2018

Wyoming Business Council

DRIVER'S MANUAL

Increasing Wyoming's Prosperity

Wyoming Business Council

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The Wyoming Business Council is an at-will employer. Just as you have the right to terminate your employment at-will, the Wyoming Business Council reserves the right to terminate an employment relationship at any time and for any reason not prohibited by law.

From time to time, the Council may, without prior notice, make changes, deletions, or additions to the procedures and provisions outlined in this guide. When you receive updated information, always review it carefully.

WELCOME

You are part of a dedicated, driven team working hard to increase Wyoming's prosperity. The road to prosperity can be enjoyable, bumpy, full of interesting pit stops, and winding with sharp curves. The journey is as important as the destination.

It is important to have keen driving skills for this important mission, which is why we chose Driver's Manual for the title of this publication over the more traditional Employee Handbook. You are not only an individual driver; you are driving with a team.

This manual explains what is expected of you and what you can expect from the Wyoming Business Council and your teammates. It is important for you to be familiar with the information, so please review it carefully.

I am pleased to have you working with us. Know that your professional growth is important to me personally, because if you are growing, Wyoming's prosperity is growing, as well.

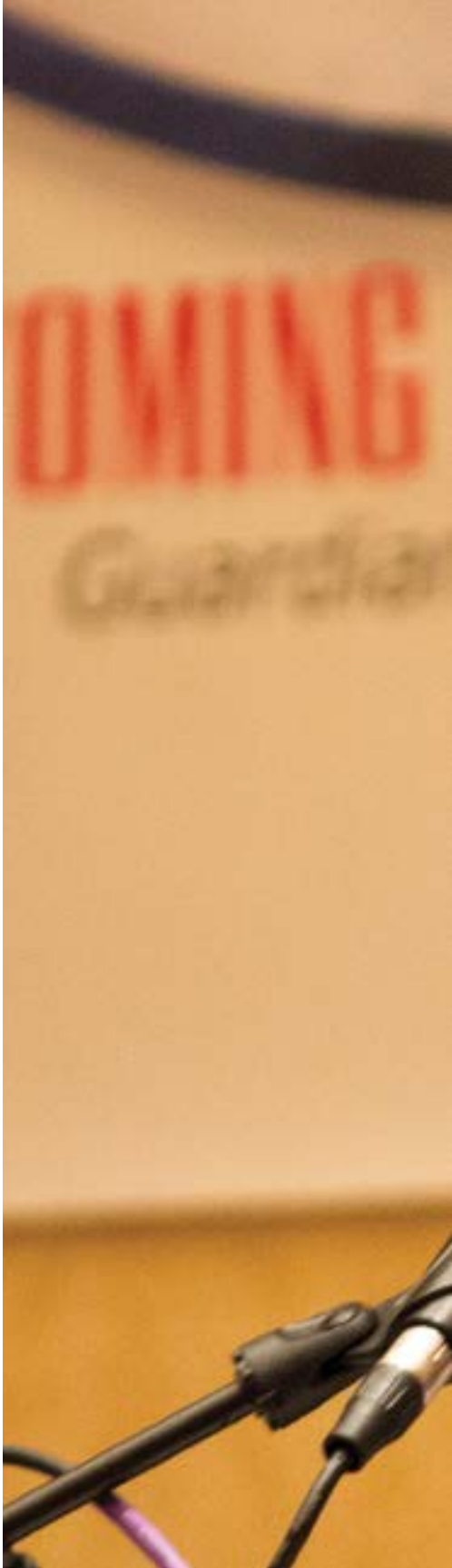
Check your mirrors. Adjust your seat. Enjoy the ride. We will be there soon.

Sincerely,

Shawn Reese

Shawn Reese
Chief Executive Officer
Wyoming Business Council

"Check your mirrors. Adjust your seat. Enjoy the ride. We will be there soon."



WE COMMUNICATE AND WE ARE A TEAM

"Genius is the ability to put into effect what is on your mind."
– F. Scott Fitzgerald

Communication

WBCers rely on communication with one another to accomplish our mission. When we don't communicate, we run the risk of duplicating efforts and even worse, running in different directions. We exchange information, news, ideas and feelings.

