



May 19-20, 2026
Rock Springs, WY

WYOMING BUSINESS COUNCIL BOARD OF DIRECTORS MEETING MATERIALS





MAY 19-20, 2026

MEETINGS WILL BE HELD IN ROCK SPRINGS, WY AT THE SANTA FE SOUTHWEST GRILL EVENT SPACE 1635 ELK ST., ROCK SPRINGS, WY 82901

BOARD OF DIRECTORS AGENDA

HOW TO JOIN

Zoom: visit us02web.zoom.us/j/295704768

Phone: dial **1-669-900-6833** and enter 9-digit **Meeting ID: 295-704-768** (no PIN is required, **press # when prompted**).

If joining by phone please note your ability to interact with the panelists may be limited due to system limitations.

TUESDAY, MAY 19, 2026

9:30 AM

CONVENE (PUBLIC) WORK SESSION: CO-CHAIR, DEREK SMITH

- Welcome
- Roll Call of Board Members
- Strategic Alignment and Economic Methodology
The Board will engage in a facilitated dialogue regarding the WBC's "Central Idea" and its specific approach to driving economic development. Members will review individual and collective visions for the state's future, evaluate the board's role in driving those outcomes, and dig into what economic development means in Wyoming. This session is designed to align WBC leadership around a clear-eyed, practical roadmap.

NOTICE: *This portion of the meeting is a work session only and will not include discussion or transaction of public business. In accordance with the Wyoming Public Meetings Act, no public comment will be taken during the work session.*

4:30 PM

CONCLUSION OF WORK SESSION

WEDNESDAY, MAY 20, 2026

8:00 AM

CONVENE PUBLIC MEETING: CO-CHAIR, DEREK SMITH

- Pledge of Allegiance (all participants will be muted)
- Roll Call of Board Members
- Public Comment Request Inquiry
Note: members of the public who wish to speak during the May 20th board meeting should email wbc-conference@wyo.gov before 4 p.m. on Tuesday, May 19th, stating your name and the topic you wish to address. Written comments are also welcome and can be sent by email to wbc-conference@wyo.gov.
- Consent Agenda
All agenda items listed with the designation of [CA] are considered routine items and will be enacted by one motion. There will be no separate discussion on these items unless a board member request is made. A board member can request to have one or more items removed from the consent agenda for further discussion.
 - [CA] Meeting Minutes
 - February 25, 2026 Regular Meeting (Page 7)
 - April 1, 2026, Special Meeting (Page 16)
 - April 21, 2026, Special Meeting (Page 19)
 - [CA] Quarterly Challenge Loan Report (Page 22)
 - [CA] Quarterly SBIR Report (Innovation Grant Match Program) (Page 31)
 - [CA] Quarterly Kickstart Report (Page 35)
 - [CA] Quarterly WYVC Fund Update (Page 45)
 - [CA] Quarterly Operations Report (Page 51)
 - **Action Item:** Consideration of approval of items included on Consent Agenda.

8:10 AM

GEO REPORT: CHIEF EXECUTIVE OFFICER, JOSH DORRELL

8:45 AM

WELCOME REMARKS: ROCK SPRINGS MAYOR, MAX MICKELSON

9:00 AM

OPERATIONS STANDING COMMITTEE: COMMITTEE CHAIR, BETH WORTHEN (PG. 65)

- Q3FY26 Financial Report - Accounting Manager, Lyndsay Orr, CPA (Page 66)
 - **Action Item:** Consideration of acceptance of Q3FY26 Financial Report
- Contract Amendment with McGee, Hearne & Paiz, LLP (Page 69)
 - **Action Item:** Consideration of staff recommendation to approve contract

9:30 AM

BREAK

All Participants will be muted

9:45 AM

SERVICES STANDING COMMITTEE: COMMITTEE CHAIR, JASON NELSON (PG. 72)

- Broadband and BEAD Program Awards – Broadband Manager, Chad Bolling
 - Contract Amendment with Spectrum Pacific West, LLC (Page 73)
 - **Action Item:** Consideration of staff recommendation to approve contract
 - Contract Amendment with Tri County Telephone Association (Page 76)
 - **Action Item:** Consideration of staff recommendation to approve contract
 - Contract Amendment with Columbia Telecommunications Corporation d/b/a CTC Technology and Energy (Page 79)
 - **Action Item:** Consideration of staff recommendation to approve contract
- Business Resource Network Contracts – Services Director, Brandon Marshall
 - Wyoming Women’s Business Center (WWBC), Executive Director, Shaylee Hancock
 - Contract with Wyoming Women’s Business Center (WWBC) (Page 80)
 - **Action Item:** Consideration of staff recommendation to approve contract
 - Small Business Development Center, State Director, Jill Kline
 - Contract with University of Wyoming for Small Business Development Center (SBDC) (Page 95)
 - **Action Item:** Consideration of staff recommendation to approve contract
 - Manufacturing Works, Center Director, Rocky Case
 - Contract with University of Wyoming for Manufacturing-Works (Page 105)
 - **Action Item:** Consideration of staff recommendation to approve contract

11:10 AM

INVESTMENTS STANDING COMMITTEE: COMMITTEE CHAIR, JOE SCHAFFER (PG. 113)

- SBIR and Kickstart Updates – Startup Grants Manager, Brittanie Faulkner
- 2025 Wyoming Deal Flow Report – Venture Development Manager, Rylan O'Bryan (Page 114)

12:00 PM

LUNCH BREAK

All Participants will be muted

1:00 PM

INVESTMENTS STANDING COMMITTEE: COMMITTEE CHAIR, JOE SCHAFFER

- BRC Updates – Grants Portfolio Manager, Noelle Reed (Page 123)

BRC Applications				
Applicant	Project	Type	Request	Recommendation
Douglas, City of	Seven Trails Commerce Center Infrastructure Improvements	Community Readiness	\$5,701,748	\$5,701,748
Wright, Town of	Wright Estates Phase II	Community Readiness	\$3,179,648	\$3,179,648
Total			\$8,881,396	\$8,881,396
Total Available BRC Funding				\$ 84,251,383
Funds remaining if awarded				\$ 75,369,987

- Review of BRC Budget & Presentation of Applications received
- Community Readiness Grant Application Seven Trails Commerce Center Infrastructure Improvements, City of Douglas (Page 171)
Letters of Support (Page 179)
 - **Action Item (Roll Call Vote):** Consideration of funding request for the Community Readiness Grant for the City of Douglas
- Community Readiness Grant Application Wright Estates Phase II, Town of Wright (Page 182)
Letters of Support (Page 190)
 - **Action Item (Roll Call Vote):** Consideration of funding request for the Community Readiness Grant for the Town of Wright

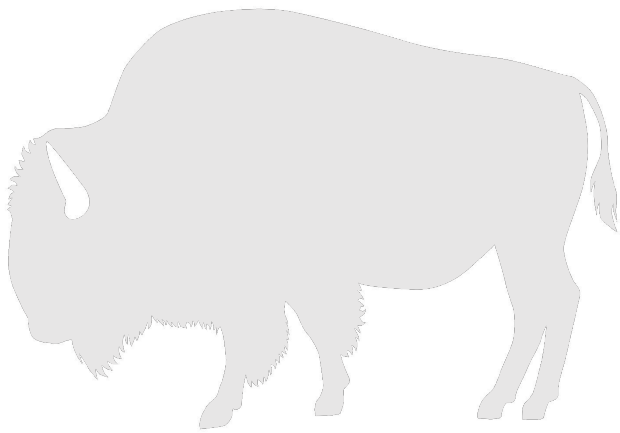
3:00 PM

CLOSING REMARKS: CO-CHAIR, DEREK SMITH

- Other Board Matters and Adjournment

UPCOMING MEETINGS:

- SLIB with WBC on agenda:
 - June 4, 2026
- Next Regular Quarterly Meetings of this Board:
 - September 15-16, 2026: Gillette, WY
 - December 15-16, 2026: Virtual
 - February 16-17, 2027: Cheyenne, WY
 - May 11-12, 2027: location TBD



CONSENT AGENDA

WYOMING



FEBRUARY 24-25, 2026

CHEYENNE, WY AT LARAMIE COUNTY COMMUNITY COLLEGE, 1400 EAST COLLEGE DRIVE
ANB BANK LEADERSHIP CENTER

BOARD OF DIRECTORS MINUTES

MEETING RECORDING CAN BE ACCESSED ON WYOMING BUSINESS COUNCIL YOUTUBE:

[HTTPS://YOUTU.BE/GMRB_LYNYSa?si=z8zr40cmgeyevomg](https://youtu.be/GMRB_LYNYSa?si=z8zr40cmgeyevomg)

WEDNESDAY, FEBRUARY 25, 2026

Board Members Present: Erik Arens, Melissa Atkinson, Chuck Brown, Rachel Chadderdon, Cassie Crumpton, Randi Downham, Ryan Lance, Mark Law, Jason Nelson, Bruce Pivic, Joe Schaffer, Derek Smith, Beth Worthen

WBC Staff Members Present: Bert Adam, Chad Bolling, Vinicius Bueno, Chava Case, Drew Dietrich, Josh Dorrell, Patrick Edwards, Brittnie Faulkner, Kristin Fong, Maddy Giovanni, Emma Gregg, Ron Gullberg, Brandi Harlow, Kaley Holyfield, Kari Kivisto, Kayla Kler, Wendy Lopez, Chris Michael, Rylan O'Bryan, Lyndsay Orr, Ben Peterson, Amber Power, Amy Quick, Noelle Reed, Madison Rothwell, Cortney Sutcliffe, Heather Tupper, Chloe Valentine, Taylor Vignaroli, John Wendling
Virtual: Brandon Marshall

CO-CHAIR, MARK LAW, CONVENED MEETING AT 8:01 AM

Pledge of Allegiance

Welcome and Roll Call of Board Members

Public Comment Request Inquiry: No requests for public comment to address the board were submitted

Consent Agenda

All agenda items listed with the designation of [CA] are considered routine items and will be enacted by one motion. There will be no separate discussion on these items unless a board member request is made. A board member can request to have one or more items removed from the consent agenda for further discussion.

- [CA] Meeting Minutes
 - December 11, 2025, Regular Meeting
 - January 20, 2026, Special Meeting
- [CA] Quarterly Challenge Loan Report
- [CA] Quarterly SBIR Report (Innovation Grant Match Program)
- [CA] Quarterly WYVC Update

Action Item: Consideration of approval of items included on Consent Agenda Derek Smith made the motion to approve, Ryan Lance seconded. Discussion: Jason Nelson requested a name correction made to the minutes for the December board meeting on page 10 of the board book. Co-chair, Law directed staff to review the recording and make the needed name correction; motion carried unanimously.

WELCOME REMARKS: CHEYENNE LEADS, CHIEF EXECUTIVE OFFICER, BETSEY HALE

Ms. Hale shared the success of Cheyenne LEADS over the past 40 years, emphasizing the importance of consistent mission, vision, and strategic planning. She highlighted a return on investment for economic development projects, stressing the need for public-private partnerships. Ms. Hale shared about current projects and their potential economic impact, while underscoring the significance of local leadership and community engagement in driving economic growth.

