laramie	11/2013	Manufacturing	50	Recruitment	Recruitment
Gluten Free Oats Phase II Build-Out	Powell	01/16/14	Oat processing/Mfg	18	Expansion/Retention	BRC Business Committed Grant
Magpul Industries	Cheyenne	02/06/14	Firearm Manufacturer	91	Recruitment	BRC Business Committed Grant
Swan Ranch Rail Connection/Searing	Cheyenne	02/06/14	Steel Tubing Mfg	50	Recruitment	BRC Business Committed Grant
Mountain West Technologies	Natrona Co	04/10/14	Data Center	9	Expansion/Retention	BRC Managed Data Center Cost Reduction
Day Break	Sheridan	06/19/14	Senior Center	2	Expansion/Retention	BRC Senior Care Grant
Hospice House	Laramie	06/19/14	End-of-life Care Provider	15	Expansion/Retention	BRC Senior Care Grant
Melvin Brewing	Alpine	06/19/14	Brewery/Bottler	28	Start-up	BRC Business Committed Grant

<b>Total: 18 Projects</b>	<b>Projected # of Jobs: 527</b>
3 Start-up Projects, 152 Jobs	(Created/Retained/Added)
4 Recruitment Projects, 211 Jobs	
11 Expansion/Retention Projects, 164 Jobs	

**Table 4: 2003 - 2013 WYOMING BENCHMARK LABOR FORCE ESTIMATES--ANNUAL AVERAGES**

WYOMING											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	271,607	273,091	278,183	285,958	290,580	296,174	300,145	302,192	303,176	305,606	306,315
EMPLOYMENT	259,489	262,358	267,927	276,882	282,417	286,991	281,208	280,897	284,643	289,102	292,096
UNEMPLOYMENT	12,118	10,733	10,256	9,076	8,163	9,183	18,937	21,295	18,533	16,504	14,219
UNEMPL. RATE	4.5	3.9	3.7	3.2	2.8	3.1	6.3	7.0	6.1	5.4	4.6
ALBANY COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	18,627	19,699	19,478	18,921	18,796	19,097	19,707	19,864	20,121	19,128	19,163
EMPLOYMENT	17,990	19,104	18,925	18,426	18,343	18,608	18,884	18,826	19,168	18,234	18,401
UNEMPLOYMENT	637	595	553	495	453	489	823	1,038	953	894	762
UNEMPL. RATE	3.4	3.0	2.8	2.6	2.4	2.6	4.2	5.2	4.7	4.7	4.0
BIG HORN COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	5,174	5,281	5,332	5,380	4,933	4,979	5,062	5,125	5,208	5,196	5,177
EMPLOYMENT	4,906	5,029	5,084	5,156	4,734	4,777	4,626	4,715	4,837	4,871	4,893
UNEMPLOYMENT	268	252	248	224	199	202	436	410	371	325	284
UNEMPL. RATE	5.2	4.8	4.7	4.2	4.0	4.1	8.6	8.0	7.1	6.3	5.5
CAMPBELL COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	21,657	21,783	23,325	25,281	26,328	27,621	28,814	28,508	27,705	28,034	27,785
EMPLOYMENT	20,856	21,104	22,703	24,739	25,799	27,074	27,270	26,785	26,399	26,821	26,715
UNEMPLOYMENT	801	679	622	542	529	547	1,544	1,723	1,306	1,213	1,070
UNEMPL. RATE	3.7	3.1	2.7	2.1	2.0	2.0	5.4	6.0	4.7	4.3	3.9
CARBON COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	7,654	7,561	7,657	7,947	8,350	8,349	7,949	7,929	7,786	7,971	8,107
EMPLOYMENT	7,227	7,220	7,351	7,680	8,109	8,074	7,377	7,314	7,267	7,530	7,741
UNEMPLOYMENT	427	341	306	267	241	275	572	615	519	441	366
UNEMPL. RATE	5.6	4.5	4.0	3.4	2.9	3.3	7.2	7.8	6.7	5.5	4.5
CONVERSE COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	6,476	6,499	6,714	6,920	6,988	7,416	7,634	7,749	7,802	8,236	8,359
EMPLOYMENT	6,174	6,235	6,459	6,683	6,790	7,209	7,198	7,299	7,420	7,893	8,069
UNEMPLOYMENT	302	264	255	237	198	207	436	450	382	343	290
UNEMPL. RATE	4.7	4.1	3.8	3.4	2.8	2.8	5.7	5.8	4.9	4.2	3.5
CROOK COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	3,105	3,192	3,274	3,411	3,444	3,514	3,596	3,609	3,576	3,628	3,530
EMPLOYMENT	2,970	3,067	3,157	3,315	3,350	3,411	3,392	3,397	3,381	3,442	3,369
UNEMPLOYMENT	135	125	117	96	94	103	204	212	195	186	161
UNEMPL. RATE	4.3	3.9	3.6	2.8	2.7	2.9	5.7	5.9	5.5	5.1	4.6
FREMONT COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	17,763	17,595	17,820	17,880	18,143	18,580	19,252	19,646	19,681	19,886	19,797
EMPLOYMENT	16,733	16,679	16,957	17,107	17,464	17,808	17,772	18,058	18,257	18,568	18,610
UNEMPLOYMENT	1,030	916	863	773	679	772	1,480	1,588	1,424	1,318	1,187
UNEMPL. RATE	5.8	5.2	4.8	4.3	3.7	4.2	7.7	8.1	7.2	6.6	6.0