Please, thank you and excuse me: A little bit of courtesy goes a long way. Using manners shows respect for those you are working with and respect for yourself.

Managing conflict: There can be honest differences of opinion about working conditions and other concerns. When problems arise that affect you, don't stew about them! The longer you delay getting it off your chest, the unhappier you will be. We cannot resolve problems if we do not know about them. Address your concern with the individual first – in a professional and courteous manner. Work it out together! If it doesn't resolve from there, then visit with your manager. If your manager still isn't able to help resolve the matter, go to human resources.

Office politics: This term usually carries negative connotations and flashes of ridiculous antics from the TV series "The Office." Office politics is really about the differences among people at work and how those relationships are managed. Conflict isn't easy for any of us because our relationships matter. Take a look at this reference for some good advice for nurturing good relationships at work: Director Book Reports\Office Politics 3-7-16.pdf

Calendars: Our electronic calendars are another means to communicate with others. Please keep your calendars up to date with all the important information others may need to know if they need or want to meet with you. If you won't be available (vacations, appointments, etc.), please be sure to keep it on your calendar.

Bad weather closings: The WBC follows the Governor's Office direction to close offices during hazardous weather conditions. Please do not depend on radio and TV broadcasts – on occasion, they are not accurate. Instead, call 777-5900 or visit: Wyoming.gov for official details. From this website, you can also sign up for weather closure text messages.

Successful teams:

- Share leadership roles
- Have individual and mutual accountability
- Have a specific purpose that the team delivers
- Have collective work products
- Encourage open-ended discussion and active problem-solving meetings
- Measure performance by assessing collective work products
- Discuss, decide and do real work together

"Talent wins games, but teamwork and intelligence wins championships."
– Michael Jordan

Teamwork

You're as important as everyone else on the team and everyone else on the team is as important as you.

We have fun together: We work really hard to increase Wyoming's prosperity but sometimes we need a break from all the seriousness. WBCers make time to get out of the office to have fun with one another – sometimes it's bowling over lunch on a Friday, other times it may be a friendly game of horseshoes and when we don't feel like leaving the office, we escape to The Hub for some friendly competition on the Wii.

Entrepreneurial teams: These teams are designed to help solve organizational needs. Employees generally pick the team they'd like to work on. You can pick from the Glee Club and help plan monthly social gatherings or you can sit on the Ink Slinger team and create monthly newsletters. Additional teams change based on the organizational need. No matter which team you're on, the expectation is that you participate (as much as you can) toward creating solutions for a fun and vibrant environment.

One team: We all come from different walks of life, have studied different subjects and likely have a gazillion perspectives on any single matter – not to mention the variety of capabilities and talents we possess as individuals. Tap into this resource! It is colorful and deep – without it, our services and outputs are flat.

Courtesy fund: We genuinely care about one another at WBC and want to provide compassionate support to a fellow WBCer during special employee or family occasions. A fund has been created through the voluntary cash contributions of employees over the years. These funds are used to send a gift to say "We're thinking of you." Common events are weddings, births, retirements, an extended illness and in the unfortunate instance of a death in the family. On occasion, WBCers will be asked if they would like to contribute to the fund.

WE ARE FLEXIBLE, COLLABORATIVE AND GET THE WORK DONE

Flexibility

Work Hours: Our offices are open Monday through Friday from 8 a.m. to 5 p.m. Our customers expect to reach one of us during those hours and we like to give our customers what they expect. You and your boss may agree to a different work schedule, but all of our divisions have coverage during these core hours.

Overtime: Some positions are eligible for overtime pay for hours worked in excess of 40 hours per week. Overtime eligibility is determined based on guidelines under the Fair Labor Standards Act. The Human Resources team makes that evaluation on all positions and will let you know if your position is eligible or not for overtime pay.