CEO REPORT: CHIEF EXECUTIVE OFFICER, JOSH DORRELL

Mr. Dorrell provided updates on the challenges and opportunities the Wyoming Business Council is currently faced with. He emphasized the need for clarity and a bold vision for the

state’s economic development, including updating the statutory framework, focusing on relevant metrics such as retaining and attracting young people, and promoting regional collaboration to address economic disparities. He stated that the WBC aims to maintain its impact despite potential budget constraints, with a commitment to continuous reform and a focus on local community empowerment. He added that the team is dedicated to casting a bold vision and working toward achieving it.

INVESTMENTS STANDING COMMITTEE: COMMITTEE CHAIR, DEREK SMITH

Review of Business Ready Community (BRC) Budget & Presentation of Applications Received –

Grants Portfolio Manager, Noelle Reed, presented the Community Readiness Grant Application for the City of Cheyenne. The City of Cheyenne requested a \$2.175M grant to purchase and lease 8.37 acres of land to Kamaka Responsible Development for a 184-unit affordable housing development. The project includes a plan for revenue recapture via lease payments of \$73,000/yr over 40 years. 35% of net lease revenue will go back to the BRC account and 40% will go back to the BRC account if the developer purchases the land. Proposed use of local revenue includes revolving loan funds for economic development, affordable housing projects, infrastructure improvement, grant matches, downtown development, entrepreneurial program support, and temporary incentives for business recruitment.

BRC Applications				
Applicant	Project	Type	Request	Recommendation
City of Cheyenne	First & Union Land Acquisition Project	Community Readiness	\$2,175,000	\$2,175,000
Total			\$2,175,000	\$ 2,175,000
Total Available BRC Funding				\$ 83,893,630
Funds remaining if awarded				\$ 81,718,630

Cheyenne Mayor Patrick Collins addressed the board, providing background on Cheyenne’s housing challenges and the city’s proactive measures, including updating development codes and utilizing tax increment financing. He stressed that affordable housing aligns with the Wyoming Business Council’s goals as it is crucial for workforce development and economic diversification. He sought support for the First and Union project to leverage further development.

Developer representatives, Connor Marshall with Kamaka and Jayden Smith with Wasatch, presented their experience in developing and managing affordable housing units across multiple states. They emphasized their commitment to dignified housing and highlighted the systemic issues of limited Qualified Census Tracts (QCTs) and Difficult Development Areas (DDAs) designations in Wyoming compared to other states, impacting project feasibility. They also shared demographic data illustrating the diverse workforce that benefits from affordable housing.

Action Item (Roll Call Vote): Community Readiness Grant Application: City of Cheyenne

Action Item: Roll call vote to approve the funding request for Cheyenne First and Union Land Acquisition project.

Joe Schaffer made the motion to approve, Bruce Pivic seconded.

Roll Call Vote:

Yes (13): Erik Arens, Melissa Atkinson, Chuck Brown, Rachel Chadderdon, Cassie Crumpton, Randi Downham, Ryan Lance, Mark Law, Jason Nelson, Bruce Pivic, Joe Schaffer, Derek Smith, Beth Worthen

No (0)

Grants Portfolio Manager, Noelle Reed, presented the request from the City of Rock Springs to reduce the revenue recapture to the BRC account from 90% to 25% for the First Security Bank Building sale. She added that the revenue recapture parameters for this project were established by the State Loan and Investment Board (SLIB) at the time of grant approval in 2019 for 90% recapture if the building was sold and 50% if the building was leased. Ms. Reed clarified that the 90% recapture amount was an outlier of typical recapture amounts which are typically 25-50%, BRC rules state that it must be at least 25%.

Rock Springs Mayor, Max Mickelson, addressed the board in support of this request and said the revenue would provide the city with the opportunity to purchase a smaller building and support revitalizing downtown.

Action Item: Bruce Pivic made a motion with the recommendation to the State Loan and Investments Board (SLIB) for approval of the reduction of the revenue recapture to the BRC account on the sale of the building from 90% to 25%, Cassie Crumpton seconded. There was no further discussion; motion carried unanimously.

Startup Grants Manager, Brittanie Faulkner, provided an update on the Kickstart program, highlighting its mission to create diversification opportunities. The program relaunched in January 2025 and operates as a quarterly competition with a three-stage review process. Ms. Faulkner gave a financial overview of program relaunch numbers showing three grants in process, twelve grants awarded for \$600,00 in funds paid out, leaving just over 1.6M remaining in the Governor's ENDOW (Economically Needed Diversity Options for Wyoming) funding bucket. Ms. Faulkner explained that recipients agree to submit quarterly reports for six quarters, beginning six months post receipt of funds. Quarters three and six will be mock board meetings with their executive team and other WBC team members to support companies further.

2025 Q1: Agricultural Innovations, ING Outdoors, Ten Galon (Root to Shoot/ Botany)
2025 Q2: SLP Tools, Chilly Dip Ice Spas, Pointblank Tech
2025 Q3: Solo Studies, Power Theory, Maypall
2025 Q4: Bullfrog Recruiting Solutions, Pixelpay, Sweet Motivation
2026 Q1 Submitted for review and approval from the Governor's office: Wyoming Bucket, Red, White, and Blued (Bolt Carrier Group), Cowboy Country Milling

Emily Jarrell with Cowboy Country Milling addressed the board, thanking the staff and board for funding and support. Ms. Jarrell also spoke to the program process and experience.

EXECUTIVE SESSION FOR DISCUSSION OF PERSONNEL MATTERS/ CEO REVIEW

Action Item: Consideration of Executive Session for discussion of personnel matters, CEO Review, pursuant to W.S. § 16-4-405(a)(ii). Joe Schaffer made the motion to move into Executive Session, Derek Smith seconded. There was no further discussion; motion carried unanimously.

RE-CONVENE PUBLIC MEETING

Roll call of Board Members
CEO Review Report, Co-Chair Mark Law

Action Item: Consideration of CEO Review recommendations. Joe Schaffer made the motion to accept the board recommendations from the executive session, Derek Smith seconded. There was no further discussion; motion carried unanimously.

INVESTMENTS STANDING COMMITTEE: COMMITTEE CHAIR, DEREK SMITH, CONTINUED

Challenge Loan Program - Loan Portfolio Manager, John Wendling
50/50 Loan – Pinnacle Bank (Sundance, WY)
Business: Bearlodge Ag Supply, LLC

Action Item: Consideration of staff recommendation for loan participation in the amount of \$166,000. Ryan Lance made the motion to approve; Randi Downham seconded. There was no further discussion; motion carried unanimously.

50/50 Loan – First Bank of Wyoming (Sheridan, WY)
Business: Sheridan Pet Care, LLC

Action Item: Consideration of staff recommendation for loan participation in the amount of \$349,384. Jason Nelson made the motion to approve; Bruce Pivic seconded. The board held further discussion praising the loan program's success in preserving Wyoming jobs and maintaining low default rates; motion carried unanimously.

Brownfields Loans - Loan Portfolio Manager, John Wendling and DEQ Hazardous Waste/Voluntary Remediation Program Supervisor, Cindi Martinez brought forward the loan applications for board information about these low-interest loans and grants to help projects that improve environmental health, public safety, and community revitalization. No board action was required on the loan applications.

Camp Story – Camp Story Commission in the amount of \$45,000
The Ferguson – Rawlins Downtown Development Authority in the amount of \$70,000

Contract Amendment three with Rams Financial Service Corporation d/b/a Rams Head Escrow Solutions - Loan Portfolio Manager, John Wendling

Action Item: Consideration of staff recommendation to approve contract amendment for a two-year extension in the amount of \$150,000. Beth Worthen made the motion to approve; Ryan Lance seconded. There was no further discussion; motion carried unanimously.

Committee Chair, Derek Smith, gave closing remarks thanking the committee and staff for their dedication this past year. He added a challenge to the incoming committee chair and investments committee to develop 3-5 investment priorities to guide staff and support the guidelines of the organization.

SERVICES STANDING COMMITTEE: COMMITTEE CHAIR, RYAN LANCE

Community Leadership & Engagement Manager, Amber Power and West Regional Director, Patrick Edwards provided an update on Community Leadership and Engagement including Assessment to Action (A2A), Rural Development Grants, and Economic Foundations Institute. Three individuals from communities around the state joined virtually to share their experiences

and efforts with community leadership and engagement programs: Riverton Chamber of Commerce, Executive Director, Cindy Olson Roden, Sublette County Chamber of Commerce, Marketing and Membership Coordinator, Christy Devlin, and Wyoming Ag in the Classroom, Executive Director, Andrew Joannides.

Main Street Program Manager, Kayla Kler and Vice-Chair of Wyoming Main Street Advisory Board, Carly-Ann Curruthers, provided an update on the Main Street program which aims to support and guide local communities in downtown development using the Main Street America approach. They act as mentors, connectors, and educators, offering resources, workshops, and grant programs to help communities revitalize their downtown areas, foster local ownership, and drive economic activity. Ms. Kler added that the program focuses on facilitating learning, ensuring accountability through data reporting, and promoting the unique authenticity of each community's downtown. Ryan Lance added that the program provides a significant ROI based on budgeted amount of \$366,000 over the biennium. He highlighted the amount of volunteer hours and remarkable happenings with a modest investment. Derek Smith noted the success of communities and involvement, especially in his experience, is a direct result of the partnership with staff and the Main Street program. Bruce Pivic added that Main Street keeps local alive.

Broadband Manager, Chad Bolling, provided the project list, contract and attachment templates for fifty (50) terrestrial broadband contracts totaling \$183,084,051.10.

Note: There were no requests for public comment to address the board on this topic

Action Item: Consideration to approve individual awards for *terrestrial* broadband awards as presented using Contract and Attachment A templates. Derek Smith made the motion to approve; Joe Schaffer seconded. The board held further discussion commending the staff for facilitating inter-agency collaboration to resolve complex permitting processes and reaching key contract award milestones; motion carried unanimously. Jason Nelson abstained from the vote

Broadband Manager, Chad Bolling, sought approval for a contract with Columbia Telecommunications Corporation d/b/a CTC Technology and Energy for a financial analyst to assist the accounting team with reimbursement requests and processing payments.

Action Item: Consideration of staff recommendation to approve contract with CTC in the amount of \$658,000 through December 31, 2030. Derek Smith made the motion to approve; Rachel Chadderdon seconded. The board held further discussion on the timeline, scope, and compliance audit and reviews related to this contract; motion carried unanimously.

OPERATIONS STANDING COMMITTEE: COMMITTEE CHAIR, MELISSA ATKINSON

People and Performance Manager, Chava Case, provided an update on the process for recruitment, hiring, and metrics for capturing employee satisfaction. Ms. Case highlighted that as a quasi-agency the Wyoming Business Council is authorized funding for people to do the work of the agency. She noted that there is flexibility to identify the needs of the agency when hiring roles. She shared that WBC employees noted purpose driven work, team support and focus on individual strengths, balance and autonomy, personal growth, challenge of complex work, and continuous improvement in this quarter's eNPS. Ms. Case also gave an update on

current internal operations noting current projects that are increasing efficiency, effectiveness, and coordination within the organization.