**Table 4: 2003 - 2013 WYOMING BENCHMARK LABOR FORCE ESTIMATES--ANNUAL AVERAGES**

GOSHEN COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	5,832	5,757	5,713	5,955	5,942	6,145	6,315	6,470	6,569	6,608	6,518
EMPLOYMENT	5,563	5,502	5,454	5,724	5,751	5,925	5,976	6,062	6,183	6,247	6,206
UNEMPLOYMENT	269	255	259	231	191	220	339	408	386	361	312
UNEMPL. RATE	4.6	4.4	4.5	3.9	3.2	3.6	5.4	6.3	5.9	5.5	4.8
HOT SPRINGS COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	2,369	2,342	2,326	2,348	2,383	2,438	2,537	2,600	2,615	2,613	2,604
EMPLOYMENT	2,266	2,249	2,231	2,262	2,304	2,357	2,388	2,454	2,479	2,490	2,485
UNEMPLOYMENT	103	93	95	86	79	81	149	146	136	123	119
UNEMPL. RATE	4.3	4.0	4.1	3.7	3.3	3.3	5.9	5.6	5.2	4.7	4.6
JOHNSON COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	3,626	3,688	3,806	3,878	3,943	4,092	4,098	4,042	4,009	4,049	4,023
EMPLOYMENT	3,459	3,551	3,659	3,757	3,813	3,956	3,793	3,707	3,716	3,809	3,799
UNEMPLOYMENT	167	137	147	121	130	136	305	335	293	240	224
UNEMPL. RATE	167	3.7	3.9	3.1	3.3	3.3	7.4	8.3	7.3	5.9	5.6
LARAMIE COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	41,550	41,324	41,611	42,121	42,421	42,950	43,850	44,293	44,809	45,309	46,248
EMPLOYMENT	39,633	39,441	39,849	40,493	40,919	41,250	41,010	40,928	41,727	42,518	43,959
UNEMPLOYMENT	1,917	1,883	1,762	1,628	1,502	1,700	2,840	3,365	3,082	2,791	2,289
UNEMPL. RATE	4.6	4.6	4.2	3.9	3.5	4.0	6.5	7.6	6.9	6.2	4.9
LINCOLN COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	8,307	7,971	7,856	8,282	9,019	8,461	8,412	8,366	8,343	7,904	7,810
EMPLOYMENT	7,927	7,649	7,528	7,992	8,791	8,158	7,758	7,576	7,632	7,301	7,348
UNEMPLOYMENT	380	322	328	290	228	303	654	790	711	603	462
UNEMPL. RATE	4.6	4.0	4.2	3.5	2.5	3.6	7.8	9.4	8.5	7.6	5.9
NATRONA COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	37,986	38,651	39,354	40,432	40,503	41,087	41,272	41,917	42,709	44,153	45,228
EMPLOYMENT	36,271	37,197	37,961	39,227	39,454	39,918	38,556	38,880	40,115	41,993	43,323
UNEMPLOYMENT	1,715	1,454	1,393	1,205	1,049	1,169	2,716	3,037	2,594	2,160	1,905
UNEMPL. RATE	4.5	3.8	3.5	3.0	2.6	2.8	6.6	7.2	6.1	4.9	4.2
NIOBRARA COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	1,141	1,125	1,124	1,148	1,207	1,246	1,299	1,293	1,319	1,362	1,334
EMPLOYMENT	1,086	1,081	1,079	1,111	1,171	1,204	1,234	1,221	1,257	1,307	1,284
UNEMPLOYMENT	55	44	45	37	36	42	65	72	62	55	50
UNEMPL. RATE	4.8	3.9	4.0	3.2	3.0	3.4	5.0	5.6	4.7	4.0	3.7
PARK COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	14,501	14,435	14,468	14,362	14,290	14,580	14,913	15,168	15,340	15,700	15,334
EMPLOYMENT	13,827	13,832	13,876	13,845	13,841	14,059	13,994	14,112	14,371	14,793	14,548
UNEMPLOYMENT	674	603	592	517	449	521	919	1,056	969	907	786
UNEMPL. RATE	4.6	4.2	4.1	3.6	3.1	3.6	6.2	7.0	6.3	5.8	5.1