"Be like water making its way through cracks. Do not be assertive, but adjust to the object, and you shall find a way around or through it. If nothing within you stays rigid, outward things will disclose themselves. Empty your mind, be formless. Shapeless, like water. If you put water into a cup, it becomes the cup. You put water into a bottle and it becomes the bottle. You put it in a teapot, it becomes the teapot. Now, water can flow or it can crash. Be water my friend."

– Bruce Lee

Be present: Attendance and punctuality keep us moving forward. Our teammates depend on us. What you do has great meaning. Get up, show up, dress up and never give up. If you aren't able to make it to work, call your supervisor as early as possible. As a courtesy, please also notify staff at the front desk.

Time off: Take it, please – even robots need to recharge. We are all at our best when we are feeling healthy and rested. When scheduling time off, please talk to your team and supervisor to help manage obligations.

Sick leave: Not feeling well? Go home, please – we want your brilliance and that won't happen while you're fighting an illness. You are paid for excused absences. If you are not well and unable to come in to work, please notify your supervisor as early as possible. If your illness extends beyond three consecutive business days, please bring us a doctor's note so that we know you are well enough to be back to work.

Personal leave: We all have matters to attend to personally and we don't believe you should have to use your vacation leave to manage your life. We offer personal leave for individuals to attend a child's school event, meet with a mortgage officer or tend to other life matters that can't be managed outside of the standard work week. Personal leave is available up to four hours a day.

Holidays: We observe the same holiday schedule as the State of Wyoming and our offices are closed for the following:

New Year's Day, January 1
Equality Day, 3rd Monday in January
President's Day, 3rd Monday in February
Memorial Day, last Monday in May
Independence Day, July 4
Labor Day, 1st Monday in September
Veteran's Day, November 11
Thanksgiving, 4th Thursday in November
Christmas, December 25

When a holiday falls on a Saturday, we observe it on the preceding Friday. If the holiday falls on a Sunday, we observe it on the following Monday.

Vacation leave: Get out of this place and do something exciting! And when you get back, share your pictures with us – we find those things inspiring.

You begin to accrue vacation leave your first day on the job. All employees earn up 4 weeks of paid leave within the vacation year at a monthly accrual rate of 13.33 hours per month.

The vacation year begins on October 1 and ends September 30. WBCers are required to use all accrued vacation within this period.

When you leave the WBC, your earned but unused vacation time will be paid out on your final paycheck

Parental Leave:
Up to twelve (12) weeks paid leave for the birth or adoption of an employee's child. The benefit is available to mothers and fathers to care for and bond with a new family member. Benefit is managed in conjunction with FMLA.

WBC Family Leave: Our families need us, too, and we want to be sure you have the time to care for them when the need arises. To provide medical care for family members living in your home, WBC allows up to 15 paid days. For family members not living in your home, WBC provides up to five paid days.

The Family Medical Leave Act: Employees may be eligible for this unpaid, job-protected leave to care for their own medical condition or that of a family member. If the medical condition qualifies and meets all other requirements under the Family Medical Leave Act, the employee's position will be protected for up to 12 weeks. Leave may also be available for military personnel or individuals supporting military personnel. For additional information, please visit: http://www.dol.gov/whd/fmla/.

Bereavement: In the event of a death of an immediate family member, employees are provided five days of bereavement leave. We recognize that not every situation is the same and, as such, division directors may authorize additional time off. Immediate family is:

- Spouse
- Parents and In-Laws
- Siblings
- Children
- Grandchildren
- Grandparents
- Other special situations

Jury Duty: If you are selected, you are provided time off with pay.

“Alone we can do so little; together we can do so much.”
– Helen Keller

Collaboration

Meetings: Meetings are a mechanism for collaboration. The WBC has a couple of meetings that are scheduled at regular intervals:

> **Think Tank:** Every Monday afternoon, the team gathers to share information. The information shared is centered around our five Think pillars. Think of it like the nightly news except every Monday afternoon.
>
> **All-Staff Think Tank:** The last Thursday of the calendar quarter. All Staff Think Tank meetings are tied to our Glee Club social gatherings. This is one of those meetings you don’t ever want to miss!