Accounting Manager, Lyndsay Orr, CPA presented Q2FY26 financial report. As of December 31, 2025, the general fund had \$87.4M unobligated, with \$2.2M available for use throughout the year after statutory carry forward and reversions. Ms. Orr reported federal fund expenditures of \$785,000, with \$563,000 for the BEAD program for administrative work of contract approvals, an increase to the BEAD budget has been approved to fund the approved contracts. WYVC expenditures totaled \$105,000 with available cash of \$19M, earning \$380,000 in interest from the Treasurer's Office for the first part of the year. Ms. Orr highlighted the ARPA funds in the Capital Projects Fund for Broadband, noting that all funds are expected to be spent by the end of December 2026 deadline as projects are moving along well. She explained that the budget is divided into grants (66%), loans (18%), and service delivery (16%) with a focus on strategic investments and team development. Ms. Orr walked through a chart showing the 2025-26 biennium budget broken down into the categories of people, activities & overhead, partners, state grants & loans, and federal programs.

Action Item: Consideration of acceptance of Q2FY26 Financial Report. Chuck Brown made the motion to approve, Joe Schaffer seconded. There was no further discussion; motion carried unanimously.

STRATEGY FORWARD: STRATEGY COMMITTEE CHAIR, JOE SCHAFFER

Strategy Committee Chair, Joe Schaffer, summarized the board's reflection on navigating the challenges highlighted during the Legislative session. Dr. Schaffer noted the board's agreement and commitment to maintain funding for staff and partners for the biennium and key priorities of business recruitment, investing in innovation (SBIR), supporting regionalism and community development, and making smart investments based on regional plans. The board aims to convey this unified message to legislators and have submitted a letter to the Governor by Co-Chair Law outlining these priorities.

Ryan Lance sought consideration of a motion, directing the Wyoming Business Council to collaborate with local, state, and private stakeholders to develop a comprehensive plan for funding and implementing regional economic development strategies—aligned with federal guidelines—and present a finalized governance and resource framework for Council approval by May 20, 2026.

I move to direct the Wyoming Business Council staff to coordinate with the Wyoming County Commissioners' Association, Wyoming Association of Municipalities, Wyoming Economic Development Association, local economic development organizations in Wyoming, Wyoming business leaders, and other relevant associations to develop a recommendation to fund, staff, organize, and support the delivery of individualized, Regional Economic Development strategies based on the guidelines established by the U.S. Economic Development Administration, with prioritized, consensus-derived objectives, timetables, and defined opportunities for the integrated use of private, local, state, and federal funds to grow local economies.

The recommendation shall include governance options, estimated costs to complete the Regional strategies, allowable uses of grant funds (including travel, staffing, consultant support,

etc.), potential matching fund sources, and proposed roles for state, regional, local, and business leaders.

The recommendation shall be delivered to each Wyoming Business Council standing committee chairs no later than May 20, 2026, for committee discussion and review and potential amendment. Staff shall present a final recommendation to the Council for approval and any associated funding decisions at a meeting of the Council. If changes to Council rules or guidance are required to facilitate these regional grants, those changes should be presented to the Council for action.

The recommendation should contemplate completion of all regional Economic Development Strategies no later than determined by the plan of the plan, subject to available resources, regional readiness, and stakeholder participation.

Action Item: Ryan Lance made the motion to approve, Derek Smith seconded. The board held further discussion about the deadlines in the motion (indicated by the underlined text above); motion carried unanimously. Chuck Brown abstained from the vote.

Joe Schaffer sought consideration for a motion, initiating a comprehensive structural overhaul that aligns state statutes and programs with a new governance framework, utilizing specific performance metrics to evaluate the organization's strategic success and regional impact.

*I move that we direct our CEO to engage the Board in:
Initiating a process to conduct a comprehensive review of relevant state statutes, existing programs and services, and make recommendations to the Governor and Legislature for desired changes/modifications; and identifying a focused, yet appropriate set of metrics, both leading and lagging indicators to inform the Board, the organization, and the Business Council's stakeholders if our work is on the right path and ultimately if we have been successful; and establishing a framework for organizational governance that codifies the Board's expectations of the organization's purpose, how the accomplishment of that purpose will be evaluated (metrics), the organization's long-term strategy and short-term priorities, including processes/policies for regional planning, and a cadence for performance monitoring.*

Action Item: Joe Schaffer made the motion to approve, Derek Smith seconded. The board held further discussion on this motion aiding staff and partners for action items and timeline; motion carried unanimously.

2026 OFFICERS NOMINATING COMMITTEE RECOMMENDATION: COMMITTEE CHAIR, ERICK ARENS

Committee chair, Erick Arens, shared the committee's recommendations for 2026 officers - Co-Chair: Derek Smith, Vice Chair: Joe Schaffer, and Secretary/Treasurer: Ryan Lance.

Action Item: Consideration of Nominating Committee recommendations: Bruce Pivic made a motion to approve, Jason Nelson seconded. There was no further discussion, motion carried unanimously.

ACKNOWLEDGEMENT OF OUTGOING BOARD MEMBERS: CHIEF EXECUTIVE OFFICER, JOSH DORRELL

Josh Dorrell expressed gratitude to outgoing board members for their support and service:

Erick Arens

Chuck Brown

Mark Law

Co-Chair Law gave closing remarks expressing gratitude and appreciation to fellow board members for choosing to serve, leaning in, and wrestling with decisions. Mr. Law highlighted the WBC staff about their professionalism, commitment, and work for the people of Wyoming. He also thanked Josh Dorrell for his perseverance and leadership in building something durable for the long term.

Beth Worthen moved to adjourn; Rachel Chadderdon seconded; motion carried unanimously to adjourn meeting at 4:50PM.

DRAFT



APRIL 1, 2026

VIRTUAL

BOARD OF DIRECTORS MINUTES

MEETING RECORDING CAN BE ACCESSED ON WYOMING BUSINESS COUNCIL YOUTUBE: [HTTPS://YOUTU.BE/YJ4HIA7_RIC?SI=YV2ZPUHS6RXGUZEW](https://youtu.be/YJ4HIA7_RIC?si=YV2ZPUHS6RXGUZEW)

WEDNESDAY, APRIL 1, 2026

Board Members Present: Melissa Atkinson, Rachel Chadderdon, Mark Christensen, Randi Downham, Ryan Lance, Katie Legerski Druse, Jason Nelson, Bruce Pivic, Joe Schaffer, Derek Smith, Beth Worthen

Excused: Cassie Crumpton

WBC Staff Members Present: Bert Adam, Chad Bolling, Vinicius Bueno, Chava Case, Connor Christensen, Drew Dietrich, Josh Dorrell, Patrick Edwards, Brittnie Faulkner, Gordon Finnegan, Maddy Giovanni, Emma Gregg, Kaley Holyfield, Kari Kivisto, Kayla Kler, Wendy Lopez, Brandon Marshall, Kade McMillan, Chris Michael, Rylan O'Bryan, Lyndsay Orr, Ben Peterson, Chance Price, Noelle Reed, Madison Rothwell, Cortney Sutcliffe, Heather Tupper, Chloe Valentine, Taylor Vignaroli, John Wendling

CO-CHAIR, DEREK SMITH, CONVENED SPECIAL MEETING AT 3:01 PM

Pledge of Allegiance

Roll Call of Board Members

Co-chair, Derek Smith, introduced new board members: Mark Christensen (Gillette) and Katie Legerski Druse (Casper)

Public Comment: No requests for public comment to address the board were submitted

SERVICES STANDING COMMITTEE: COMMITTEE CHAIR, JASON NELSON

Broadband Manager, Chad Bolling, provided the project list, contract and attachment templates for fourteen (14) Low Earth Orbit satellite contracts totaling \$10,659,768.28.

Action Item: Consideration to approve individual awards for *LEO* broadband awards as presented using Contract and Attachment A templates. Joe Schaffer made the motion to approve; Ryan Lance seconded. There was no further discussion; motion carried unanimously.

2026 LEGISLATIVE SESSION DEBRIEF AND UPDATE: CHIEF EXECUTIVE OFFICER, JOSH DORRELL

Chief Executive Officer, Mr. Dorrell, explained the FY 2027 Budget following the Legislative Session. He noted that the Council will seek a supplemental budget request for FY 2028 and will work closely with the legislative committees during the interim to review program effectiveness and funding models. Mr. Dorrell also explained that the Department of Audit is currently developing an audit plan to review WBC programs. He noted that the team is willing to participate and will utilize this opportunity to improve processes, noting that the audit will be a starting point to polish efforts and evaluate programs in depth, working with staff and partners. He added that the goal is to improve communication and refine programs to better serve the citizens and communities of Wyoming.

INVESTMENTS STANDING COMMITTEE: COMMITTEE CHAIR, JOE SCHAFFER

Investments Committee Chair, Joe Schaffer, provided context for a planning block grant. Dr. Schaffer noted that the recommendation for block grants will ensure further alignment of the new rules and the directive from the board during the February 2026 meeting for the development of regional economic development plans.

Grants Portfolio Manager, Noelle Reed, presented the recommendation to approve \$1.6M (two percent (2%) of current allocation as noted in statute) from the BRC fund for the planning block grants. This new block grant process allows for accepting application on a rolling basis, enabling communities to maintain momentum. If approved, this will be taken to the SLIB on April 2, 2026, for approval.

Investments Director, Bert Adam, clarified that this is a pre-approval to allow the rolling application of planning grants. He added that progress reports will be provided quarterly to the WBC Board and SLIB.

Action Item: Consideration of staff recommendation for approval of \$1.6M for the planning block grant. Ryan Lance made the motion to approve; Jason Nelson seconded. There was no further discussion; motion carried unanimously.

Joe Schaffer sought consideration for a motion of the board to direct the CEO to:

1. Establish processes and messaging that prioritize the award of planning grant funds to consortia of regional communities (e.g., a county, or multiple cities/towns in the same region, etc.) that want to develop shared, "regional" economic plans; and
2. Establish *and publish* a rubric or criterion framework for what the Wyoming Business Council believes is necessary for a quality, appropriate/realistic economic development plan.
3. Establish *and publish* a process for the Business Council Board to review and accept/endorse/approve plans funded through the BRC, including a mechanism for the publishing and archiving of approved plans for public access.
4. Establish a process to ensure plans are regularly reviewed and updated for currency/relevancy.

Action Item: Joe Schaffer made the motion to approve, Bruce Pivic seconded. The board held further discussion on the motion around the framework goals and communication. Beth Worthen made a friendly amendment to add 'and publish' to points two (2) and three (3) following the word 'establish'. Dr. Schaffer and Mr. Pivic accepted the amendment as part of the original motion; motion carried unanimously.

ADJOURNMENT: CO-CHAIR, DEREK SMITH

Beth Worthen moved to adjourn; Rachel Chadderdon seconded; motion carried unanimously to adjourn meeting at 3:38 PM.