Table 4: 2003 - 2013 WYOMING BENCHMARK LABOR FORCE ESTIMATES--ANNUAL AVERAGES

PLATTE COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	4,050	4,077	4,037	4,028	3,968	3,985	4,140	4,280	4,272	4,209	4,244
EMPLOYMENT	3,836	3,866	3,837	3,850	3,810	3,821	3,889	3,981	4,012	3,973	4,037
UNEMPLOYMENT	214	211	200	178	158	164	251	299	260	236	207
UNEMPL. RATE	5.3	5.2	5.0	4.4	4.0	4.1	6.1	7.0	6.1	5.6	4.9
SHERIDAN COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	15,014	14,944	15,139	15,611	15,875	16,220	16,507	16,474	16,276	16,267	16,187
EMPLOYMENT	14,322	14,351	14,551	15,116	15,426	15,713	15,391	15,188	15,120	15,268	15,333
UNEMPLOYMENT	692	593	588	495	449	507	1,116	1,286	1,156	999	854
UNEMPL. RATE	4.6	4.0	3.9	3.2	2.8	3.1	6.8	7.8	7.1	6.1	5.3
SUBLETTE COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	4,126	4,463	5,004	5,735	6,702	7,083	7,295	7,418	7,722	7,350	6,745
EMPLOYMENT	3,996	4,354	4,898	5,631	6,604	6,965	6,973	7,057	7,444	7,077	6,505
UNEMPLOYMENT	130	109	106	104	98	118	322	361	278	273	240
UNEMPL. RATE	3.2	2.4	2.1	1.8	1.5	1.7	4.4	4.9	3.6	3.7	3.6
SWEETWATER COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	20,791	21,190	22,128	23,690	24,044	24,511	24,330	24,491	25,028	25,276	25,298
EMPLOYMENT	19,933	20,480	21,464	23,099	23,511	23,920	22,770	22,832	23,731	24,122	24,271
UNEMPLOYMENT	858	710	664	591	533	591	1,560	1,659	1,297	1,154	1,027
UNEMPL. RATE	4.1	3.4	3.0	2.5	2.2	2.4	6.4	6.8	5.2	4.6	4.1
TETON COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	13,600	13,627	13,838	14,164	14,578	14,607	13,878	13,619	13,508	13,826	14,212
EMPLOYMENT	13,106	13,193	13,410	13,803	14,257	14,171	12,922	12,487	12,456	12,917	13,454
UNEMPLOYMENT	494	434	428	361	321	436	956	1,132	1,052	909	758
UNEMPL. RATE	3.6	3.2	3.1	2.5	2.2	3.0	6.9	8.3	7.8	6.6	5.3
UINTA COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	10,896	10,576	10,711	11,135	11,270	11,625	11,572	11,521	11,056	11,190	10,995
EMPLOYMENT	10,388	10,163	10,336	10,798	10,971	11,284	10,791	10,715	10,406	10,617	10,481
UNEMPLOYMENT	508	413	375	337	299	341	781	806	650	573	514
UNEMPL. RATE	4.7	3.9	3.5	3.0	2.7	2.9	6.7	7.0	5.9	5.1	4.7
WASHAKIE COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	4,201	4,195	4,287	4,226	4,252	4,332	4,403	4,447	4,432	4,383	4,305
EMPLOYMENT	4,007	4,022	4,106	4,072	4,105	4,178	4,137	4,152	4,163	4,147	4,091
UNEMPLOYMENT	194	173	181	154	147	154	266	295	269	236	214
UNEMPL. RATE	4.6	4.1	4.2	3.6	3.5	3.6	6.0	6.6	6.1	5.4	5.0
WESTON COUNTY											
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
LABOR FORCE	3,162	3,119	3,183	3,105	3,203	3,258	3,313	3,368	3,293	3,330	3,319
EMPLOYMENT	3,014	2,991	3,053	2,996	3,102	3,152	3,108	3,153	3,103	3,165	3,177
UNEMPLOYMENT	148	128	130	109	101	106	205	215	190	165	142
UNEMPL. RATE	4.7	4.1	4.1	3.5	3.2	3.3	6.2	6.4	5.8	5.0	4.3

Source: Wyoming Department of Workforce Services, Research & Planning



BUSINESS COUNCIL



[www.wyomingbusiness.org](http://www.wyomingbusiness.org)

214 W. 15th St. • Cheyenne, WY 82002

T: 307.777.2800 or 800.262.3425

F: 307.777.2838