For our meetings to be most effective, WBCers believe that they should have/use/feel like: Great energy, quality prizes, celebrations, fun, enthusiasm, feel refreshed, have food and coffee, no sidebars, no after-meeting complaints (you have a point of view, speak up!), informative, open atmosphere, follow up on action items, good meeting notes, give kudos, not distracting, common goals, idea sharing, intuitive, have decisions, team building, short with a clear agenda, good visuals, include the right people, creative thinking, inspiring, start and end on time, honesty, good location, solutions and movement.

Obviously not every meeting can or should include all of these characteristics. Just keep this in mind when scheduling your next meeting. Are you meeting with members of another agency? Have common goals in mind, invite the right people, take good notes and start and end on time. Having a staff meeting? Keep an open atmosphere, include team building and toss out some kudos.

We also like to make the best use of everyone’s time during meetings. Please engage in the conversation: listen actively, offer a perspective and show regard for others by turning off or avoiding electronic devices like cell phones and laptops when appropriate.

Scheduling Meetings: We have two formal meeting rooms and one casual meeting space. As a courtesy to others who may need to arrange a meeting, please consider the context and audience of the meeting when selecting your room. For example, if your meeting includes clients and representatives from other entities, the main conference room in the Becker building may be best because of size and appearance.

The conference room in the Carey building is a little more casual and may be better suited for internal team meetings.

The casual meeting space in the executive area is ideal for small (like really small), impromptu meetings. It's kind of like the game planning space and equipped with a white board.

WBCers can schedule their own meeting rooms through the calendar feature in Gmail.
If you need beverages or refreshments for your meeting, please make that request through the administrative staff.

Schedule a meeting

1. In the calendar, select the date and time.

2. In the appointment details, select the rooms, etc. link.

3. Scroll toward the bottom of the option screen and select WBC. A number of options will be available. Select the room you wish to use. If you don't see your room listed, it means the room is already scheduled and not available.

4. Once all guests and the room have been entered in the invitation, select save to populate the information to the calendar.

Establish a call-in number for guests

1. Follow steps 1-3 to the left. Verify that neither of the numbers are being used. The labels for the conference numbers are:

   WBC-Phone-Meeting-4990
   Full # = 888-913-4990

   WBC-Phone-Live-2716
   Full # = 855-459-2716

2. Always use the WBC Phone Meeting line first. The second one is only intended as an alternative.

“Perfection is not attainable, but if we chase perfection we can catch excellence”

– Vince Lombardi

Performance

Performance Management: Performance management is not an annual event designed to unnecessarily criticize you for the mistakes you made eight months ago and never knew about. Nope, we don’t think that’s effective. What we do think, however, is that we can optimize performance by focusing on:

- Individual goals aligned with organizational goals
- Concentrating on skill growth
- Nurturing and developing strengths
- Present and future-oriented performance discussions

Our commitment to Wyoming’s prosperity motivates us to have regular discussions to calibrate and fine tune performance as it is occurring, so that we are more likely to succeed instead of watching the train wreck in front of us. In the Google drive under the Think Tank folder, you can find a number of helpful resources to spike your performance. If you would like more, see our friendly Human Resources team – they have books, articles and can even lead you to training sessions.

The individual isn’t the only factor in the performance formula. Nope, you can certainly be a rock star in a poor program. Because we believe poor programs bring down our shining stars, we don’t keep them around. You guessed it, we measure our programs on an ongoing basis as well. After all, we all want purpose in our work, right?

Getting the work done: We all experience it from time to time – a growing pile of work that needs to get done but you just don’t feel like you have the focus, energy or resources to get it all done. This can be a paralyzing feeling and because of that, we have a resource to help you overcome that feeling: Director Book Reports\Getting the Right Work Done.pdf

WE WORK IN AN ENVIRONMENT OF INTEGRITY, SUPPORT AND PRIDE

"If you have integrity, nothing else matters. If you don't have integrity, nothing else matters"

– Alan K. Simpson

Integrity

Confidentiality: Confidentiality is important for our clients and our work. When we keep sensitive information confidential, we are able to instill a sense of trust with those we work with. At the same time, some information needs to be shared with coworkers so that everyone is working with the same information toward the same goal. WBCers use good judgment when making this distinction.