APRIL 21, 2026

VIRTUAL

BOARD OF DIRECTORS MINUTES

MEETING RECORDING CAN BE ACCESSED ON WYOMING BUSINESS COUNCIL YOUTUBE: [HTTPS://WWW.YOUTUBE.COM/WATCH?V=M4TZJCTB6UY](https://www.youtube.com/watch?v=M4TZJCTB6UY)

TUESDAY, APRIL 21, 2026

Board Members Present: Melissa Atkinson, Rachel Chadderdon, Mark Christensen, Cassie Crumpton, Randi Downham, David Kinskey, Ryan Lance, Katie Legerski Druse, Jason Nelson, Bruce Pivic, Joe Schaffer, Derek Smith, Beth Worthen

WBC Staff Members Present: Bert Adam, Chad Bolling, Vinicius Bueno, Chava Case, Connor Christensen, Drew Dietrich, Josh Dorrell, Patrick Edwards, Brittnie Faulkner, Gordon Finnegan, Maddy Giovanni, Emma Gregg, Kari Kivisto, Kayla Kler, Wendy Lopez, Brandon Marshall, Kade McMillan, Chris Michael, Rylan O'Bryan, Lyndsay Orr, Ben Peterson, Chance Price, Madison Rothwell, Heather Tupper, Chloe Valentine, Taylor Vignaroli

Other: Sara DiRienzo, Governor's Office and Devin Kenney, Attorney General's Office

CO-CHAIR, DEREK SMITH, CONVENED SPECIAL MEETING AT 3:01 PM

Pledge of Allegiance

Roll Call of Board Members

Co-chair, Derek Smith, introduced a new board member: David Kinskey

Public Comment: No requests for public comment to address the board were submitted

EXECUTIVE SESSION FOR DISCUSSION OF PERSONNEL MATTERS/ CEO REVIEW

Action Item: Consideration of Executive Session for discussion of personnel matters, CEO goals, pursuant to W.S. § 16-4-405(a)(ii). Bruce Pivic made the motion to move into Executive Session, Jason Nelson seconded. There was no further discussion; motion carried unanimously.

RE-CONVENE PUBLIC MEETING

Roll call of Board Members

Action Item: Consideration of CEO goals recommendations. Beth Worthen made the motion to accept the board recommendations from the executive session, Bruce Pivic seconded. There was no further discussion; motion carried unanimously. Sara DiRienzo noted that the Governor does not have a vote on actions.

SUPPLEMENTAL BUDGET REQUEST

Co-chair, Derek Smith, emphasized that the council will be pursuing a supplemental budget request based on feedback from stakeholders across the state and directed the CEO and staff to continue focusing on creating an economic vision for Wyoming and supporting communities to help them succeed.

ROLE OF THE BOARD DURING INTERIM LEGISLATIVE PROCESS

Ryan Lance sought consideration for a motion, initiating a review process of the board structure.

I move that the Wyoming Business Council Board of Directors initiate a formal review of its composition, structure, and member qualifications to ensure alignment with the Board's strategic role and responsibilities.

The review should evaluate whether the current Board:

- Is appropriately structured to lead on strategy, not solely provide oversight
- Possesses the collective capabilities, experience, and perspectives necessary to guide Wyoming's evolving economic development priorities
- Is composed in a way that supports decisive, informed, and forward-looking decision-making

The review shall include, but not be limited to:

- Board composition: skills, expertise, industry representation, and diversity of thought
- Member qualifications: expectations for experience, engagement, and contribution
- Board structure: size, committee structure, and alignment with strategic priorities
- Roles and responsibilities: clarity between governance, strategy, and operational influence
- Decision-making processes: effectiveness, speed, and accountability

Action Item: Ryan Lance made the motion to approve, Joe Schaffer seconded. Discussion: Derek Smith made a friendly amendment to add a deadline for the report to be given to the full board of June 30, 2026, accepted by Ryan Lance and Joe Schaffer. The board held further discussion regarding the background and need for this review; motion carried unanimously as amended. Note: Cassie Crumpton was absent from the vote.

Co-chair, Derek Smith, appointed Ryan Lance as chair for the review process and board members, Jason Nelson, Randi Downham, and Katie Legerski Druse to the committee.

ADJOURNMENT

Bruce Pivic moved to adjourn; Jason Nelson seconded; motion carried unanimously to adjourn meeting at 5:35 PM.

DRAFT



MEMO: MAY 20, 2026

TO: WBC BOARD OF DIRECTORS
FROM: WBC INVESTMENTS TEAM

QUARTERLY CHALLENGE LOAN REPORT

PAST DUE REPORT

Challenge Loan Policy requires quarterly reporting of all loans 30 days or more past due.

There are three (3) past due payments as of March 31, 2026:

Ryan Riggs (Hay) –Mr. Riggs was emailed on 4/8/26 with no response. In previous conversations he claims he will get payment to us soon. The amount past due is \$37,658.04 (2 Annual payments plus \$1,882.90 late charge); loan balance is \$108,608.24.

Marty Yorges (Hay) – Mr. Yorges had a 2nd late payment notice mailed out on 2/11/26. He informed us due to crop loss, he is unable to make payment at this time. We will work to stay in touch with Mr. Yorges. The amount past due is \$16,079.44 (2 Annual payments plus \$803.97 late charge); loan balance is \$41,614.30.

Eden Farms (Beet) – Regular contact has been maintained with Ms. Eden. Mr. Eden passed away in 2021 and although Ms. Eden has done her best to continue operations, she doesn't have the funds to make full payment. We are hoping for a partial payment soon. We will continue to monitor and stay in touch with Ms. Eden. The amount past due is \$35,569.28 (2 Annual payments plus \$1,778.46 late charge); loan balance is \$81,916.67.

LOAN LOSS RESERVE ANALYSIS

Challenge Loan Policy requires a review of all loans that are delinquent (over 30 days past due), and a specific reserve will be allocated if the review warrants. There will be an additional unallocated reserve of one-half of one percent of the total portfolio balance.

The reserve is adequate with a balance of \$582,463. The allocation includes a 10% loan loss reserve for the Economic Disaster Loans originated, plus 0.5% of the total loan portfolio. The reserve does include the past due Economic Disaster loan for Eden Farms (\$81,917), Ryan Riggs (\$106,608), and Marty Yorges (\$41,614).

The resulting available fund balance in the Economic Development Fund is \$13,384,757 including encumbered funds.

CHARGE OFF BALANCES

None

UPDATES

- There are 100 active loans totaling \$12,152,530.68.
- We are still waiting to close the last two loans that were approved.
- Annual Challenge Loan Audit has completed with no exceptions and is included.

STAFF RECOMMENDATION

The staff recommends approval of this report.



STATE OF WYOMING
DEPARTMENT OF AUDIT

Mark Gordon
Governor

Justin Chavez
Director

Jeremiah Bishop
Commissioner

OFFICE OF THE DIRECTOR

(307) 777-6605 / justin.chavez@wyo.gov

April 28, 2026

Josh Dorrell, Chief Executive Officer
Wyoming Business Council
214 West 15th Street
Cheyenne, Wyoming 82002-0240

Dear Mr. Dorrell:

Enclosed please find the Report of Examination of the Wyoming Business Council Challenge Loan Program made by examiners of the Department of Audit, Division of Banking, pursuant to Wyoming Statute 9-12-306. This office concurs with the findings and comments of the examiners.

If you have any questions regarding the Report of Examination, please do not hesitate to contact my office.

Sincerely,

Justin Chavez
Director

Enclosure



Report of Examination

Wyoming Business Council's

Wyoming Partnership Challenge Loan Program

Consisting of Loans to Development Organizations;

Guarantee Loan Participations; Bridge Financing;

Economic Disaster Loans; Loan Guarantee Program Loans,

Main Street Loan Participations; and

Natural Gas Fueling Infrastructure Loans.

Prepared by:

Division of Banking

Department of Audit, State of Wyoming

March 30, 2026

EXAMINATION SCOPE

The purpose of this examination is to review loans funded by the Wyoming Business Council (WBC) under the Wyoming Partnership Challenge Loan Program (Program) and the credit administration of those loans. Loans made under the Program were examined for compliance with statutes and regulations as well as prudent underwriting standards. Additionally, loans were reviewed for proper documentation and compliance with WBC's loan policy.

Wyoming Statute (W.S.) 9-12-306 mandates the examination of the Program by the Department of Audit. The Director of the State of Wyoming's Department of Audit or designee is required to annually examine loans made under the Program and submit a Report of Examination to the Governor, the Legislature, and the WBC. Per the Program's Rules and Regulations, a portfolio report of all loans as of December 31 is to be submitted to the State Banking Commissioner no later than January 15. The State Banking Commissioner is then required to schedule an audit of the loan portfolio on or before April 1, with a completed audit report presented to the WBC on or before May 1.

This examination was completed on April 1, 2026. The loan review included loans made under the Partnership Challenge Loan Program (Development, Bridge, and Guarantee Loan Participations), and Economic Disaster Loans. This equated to thirteen (13) Bridge loans and eight (8) Economic Disaster Loans, for a total of twenty-one (21) loans reviewed or 35.11 percent of the portfolio. Community Development Loans are not considered part of the portfolio and are not part of the Division of Banking's review.

PROGRAM OVERVIEW

Article 3 of the Wyoming Economic Development Act

The Program is governed by W.S. 9-12-301 through 9-12-307. The Program is funded through the Economic Development Enterprise Fund Account and is administered by the WBC. The WBC has adopted the Rules and Regulations (Rules) of the Program in order to implement Article 3. These Rules include Chapter 2, Wyoming Partnership Challenge Loan Program (Loans to Development Organizations, Bridge Financing, and Guarantee Loan Participations); Chapter 4, Economic Disaster Loans; Chapter 3, 50/50 Financing Program; Chapter 7, Wyoming Main Street Loan Participation; and Chapter 8, Natural Gas Fueling Infrastructure Loans.

The Bridge Financing loans and Loan Guarantee Program have been consolidated under Chapter 3 of the Rules by legislation passed during the 2022 legislative session and is now referred to as the 50/50 Financing Program.

Chapter 2 – Wyoming Partnership Challenge Loan Program

Loans made under Chapter 2 of the WBC's Rules consist of loans made to community or state development organizations, loans for bridge financing, and guarantee loan participations. As defined by statutes, a community development organization is a group of private citizens organized as a business entity for the purpose of providing financing for new, existing, or expanding

businesses and other economic or community development purposes throughout Wyoming. A state development organization is a corporation with the authority to provide financing for new, existing, or expanding businesses and to fulfill other economic or community development purposes throughout the state. Bridge financing is for projects where a commercial lender makes the loan and WBC shares in the loan. Guarantee loan participations are for projects where a bank has a Federal guaranteed loan to support promise of repayment of a loan to a business.

The total amount of loans and loan commitments made to a single community development organization is limited to \$1,000,000. Total loans and loan commitments made to state development organizations are limited to \$3,500,000.

<u>Chapter 2 Challenge Loans</u>			
<u>Loan Type</u>	<u>12/31/2025</u>	<u>12/31/2024</u>	<u>12/31/2023</u>
Development Loans	\$0	\$0	\$0
Bridge Loans	\$8,300,227	\$6,819,743	\$4,903,458
Guarantee Loan Participations	0	0	0
Total Loans	\$8,300,227	\$6,819,743	\$4,903,458
Loans 30 Days or More Past Due	\$0	\$0	\$0

At year-end 2025, there were thirteen (13) Challenge Loans made pursuant to Chapter 2 compared to fourteen (14) loans at year-end 2024. The Challenge Loan Portfolio includes thirteen (13) Bridge Loans totaling \$8,300,227. The credit made to DBJJDM Enterprises has an outstanding balance of \$2,248,923. This loan is not a part of the Challenge Loan program but it was a legislative decision to use the program's funds to originate the loan. Although the loan is not officially part of the Challenge Loan program, it was included in our scope and the balance is included in the table above. In 2025, WBC originated seven (7) new Challenge Loans to seven (7) businesses with a total origination balance of \$2,141,066. The new loans have paid down to a year-end 2025 balance of \$2,050,241. The current loan portfolio has increased by \$1,480,484 or 21.70 percent from year-end 2024. Their new loan growth was offset by a \$713,023 principal reduction on the DBJJDM Enterprises loan.