Code of Ethics: We must be very careful to perform in a manner that avoids the appearance of impropriety in all areas of ethics and particularly in the area of conflicts of interest. WBCers are employees of the State of Wyoming and are obligated to honor The Ethics and Disclosure Act of 1998. The Ethics and Disclosure Act states that employees of the State of Wyoming shall not receive any type of personal gain resulting from their duties. Please see the full order for specifics. If you are ever unsure if a potential conflict exists, please see the human resources manager.

Harassment: Harassment of others on the basis of race, creed, color, religion, sex, national origin, age, disability, political belief/affiliation, veteran status, sexual orientation or gender identity is a form of misconduct and is strictly prohibited. Any form of harassment may result in disciplinary action up to and including termination of employment.

Reporting Harassment: If you believe you have been subject to, or have observed, any form of harassment or discrimination, report the incident to the human resources manager. If the human resources manager is unavailable or if you believe it would be inappropriate to contact that person, contact the chief executive officer (CEO) or chief performance officer (CPO) immediately. No adverse employment action will be taken or permitted against any employee making a good faith report of alleged harassment or discrimination, or against any employee assisting in the investigation of a complaint.

Supervisors and employees are required to report any conduct that could be construed as retaliation against a person who has reported harassment or participated in an investigation. Retaliation is clearly against Wyoming Business Council policy, federal and state law and will result in disciplinary action up to and including termination.

The Wyoming Business Council will promptly investigate complaints and maintain confidentiality to the greatest extent possible, consistent with the need to conduct a thorough investigation and interview witnesses.

If the Wyoming Business Council concludes that harassment or discrimination has occurred, the responsible employee will be subject to disciplinary action up to and including immediate termination.

Sexual Harassment: Sexual harassment, both overt and subtle, is a form of employee misconduct and is strictly prohibited. Any form of sexual harassment will not be tolerated and will result in disciplinary action up to and including employment termination. The Wyoming Business Council conforms to Equal Employment Opportunity Commission (EEOC) Sexual Discrimination Guidelines, which prohibit the following conduct:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual or otherwise offensive nature when:

- Submission to such conduct is made either explicitly or implicitly a condition of an individual's continued employment.
- Submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Likewise, offensive comments, jokes, innuendos, and other sexually oriented statements are prohibited. Sexual and other harassment can take many forms including, but not limited to:

- Unwelcome or unsolicited remarks, gestures, or physical contact.
- Display or circulation of written materials, pictures, e-mails, internet or web items that could be derogatory.
- Innuendos, jokes, or derogatory words.
- Verbal abuse, threats, or taunting.
- Leering or staring.
- Questions or discussions about sexual activities from coworkers or from people outside the company while you are working.

Reporting Sexual Harassment: If you believe you have been subject to, or have observed, any form of sexual harassment, report the incident to the human resources manager. If the human resources manager is unavailable or if you believe it would be inappropriate to contact that person, contact the CEO or CPO immediately.

No adverse employment action will be taken or permitted against any employee making a good faith report of alleged sexual harassment, or against any employee assisting in the investigation of a complaint. Supervisors or employees are required to report any conduct, which could be construed as retaliation against a person who has reported sexual harassment or participated in an investigation.

The Wyoming Business Council will promptly investigate complaints and maintain confidentiality to the greatest extent possible, consistent with the need to conduct a thorough investigation and interview witnesses. If the Wyoming Business Council concludes that sexual harassment has occurred, the responsible employee will be subject to disciplinary action up to and including immediate termination.

"Coming together is a beginning; keeping together is progress; working together is success."

– Henry Ford

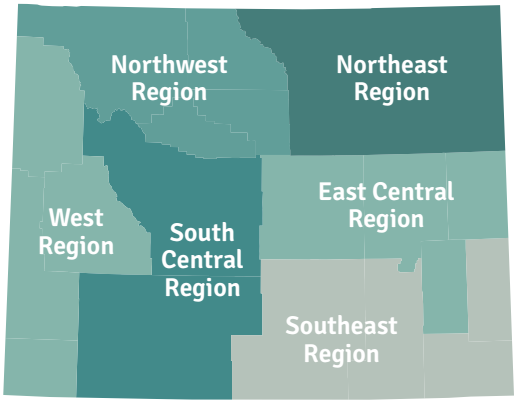
Support

Parking: We have a parking lot available for all employees across 15th Street and a second lot along Carey Avenue. When you come to work for us, we will provide you a free pass for either lot.

State vehicles: We have several state vehicles for employees to use on official business. WBCers can reserve vehicles in the same way conference rooms are reserved (please see the section on scheduling meetings). Each vehicle has a set of keys that are available from the reception area. But before you take off on your WBC adventure, please take note:

- Become familiar with the State of Wyoming Vehicle Use Policy. A copy is available in each vehicle.
- Fill up the tank when you finish your trip.
  - Go to State of Wyoming fueling stations first (locations are listed in the notebooks available in each vehicle)
  - If a state station isn't available, a gas card is available – also found in the notebooks in the vehicles.
- Clean up after yourself.
- Report any repair needs to the administrative staff as quickly as possible.
- Don't go home with the keys at night – someone may need that vehicle early the next morning.

Office supplies: We do our best to maintain the supplies you need as a WBCer. Standard items such as paper, files, pens, paper clips, etc. are ordered for you. If you happen to take the last item, please let the administrative staff know. Should you have a unique need such as supplies for nametags, please ask the administrative staff and they will gladly order items for you.



Office layout: WBCers are sprinkled throughout two buildings and the state. Our regional directors are located in Casper, Cheyenne, Cody, Kemmerer, Rock Springs and Wright. Some of us work in offices and some of us work in open environments. We do our best to provide amenities that are comfortable.

Office security: The Cheyenne office buildings are equipped with security alarms. If you are the last person in the building, take these steps to set the alarm:

- Give a shout out: check all offices to make sure no one else is still in the building.
- Secret code: All employees are provided a card with our security codes. One is an access code for setting or disabling the alarm. The second code is a password that you provide the security company if you make a mistake and accidentally set off the alarm.
- Call: If you accidentally set off the alarm, call the security company immediately. Their number is on the alarm keypad. After you've notified them of the error, please let the executive coordinator know.

Weapons: No deadly weapons may be carried on or in any state premises. Deadly weapons are defined by Wyo. Stat. 6-1-104(a) (iv). The transportation of firearms in a state vehicle is prohibited – exceptions exist for law enforcement professionals.

Workplace violence: Your safety and security is of the utmost importance. We do not tolerate threats, threatening behavior, acts of violence, or any conduct that threatens or harms another employee or their work. Any person who is violent while working with us or on our property will be removed.

You should notify the human resources manager of any threats you witness, receive, or are told that another person has witnessed or received. You should also report any behavior by others that you regard as threatening or violent toward employees or property.

Let's look out for each other. Here are some recommendations to make sure we all stay safe:

- Keep the reception desk staffed at all times to prevent outsiders from wandering into offices.
- Escort visitors.
- Be aware of your surroundings and tell others if you have seen things that don't seem okay.

Safety and work-related injuries: Good health and safety practices should be practiced by everyone. If you discover unsafe equipment or other potentially hazardous conditions, report them immediately to your supervisor and the human resources manager.

If you experience or witness a work-related accident or injury, please notify your supervisor and Human Resources immediately. Wyoming Workers' Compensation covers employees for job-related injuries. We are required to complete paperwork for Wyoming Workers' Compensation within 72 hours of an accident.

Emergency procedures: The Wyoming Business Council takes the safety of its employees, clients and visitors seriously. As such, the Wyoming Business Council has established emergency procedures that staff and visitors should follow in the event of an emergency. Please see the Emergency Procedures handout.