Chapter 4 – Economic Disaster Loans

Loans made under Chapter 4 of the Rules and Regulations are intended for businesses that have been adversely affected by an economic disaster. The statutes define an economic disaster as an event occurring in Wyoming that has an economic impact with total lost revenues to impacted businesses in a twelve calendar-month period of at least \$4,000,000, or an economic impact with total lost revenues of impacted businesses in four or less counties in a 12 calendar-month period of at least \$1,000,000.

Chapter 4 – Economic Disaster Loans

	<u>12/31/2025</u>	<u>12/31/2024</u>	<u>12/31/2023</u>
Seed/Bean/Beet Grower Loans	\$1,555,197	\$2,238,316	\$3,150,649
Number of Loans Outstanding	46	46	50
Hay Loans	\$1,621,063	\$1,868,427	\$2,323,810
Number of Loans Outstanding	32	32	34
Loans 30 Days or More Past Due	\$265,028	\$31,191	\$51,630

At year-end 2025, there was a total of 78 Economic Disaster Loans outstanding. Economic Disaster Loans consists partially of 46 beet loans that have existed since year-end 2016. Additionally, there are 32 Economic Disaster Loans that originated in 2020 all of which were related to the 2019 irrigation canal collapse on the Gering-Fort Laramie/Goshen Irrigation District canal system. Currently, the total amount of loans 30 days or more past due is \$265,028. This total is represented by four total loans (Ryan Riggs, David Saul, Mary Yorges, and Eden Farms). Since the previous examination, a loan to David Walker was approved to be fully charged off in the amount of \$31,191.

Chapter 3 – 50/50 Financing Program

Chapter 3 is for loan guarantees in which the WBC guarantees a portion of a bank loan made to a business. Such loan guarantees are not to exceed \$2,500,000 or 50 percent of total project costs, whichever is less. The WBC has not guaranteed any loans under this program.

Chapter 7 – Wyoming Main Street Loan Participation

Chapter 7 is for loans in which the WBC participates with a commercial lender that has made a loan to a business for building improvements to maintain the structure’s historical character. The maximum participation is limited to 75 percent of the loan or \$100,000, whichever is less. At year-end 2025, there were no loans funded under this program.

Chapter 8 – Natural Gas Fueling Infrastructure Loans

Loans made under Chapter 8 of the Rules and Regulations are intended for Natural Gas Fueling Infrastructure (NGFI). As defined by statutes, a NGFI Loan is for the costs of the engineering, design, real property, equipment, and labor necessary to install a functioning natural gas filling station to fuel motor vehicles which operate on natural gas as transportation fuel. Loans issued under this chapter may not exceed 75 percent of the total project cost or \$1,000,000, whichever is less.

Chapter 8 – Natural Gas Fueling Infrastructure Loans

	<u>12/31/2025</u>	<u>12/31/2024</u>	<u>12/31/2023</u>
NGFI Loans	\$0	\$0	\$170,607
Loans 30 Days or More Past Due	\$0	\$0	\$0

Since the prior 2023 examination, the single loan to Star Valley Natural Gas paid off in full in 2024. There are no additional loans funded under this program as of this examination.

Administration

The Program is administered by the Business and Industry Division of the WBC. Effective April 2026, with the resignation of Loan Portfolio Manager, John Wendling, the management of the loan portfolio will transition to Investments Director, Bert Adams, who will assume all ongoing supervisory responsibilities in the interim.

Servicing

The WBC contracts with Rams Head Escrow Solutions, of Cheyenne, Wyoming for servicing of the loan portfolio.

FINDINGS

Overall, the WBC is administering loans funded under the Program in a satisfactory manner. WBC staff completes a cash flow analysis on loans as new financial information is obtained as well as on new loan requests.

Borrower Performance

Generally, loans funded under the Program continue to be financially sound. A loan for David Walker was originated in February 2020 as part of the Economic Disaster Loan declaration for the irrigation canal collapse of the Gering-Fort Laramie/Goshen Irrigation District canal system. Due to a history of past due payments and numerous ongoing failed collection attempts, the WBC Board made the decision to charge off the full remaining principal balance of \$31,191 in 2025. The WBC continues their efforts to keep contact and collect on all of their past due loan relationships.

Loan Loss Reserve

The Challenge Loan Policy dictates that the loan loss reserve is funded to account for one-half of one percent of the total portfolio balance. Additionally, the Challenge Loan Policy requires a review of all loans that are delinquent and that a specific reserve amount be allocated should the review warrant it. Furthermore, a specific allocation of ten percent of the economic disaster loans is required. At year-end 2025, the loan loss reserve totaled \$750,528 which includes the past due Economic Disaster loan for Eden Farms (\$81,917), Ryan Riggs (\$106,608), David Saul (\$34,889), and Marty Yorges (\$41,614), and appears to be adequately funded and in compliance with policy.

Economic Disaster Loan Financial Documentation Requirements

There are two loan groups that fall under the economic disaster loan program. The first are loans that were approved and funded for the economic emergency declaration for beet farmers in the Big Horn basin that grow for either the Wyoming Sugar Company (Worland) or the Western Sugar

Cooperative (Lovell). These are one-time emergency loans to assist borrowers affected by these disasters to cover expenses and ensure continued operations. Historically, the WBC has not continued collecting financial information on these loans after origination. These loans have a ten-year repayment period. The loans are essentially unsecured as the crop from 2016 that was lost due to the aforementioned disaster served as collateral. These loans are considered more “character” loans and have performed well, historically. The second group of loans that was approved and funded under the economic emergency declaration were for farmers and ranchers in the Gering-Fort Laramie/Goshen Irrigation District canal system, due to the irrigation canal collapse in 2019 which are referred to as “Hay” loans. These loans have a nine-year repayment period. The loans are also essentially unsecured as the crop from 2019 that was lost due to the aforementioned disaster served as collateral.

Loans with Documentation Exceptions

Loan file documentation exceptions are measured by dividing the dollar amount of exceptions found by the total volume of loans reviewed. The table below details the dollar amounts of documentation exceptions cited at this examination. There were several documentation exceptions noted in our review, mainly centered around missing financials and insurance. However, all of the missing documentation were obtained and provided to examiners during the course of the examination.

<u>Loan File Documentation Exceptions</u>		
<u>Category</u>	<u>Amount (000)</u>	<u>Percentage</u>
All Exceptions – Initial	\$3,662,000	45.43%
All Exceptions – After Corrections	\$0	0%
Financial Statement Exceptions – Initial	\$1,237,000	15.35%
Financial Statement Exceptions – After Corrections	\$0	0%
Total Dollar Volume of Loans Reviewed	\$8,060,000	

Exit Meeting

On April 21, 2026, a discussion was held with Investments Portfolio Analyst, Madison Rothwell. Representing the Wyoming Division of Banking were Chief Bank Examiner Cole Vizina and Assistant Bank Examiner Renzo Milatzo.



 Jeremiah Bishop, Commissioner



**HELPING WYOMING BUSINESSES
ADVANCE GROUNDBREAKING
TECHNOLOGIES AND COMMERCIALIZE
THEIR RESEARCH.**

Matching Grant Program

INNOVATION

GRANT



INNOVATION GRANT

KEY METRICS TO-DATE

\$8,257,230

Matching Funds Awarded

\$50,358,107*

Federal Awards Realized

58

Matching Grants

201

Total Jobs Supported

6:1**

Leverage Ratio

*This is self reported from current contracted companies. Actual amount is likely more.

** This is calculated from best known federal amount shown above and total WBC matching funds paid. When calculating using the federal award amount shown and the WBC funds paid during the same time period, the leverage ratio is 8:1.



INNOVATION GRANT

MATCH PROGRAM – FY 2026

\$16.4M

FY26 Allocation

\$550,000

Matching Funds Awarded

\$250,000

Matching Funds Paid Out

\$300,000

Matching Funds Encumbered

\$15,845,000

Funds Remaining



INNOVATION GRANT PROGRAM UPDATES

- Federal program was signed back into law on April 13, 2026 as the Small Business Innovation and Economic Security Act
- Current WBC matching funds will be available through June 30, 2026



INNOVATION
GRANT

LAUNCHING WYOMING BUSINESSES INTO THE NEXT PHASE OF GROWTH.



Grant Program

KICKSTART



KICKSTART GRANT – PROGRAM OVERVIEW

RELAUNCHED IN JAN '25

Originally launched in 2018 with 18 awards with \$886,400 in funding

QUARTERLY COMPETITION

Applicants reviewed on a quarterly basis:

- Wyoming based
- High growth potential
- Obtain markets outside the state
- Founder qualifies through previous pitch competition finalist, accelerator, or other venture experience

3 STAGES

Stage 1: Review by internal WBC panel

Stage 2: Top 5 from Stage 1 pitch to WBC partner investors, venture/business specialists

Stage 3: Top 3 from Stage 2 have Q&A with WBC panel

* All panels have new judges every quarter



KICKSTART

KICKSTART GRANT – FINANCIAL OVERVIEW

0

Grants In Process

15

Grants Awarded

\$750,000

Funds Paid Out

\$150,000

Requested Grant Funds

\$2,100,000

Funds Remaining



KICKSTART AWARDS: Q1 2025

Reporting Status: 1/6*

* 2nd reports due May 15th



AGRICULTURAL INNOVATIONS

\$50,000

- Finalized 1st large production run
- Secured 9 retail locations & 1 distributor
- Working on 1000+ pc production run
- Contracted with local marketing team and solar teams



ING OUTDOORS

\$50,000

- Hired fractional CFO
- Closing SAFE investment round
- Partnered w/local marketing team
- Developing relationship w/angel group

TEN GALÓN

TEN GALÓN

\$50,000

- Finalized design of new facility w/construction starting this month
- Develop partnerships w/distributors
- Hired 2 employees to support growth efforts

KICKSTART AWARDS: Q2 2025



SLP TOOLS \$50,000

- Hired Wyoming based marketing and developers to expand market base and improve customer support
- On track to roll out of Beta testing and into paid platform by June

ICE SPAS \$50,000

- Expanded product base to counter dip in ice spa sales
- Hired sales manager, media manager, and fractional assistant to support redirection and continued growth

POINT BLANK \$50,000

- Working with Wyoming based engineers to finalize prototype components
- Brought more production processes in-house, on track with the goal of a Cody based facility



KICKSTART AWARDS: Q3 2025

SoloStudies



POWER THEORY

POWER THEORY

\$50,000

- Begun manufacturing pilot projects with the support of Manufacturing Works
- Hosted Wy/Co networking event for programmers
- Hired R&D contractor



MAYPALL

\$50,000

- Sold over 4,200 units to date across all 50 states
- On track to expand sampling program
- Strategizing how to complete additional clinical trials to achieve ADA support