"I am impelled, not to squeak like a grateful and apologetic mouse, but to roar like a lion out of pride in my profession."
– John Steinbeck

Pride

Our work: Our work is all that we have to show everyone our commitment to increasing Wyoming's prosperity. This is where we take intangibles such as our thoughts and feelings and turn them into something tangible like reports, presentations, action plans, etc.

Writing & Editing: The published word has the effect of influencing others' opinions of your abilities. We are very sensitive to this and have created a handy presentation with tips and techniques to help your writing stand out as clear and polished: Director Book Reports\Better Bizness Righting.pdf.

3RD ST. COWE
Terrapin
- Summer 2012 -

“Coming together is a beginning; keeping together is progress; working together is success.”
– Henry Ford

Presentations: Many of us dread giving presentations – so much so that we call in sick so we don’t have to do it (just kidding, we don’t do that because we get the work done). But really, we know that standing in front of an audience can be intimidating. And because we always want you to feel prepared and confident, we have created a guide that should help you to be at your best in front of an audience. Check this out: Director Book Reports\Persuasive Presentations 11.2.15.pdf

Project management: Most of the work that comes out of WBC is project-oriented. Some may feel successful and comfortable in this element because they were born to be project managers. And then there are the rest of us who may feel like we are just improvising. How do I pick the team? Can I keep everything under control? What do I do with demanding stakeholders? Get the answers to those questions and more at: Director Book Reports\Project Management_DJ.pdf

Community involvement: WBCers invest themselves in their communities too. Some of us have roles on nonprofit boards, some of us help pick up litter and some of us may even help prepare meals for the homeless. We believe in strengthening our communities. Whatever you choose to do, have fun and be proud. Please just be cautious for potential conflicts of interest.

Background investigations: We conduct criminal background investigations on all individuals that are offered employment. A criminal record does not eliminate an individual’s consideration for employment with us. We consider the facts, length of time and the charge.

Dress code: Dress for the job you want and for the best representation of the WBC and your coworkers.

WE MAKE CHANGE HAPPEN AND WE ARE LEADERS

"To improve is to change; to be perfect is to change often."
– Winston Churchill

Professional Development: Continuous individual growth is important to our success as an organization. Every employee is highly encouraged to seek opportunities to develop their skill sets and expand their abilities.

Conferences, seminars, classes, etc.: For classes or seminars that are not degree seeking and of benefit to your job, WBC will pay for the cost to attend including travel costs if necessary.

Tuition reimbursement: If you seek a degree in a field related to your position with the WBC, we will reimburse 75% of the tuition and fees up to $3,500 per calendar year. Your end of the deal is to pass each class with a grade of "C" or better. The decision to reimburse is up to your boss; so, it is highly recommended that you have a conversation with them and gain their support before enrolling for courses.

As you successfully complete your courses, simply provide your invoices and grades to your boss to approve. HR will take it from there.

Informal learning: This is the way most of us learn on the job. Informal learning is impromptu, unplanned, doesn't have a defined objective and it does not have a preset begin and end time. Informal learning is a continuous process. Daily, WBCers ask questions, read and surround ourselves with unique experiences.

"If you can dream it, you can do it."

– Walt Disney

Creativity

Individualism: Bring your whole self to work.

Whitespace: Or whiteboards, or paper or flip charts. Get that thought out of your head and on the whitespace.

Improv: "No" is not the first answer. Treat brainstorming and problem solving like improv. Instead, try "Yes, and . . . ". Build on others' ideas.

Go out and play: Grab your coworkers and go out and play. This gives us opportunity to see each other as humans. Even more, leisure time gives our brains the opportunity to see things differently.

The Medici Effect: How Florence became the epicenter during the Italian Renaissance. A convergence of many disciplines, fields and cultures at a single connection point. When designing your team, think of differences first.

Innovation: We're in business to increase Wyoming's prosperity. Doing so can't be accomplished by chasing short-term goals. You are encouraged to regularly take time to think about the future and experiment with new ideas. We'll give you the structure and support you need.

"It is, after all, the responsibility of the expert to operate the familiar and that of the leader to transcend it."
– Henry Kissinger

Leadership

Risk taking: Calculated risk, that is. Think conceptually. Apply your experiences and draw patterns to determine the appropriate risk. Evaluate the consequences of the risk and continually monitor for warning signs that things have gone bad. It's okay to make mistakes – this is where the best learning takes place - just be accountable to the risks you choose.

Commitment: Commitment keeps us going even in the face of adversity and challenges. We're committed to increasing Wyoming's prosperity. We keep promises and don't cop out, drop out, hold out or sell out.

Intuition: Best known as trusting your gut. Intuition is not about wishful thinking or unnecessary attachment to an idea. Intuition is actually a very complex process of using the whole brain while analyzing a situation. When your gut tells you to do something, it is your brain pulling from many different files of previous experiences and arriving at a solution for the current situation. Often, it won't misguide you. Just be sure to balance it carefully with rational decision making.

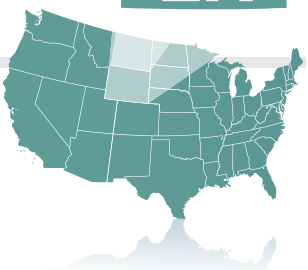
Inspire: Increasing Wyoming's Prosperity. How much more inspiring can it get?

Think: Big, Small, New, Local, Global

2016-2026 Strategic Framework for

INCREASING WYOMING'S PROSPERITY

GDP GROWTH **2X**



VISION

- Wyoming's industries are strong, diverse and expanding.
- Small business is a big deal.
- Wyoming is the technology center of the High Plains.
- Communities have the highest quality of life.
- Wyoming knows no boundaries.

STRETCH GOAL

Wyoming will outpace the nation's GDP growth rate by a factor of two.

STRATEGIES

THINK BIG
Industrial Development

- Expand value-added opportunities for at least 3 resource bases
- Increase industrial readiness

THINK SMALL
Business Development

- Grow jobs and profitability of existing businesses with special attention to those that create the highest economic output

THINK NEW
Technology Development

- Grow technology to be the fourth largest economic sector

THINK LOCAL
Community Development

- Increase livability of communities

THINK GLOBAL
International Development

- Increase investment in Wyoming
- Increase international trade

TARGETS

Think Big

- Increase jobs in advanced industries by 25%
- Increase average earnings per job by 10%

Think Small

- Rank first in number of new business starts per 1,000 employees
- Increase five-year small business survival rate to 50%

Think New

- Double number of patents awarded
- Double SBIR grants awarded
- Achieve 1-gigabit-per-second internet service in 75% of municipalities
- Increase score on diversity index by 10%

Think Local

- Increase total property and sales tax collections by 35%

Think Global

- Double foreign direct investment in Wyoming
- Increase Wyoming exports by 50%

BUILDING BLOCKS

	KEY INITIATIVES
LEADERSHIP/CIVIC DEVELOPMENT & THE ROLE OF PUBLIC POLICY	Wyoming communities leverage policies and partnerships in an efficient regulatory environment.
INFRASTRUCTURE DEVELOPMENT	Wyoming is connected and business ready.
WORKFORCE DEVELOPMENT	Wyoming's workforce is educated and ready for the future.
QUALITY OF LIFE	Wyoming's communities are destinations where people want to live and work.
ENTREPRENEUR DEVELOPMENT	Wyoming's entrepreneurs innovate, create, and compete in the global market.
EXISTING BUSINESS DEVELOPMENT	Wyoming businesses are growing and thriving.
NEW BUSINESS RECRUITMENT	Wyoming attracts world-class companies through its extensive networks.

Wyoming™ BUSINESS COUNCIL

WHAT DRIVES US

We communicate and we are a team.

We are flexible, collaborative and get the work done.

We work in an environment of integrity, support and pride.

We make change happen and we are leaders.