KICKSTART AWARDS: Q4 2025

Contracts have been executed; first report will be due October 15, 2026



BULLFROG RECRUITING

SOLUTIONS

\$50,000



PIXELPAY

\$50,000



SWEET

MOTIVATION

\$50,000



KICKSTART AWARDS: Q1 2026

Funding has been approved by the Governor's office – contracts are in process



WYOMING BUCKET

\$50,000



RED, WHITE, AND BLUED

\$50,000



MILLING

\$50,000

KICKSTART GRANT PROGRAM

STATUS UPDATE

- Program has been temporarily paused by Governor Gordan
- Continuing to offer support through networking opportunities with partner programs such as WYVC, pitch reviews, and business strategy sessions
- Will pivot to other “non-fund” efforts such as website improvements, creation and launch of the Kickstart Alumni group, and deepening partnerships with other programs such as UWVM and Startup Wyoming



KICKSTART

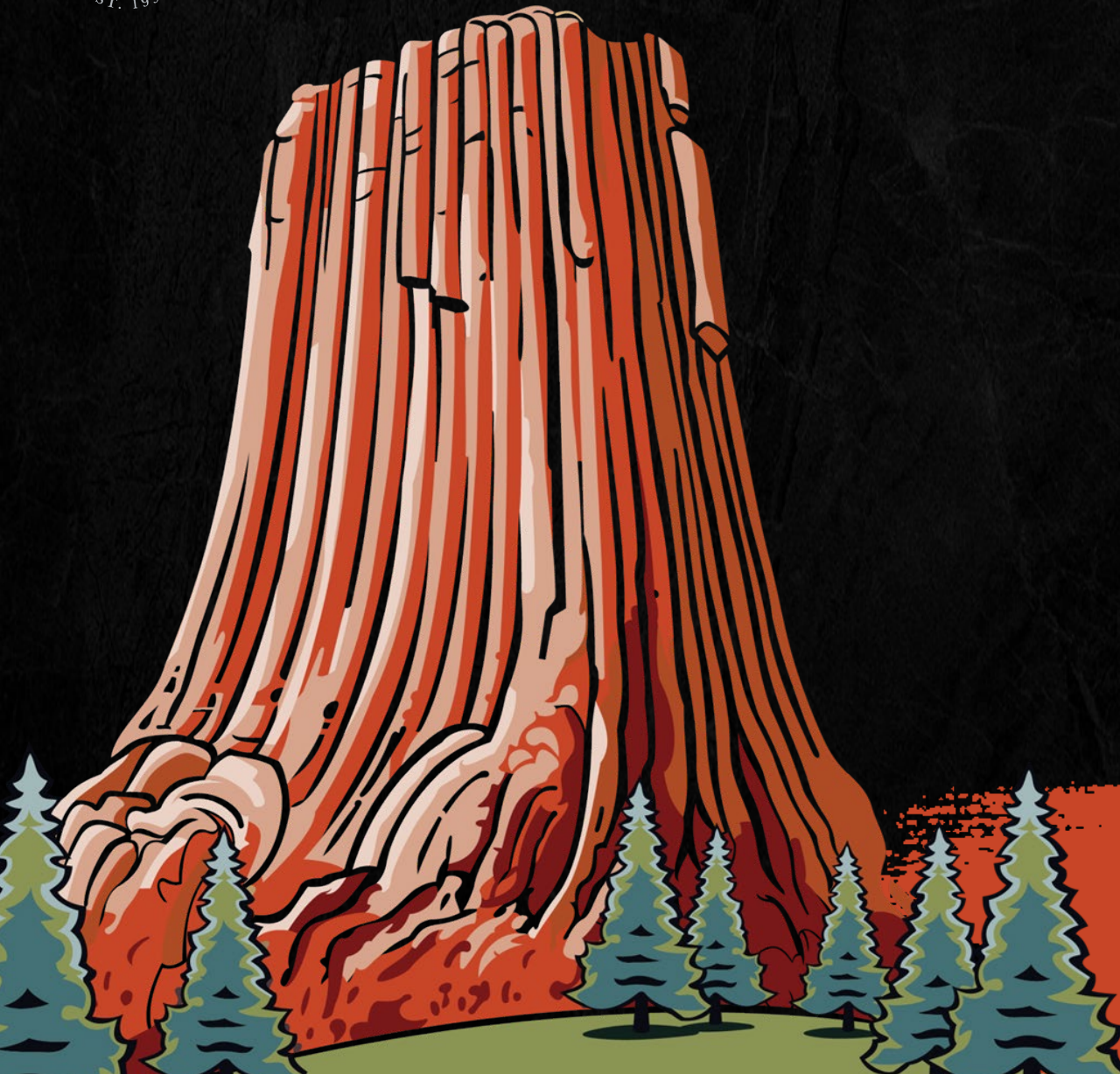


Helping Wyoming entrepreneurs build sustainable companies, create great jobs, and keep their success homegrown.



WBC BOARD MEETING WYVC UPDATE

MAY 4, 2026



WYVC

Dilutive capital for Seed, Series A,
or Fund-Level LP investments for
companies driving to national or
global markets.



WYBC

WYVC INVESTMENTS TO-DATE

11

WY COMPANIES
INVESTED IN

\$164.7M

PRIVATE CAPITAL
INVESTED

22.18%

AVG. INVESTMENT
PER ROUND

\$19.9M

WYVC CAPITAL
INVESTED

9:1

LEVERAGE
RATIO

\$184.6M

TOTAL CAPITAL INTO
WY STARTUPS



WYVC INVESTMENTS TO-DATE



Funds



Direct

LANGUAGE I/O

FRONTLINE WILDFIRE DEFENSE

Breakthrough VENTURE CAPITAL

lumion

DISA

AIRLOOM

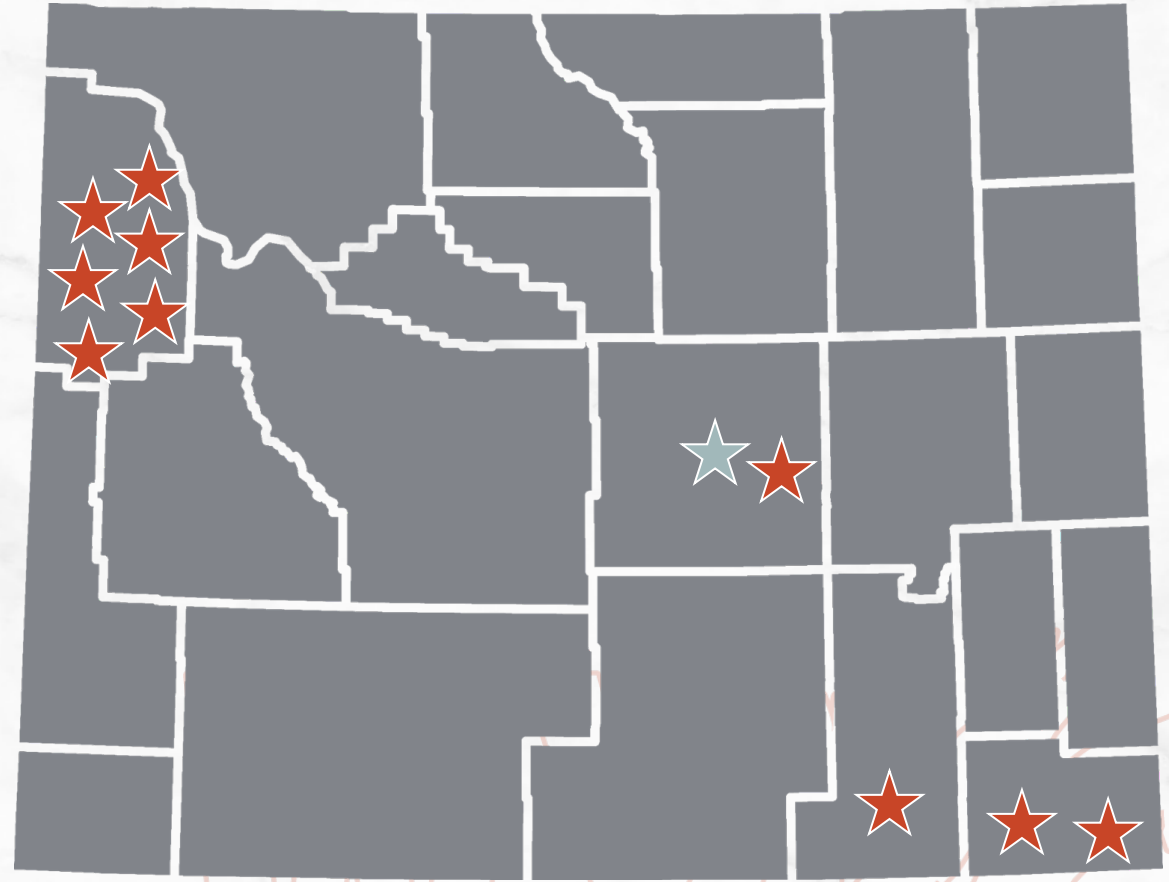
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EYE TO EYE TELEHEALTH

ALPYN Beauty

UserEvidence

derapi



WYVC CO-INVESTORS TO-DATE

★ Leads



WYVC DEPLOYMENT

WYVC INVESTMENT ACTIVITY

	3Q25	4Q25	1Q26	4/30/2026
DIRECT STRATEGY INVESTED	\$ 15,995,241	\$ 18,495,028	\$ 18,660,479	\$ 18,825,929
PORTFOLIO COMPANIES	9	10	10	10
FUNDS STRATEGY INVESTED	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
PARTNER FUNDS	1	1	1	1
WYVC TOTAL INVESTED	\$ 20,995,241	\$ 23,495,028	\$ 23,660,479	\$ 23,825,929

SSBCI TRANCHE TRACKING

TRANCHE 2 REMAINING (\$)	\$ 15,771,386	\$ 13,271,599	\$ 13,106,149	\$ 12,940,701
TRANCHE 2 REMAINING (%)	85.4%	71.9%	71.0%	70.1%

ACTIVE LOIS (\$)*	\$ 6,250,000
TRANCHE REMAINING (\$)	\$ 6,690,700
TRANCHE REMAINING (%)	36.2%

*INCLUDING FUNDS WHERE COMMITMENTS ARE INHERENTLY INCREMENTAL



May 2026

PEOPLE AND ORGANIZATIONAL PERFORMANCE



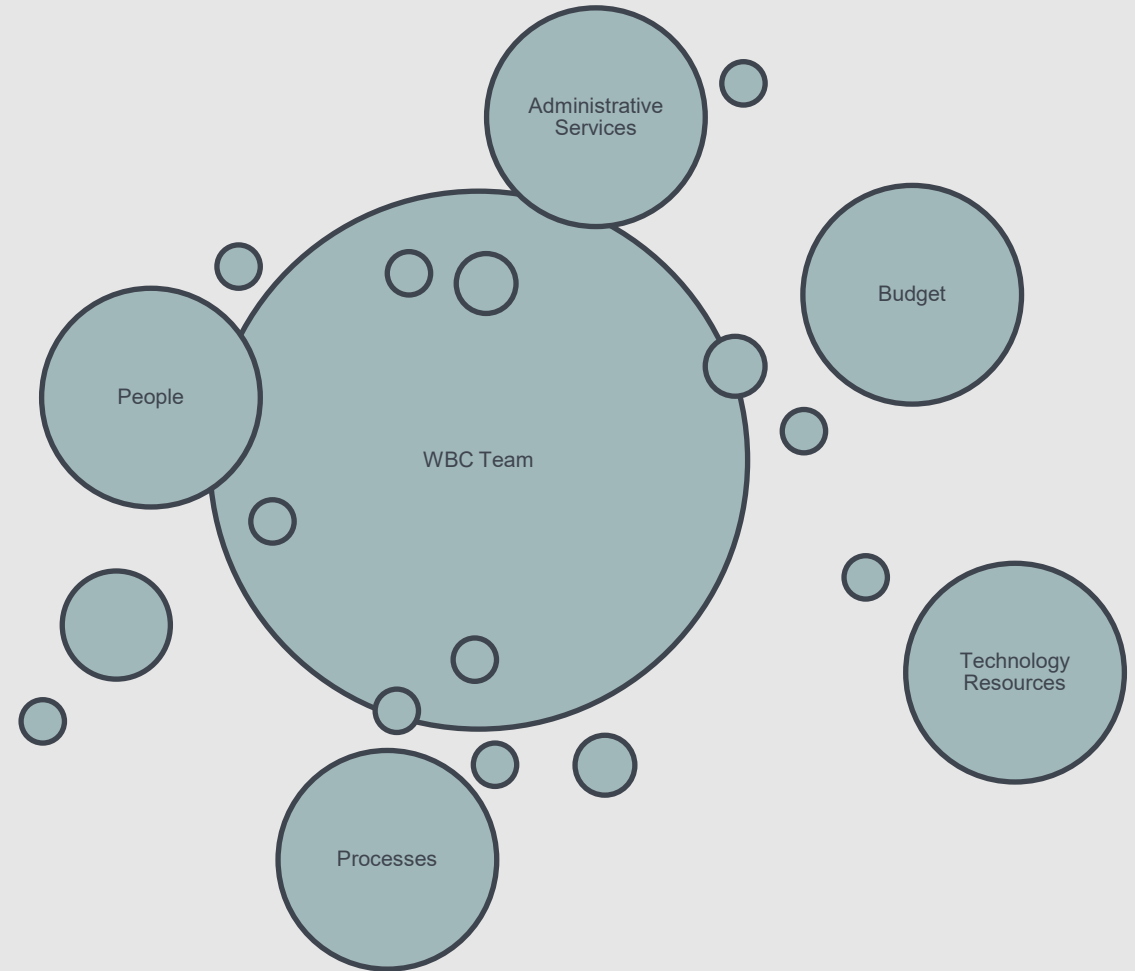
OUR OPERATIONS: EMPATHY IN COMPLEXITY

Arriving at creative solutions by seeing the people within the system and understanding their interactions and experiences.



OUR OPERATIONS: EMPATHY IN COMPLEXITY

Arriving at creative solutions by seeing the people within the system and understanding their interactions and experiences.





ADMINISTRATIVE AND AGENCY SERVICES



- BOARD AND EXECUTIVE SUPPORT
- MEETING AND EVENTS LOGISTICS
- CLIENT MANAGEMENT

- PUBLIC RECORDS
- CONTRACT MANAGEMENT
- AGENCY FLEET AND FACILITIES



BUDGET & FINANCE



- BUDGET DEVELOPMENT
- FISCAL MANAGEMENT
- FINANCIAL PROJECTIONS
- AUDIT COORDINATION

- INTERNAL EXPENSES
- INVOICE PROCESSING
- GRANT DRAWDOWNS
- FINANCIAL REPORTING



PROCESSES



- **SENSE MAKING OF COMPLEX SYSTEMS**
- **REVEALING INSIGHTS: INTERNAL AND EXTERNAL CUSTOMERS**
- **SYSTEMS: EXPERIMENT AND PROTOTYPE**



PEOPLE PERFORMANCE: SYSTEMS



- **CONNECT AGENCY CREATED SYSTEMS WITH INTERNAL PEOPLE NEEDS**
- **STRENGTHEN INTERNAL ENGAGEMENT SYSTEMS**
- **COORDINATE PEOPLE RESOURCES FOR TEAM AND ORGANIZATIONAL ALIGNMENT**



TECHNOLOGY SOLUTIONS



- TECHNOLOGY SOLUTION ADOPTION
- TECHNOLOGY SECURITY
- SYSTEM PERFORMANCE
- VISUAL MEDIA MANAGEMENT



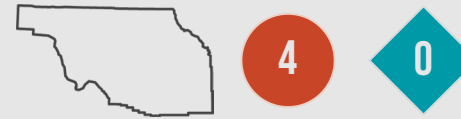
PEOPLE

We're a small but mighty team of dispersed, highly connected change-makers activating our purpose, leveraging our strengths, and building a larger team of thousands to act upon solutions that will make a difference in Wyoming's economy. Our team is ambitious, curious, and creative, approaching every challenge with a **"yes, and"** attitude to find innovative solutions.



ENHANCING STATEWIDE CAPACITY

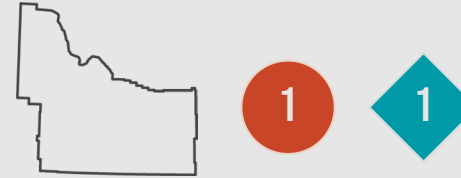
Our team lives and works in the regions we serve to best help communities, businesses, and leaders work on the right challenge at the right time for the right reasons. This level of commitment and connection can't be outsourced.



**BIG HORN, HOT SPRINGS,
PARK AND WASHAKIE**



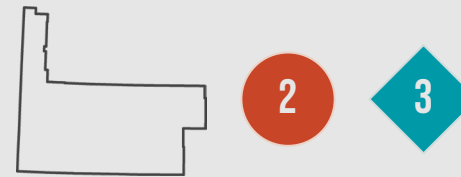
**CAMPBELL, CROOK, JOHNSON,
SHERIDAN AND WESTON**



**FREMONT, SUBLETTE
AND TETON**



**CONVERSE, NATRONA,
NIOBRARA AND PLATTE**



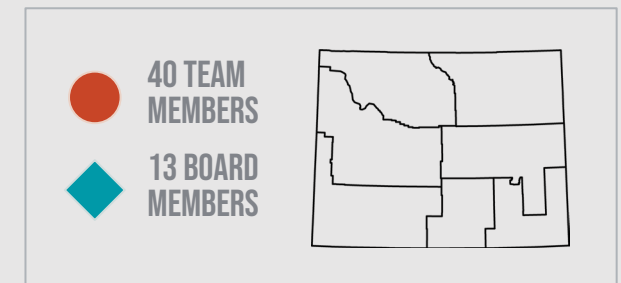
**LINCOLN, SWEETWATER
AND UNITA**



**LARAMIE, ALBANY
AND GOSHEN**

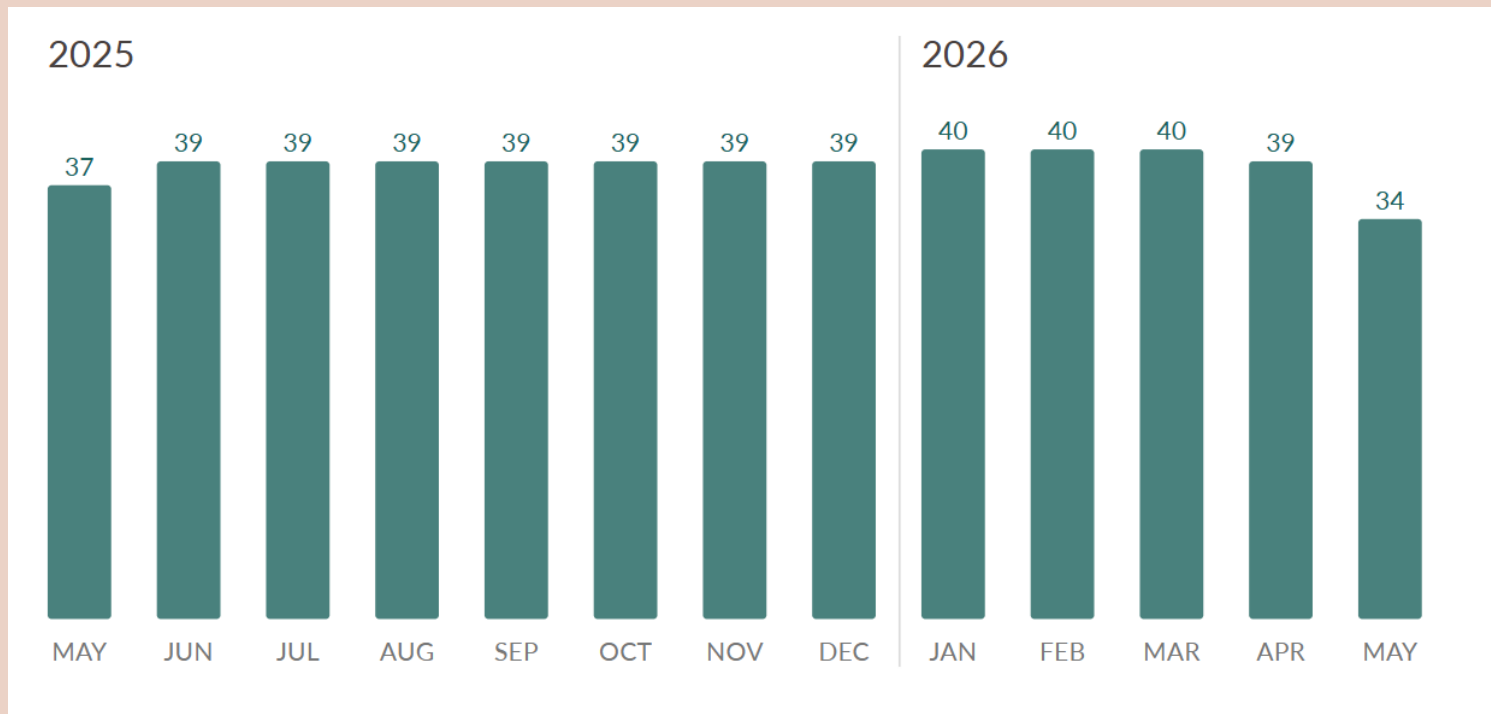


CARBON





MAY 2026: OUR PEOPLE



- LOAN PORTFOLIO MANAGER
- SE REGIONAL DIRECTOR
- ECONOMIC POLICY & RESEARCH ADVISOR
- INTERNS (3)



WHO WE ARE





ANY QUESTIONS?



CHAVA CASE

OPERATIONS DIRECTOR
CHAVA.CASE@WYO.GOV
WYOMINGBUSINESS.ORG



**LEAD ECONOMIC GROWTH
BUILD RESILIENT COMMUNITIES
CREATE OPPORTUNITIES TO THRIVE**

214 W 15TH ST, CHEYENNE, WY 82002
© 2025 WYOMING BUSINESS COUNCIL



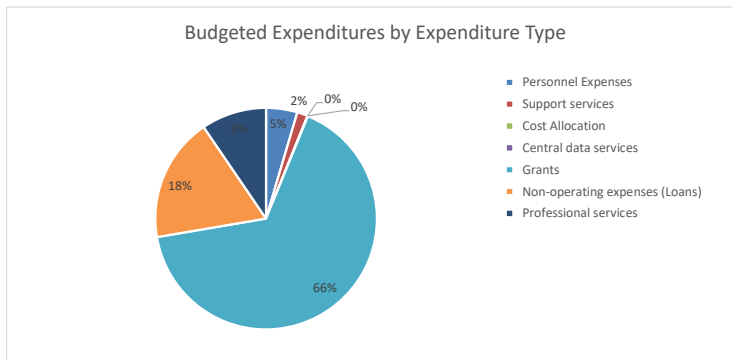
OPERATIONS

WYOMING

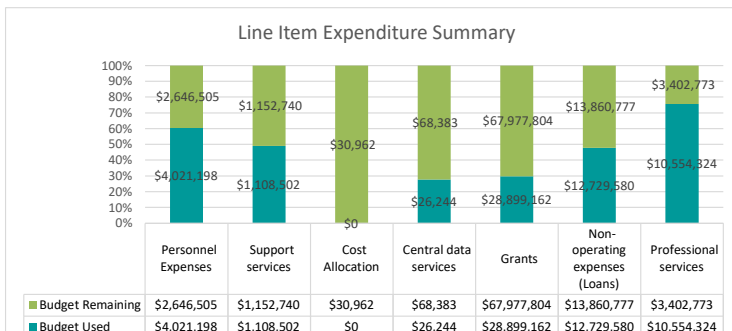
Wyoming Business Council
YTD March 31,2026 (2025/2026 Biennium)

BUDGET SUMMARY	BUDGET	EXPENDED	ENCUMBERED	BALANCE	%	Avail. Cash Balance	YTD Receipts
Economic Diversification							
Investments	\$114,229,864	\$11,200,038	\$22,603,380	\$80,426,446	29.59%		
Investments	\$34,971	\$16,482	-	\$18,489	47.13%		
Finance	\$16,104	\$4,936	-	\$11,168	30.65%		
SBIR Matching Program	\$16,445,000	\$577,500	\$592,500	\$15,275,000	7.11%		
Business Ready Communities (Includes MRG)	\$92,294,210	\$9,429,135	\$20,443,286	\$62,421,789	32.37%		
Community Facilities	\$5,439,579	\$1,171,985	\$1,567,594	\$2,700,000	50.36%		
Services	\$5,941,781	\$2,425,064	\$2,256,270	\$1,260,447	78.79%		
Services	\$3,244,153	\$1,548,140	\$1,474,886	\$221,127	93.18%		
Broadband Administration (fund 004)	\$89,003	\$4,122	-	\$84,881	4.63%		
Entrepreneurship	\$547,778	\$18,830	\$500,000	\$28,948	94.72%		
Main Street	\$366,937	\$125,019	\$20,474	\$221,444	39.65%		
Markets & Expansion	\$594,497	\$190,809	\$77,675	\$326,012	45.16%		
Recruitment	\$753,468	\$353,170	\$30,638	\$369,661	50.94%		
Community Development	\$89,537	\$35,841	\$45,323	\$8,374	90.65%		
Asia Pacific Trade Office	\$256,408	\$149,134	\$107,274	-	100.00%		
Wyoming Business Council							
Operations	\$7,785,033	\$4,650,444	\$90,993	\$3,043,596	60.90%		
Accounting	\$136,031	\$68,444	\$0	\$67,587	50.32%		
Agency Services	\$368,903	\$210,566	\$38,582	\$119,755	67.54%		
Board	\$70,039	\$40,828	-	\$29,211	58.29%		
Executive	\$51,171	\$11,898	-	\$39,273	23.25%		
HR (Non-Payroll)	\$234,627	\$74,675	-	\$159,952	31.83%		
HR (Payroll)	\$6,470,478	\$3,882,300	-	\$2,588,178	60.00%		
IT	\$453,784	\$361,733	\$52,411	\$39,640	91.26%		
Regional Directors	\$132,965	\$39,377	-	\$93,588	29.61%		
Strategy	\$1,036,974	\$802,877	\$192,540	\$41,557	95.99%		
General Strategy	\$887,091	\$693,127	\$176,870	\$17,093	98.07%		
Communications	\$126,403	\$100,656	\$3,950	\$21,797	82.76%		
Strategic Partnerships	\$23,480	\$9,093	\$11,720	\$2,667	88.64%		
TOTAL GENERAL FUNDS	\$129,126,617	\$19,117,800	\$25,143,183	\$84,865,634	34.28%		
Federal Funds							
Brownfield Revolving Loan Program	\$244,406	-	-	\$244,406	0.00%		
WY Venture Capital (WYVC)	\$482,156	\$171,846	-	\$310,310	35.64%	\$ 19,201,598	\$ 541,184
State Trade and Export Program (STEP)	\$189,463	\$99,710	5,000	\$84,753	55.27%		
Broadband Equity, Access, & Deployment (BEAD)	\$7,484,233	\$750,272	\$4,253,258	\$2,480,704	66.85%		
Digital Access Capacity	\$5,251,486	\$16,813	\$4,840,148	\$394,526	92.49%		
TOTAL FEDERAL FUNDS	\$13,651,744	\$1,038,639	\$9,098,405	\$3,514,699	74.25%		
Agency Funds							
Economic Loan Development (fund 039/089)*	\$3,340,809	\$2,885,106	\$34,601	\$421,103	87.40%	\$ 13,384,757	\$ 3,227,413
Rural Rehabilitation (fund 499)	\$286,867	\$14,324	\$6,680	\$265,863	7.32%	\$ 5,228,248	\$ 141,731
Wyoming Business Council (fund 085)	\$72,917	272	-	\$72,645	0.37%	\$ 237,351	\$ 7,665
TOTAL AGENCY FUNDS	\$3,700,593	\$2,899,701	\$41,281	\$759,611	79.47%		
TOTAL BUDGET	\$146,478,954	\$23,056,141	\$34,282,869	\$89,139,945	39.14%		
American Rescue Plan Act							
WIP Initiative - Entrepreneurship Mapping	\$91,750	\$67,250	\$24,500	-	100.00%		
Capital Projects Fund - Broadband	\$54,333,231	\$10,814,703	\$43,135,313	\$383,215	99.29%		
TOTAL ARPA	\$54,424,981	\$10,881,953	\$43,159,813	\$383,215	99.30%		

* \$30.28 million reserved for Large Loan Fund



Loan Type	Balance
Economic Disaster	2,097,862
Participation - Bridge	870,487
Participation - Succession	3,066,420
Participation - 50/50	2,523,461
Amendment IV	-
WyoTech	2,203,945
BRC	10,768,429
Unallocated Allowance	(22,900)
Total	21,507,704



WYOMING BUSINESS COUNCIL

QUARTER 3 FISCAL YEAR 2026 FINANCIAL REPORT

BUDGET REPORT

General Funds

- March 31, 2026, closes the third quarter of fiscal year 2026, which is the second fiscal year of the current two-year biennium.
- The remaining general funds balance as of March 31, 2026, is \$84.86 million. Not accounting for the budget line items that have very specific appropriations, we have about \$1.79 million remaining to obligate for the remainder of the fiscal year/biennium.

Federal Funds

- Total expenditures on federal programs through March 31, 2026, were \$1.04 million, with \$750k of federal expenditures going towards the BEAD program. The BEAD federal awarding agency approved our final proposal in November 2025, and we are working on adding an additional \$198 million into the BEAD budget to continue moving that program forward.
- The WYVC program had expenditures of \$172k through March 31, 2026. The WYVC fund's available cash as of March 31 is \$19.20 million and had earned \$541k in interest on the cash balance. Investment balances as of March 31 are \$1.67 million in fund investments and \$18.66 million in direct investments. The available balance of \$310k is for the administrative portion of the program.

Agency Funds

- As of March 31, 2026, the Economic Loan Development fund had an available budget of \$421k. Available cash was \$13.38 million, and interest earned from the STO and loan principal and interest payments through the third quarter of this fiscal year total \$3.23 million.
- As of March 31, 2026, the Rural Rehabilitation fund had an available budget of \$266k, and \$5.23 million in available cash. The fund has earned \$142k in investment income through the third quarter of this fiscal year.
- As of March 31, 2026, the Wyoming Business Council fund had an available budget of \$72.6k, and \$237k in available cash. It earned \$7,665 in investment income through the third quarter of the fiscal year.

American Rescue Plan Act (ARPA) Funds

- Our fiscal year 2026 ARPA funds budget is \$54.42 million, of which the Capital Projects Funds (CPF) for broadband is \$54.33 million.
- Through March 31, 2026, \$10.81 million had been expended on CPF Broadband, primarily to Internet Service Providers for project costs. \$43.13 million remains to be expended through this calendar year. Of the 35 projects awarded, five projects have closed out, and another handful are close to being complete, and closed out.

BUDGETED EXPENDITURES

- This chart shows the expenditure type as a percentage of the \$146.48 million budget.
- As of March 31, our grants budget made up 66% of the overall budget, and our loans budget made up 18% of the overall budget, which was consistent with the previous quarter.
- 84% of our fiscal year 2026 budget is allocated to grants and loans, which leaves 16% for service delivery.

LINE-ITEM EXPENDITURE SUMMARY

- This chart shows budget utilization by expenditure type for the total \$146.48 million budget.

LOANS RECEIVABLE

- The net loans receivable balance as of March 31, 2026, is \$21.51 million.
- Total principal and interest payments received on the loan portfolio from July 1 through March 31, 2026, were \$2.53 million.

**AMENDMENT TWO TO THE CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
AND
MCGEE, HEARNE & PAIZ, LLP**

1. **Parties.** This Amendment is made and entered into by and between the Wyoming Business Council (Council), whose address is: 214 W 15th Street, Cheyenne, WY 82002 and McGee, Hearne & Paiz, LLP (Contractor), whose address is: 1509 Bent Avenue, Cheyenne, WY 82001.
2. **Purpose of Amendment.** This Amendment shall constitute the second amendment to the Contract between the Council and the Contractor. The purpose of this Amendment is to: a) increase the total Contract dollar amount by eighty thousand dollars (\$80,000.00) and b) extend the term of the Contract through June 30, 2027.

The original Contract, dated May 12, 2023, required the Contractor to provide professional auditing services for a total Contract amount of fifty-two thousand dollars (\$52,000.00) with an expiration date of June 30, 2024.

Amendment One, dated, May 21, 2024 amended the original Contract to: a) increase the total Contract dollar amount by one hundred thirty-four thousand dollars (\$134,000.00) to one hundred eighty-six thousand dollars (\$186,000.00) and b) extend the term of the Contract through June 30, 2026.

3. **Term of the Amendment.** This Amendment shall commence on June 30, 2026, or upon the date the last required signature is affixed hereto, whichever is later (Effective Date), and shall remain in full force and effect through the term of the Contract, as amended, unless terminated at an earlier date pursuant to the provisions of the Contract, or pursuant to federal or state statute, rule, or regulation.
4. **Amendments.**
 - A. The second sentence of Section 4(A) of the original Contract is hereby amended to read as follows:

“The total payment under this Contract shall not exceed two hundred, sixty-six thousand dollars (\$266,000.00).”
 - B. The second sentence of Section 3 of the original Contract is hereby amended to read as follows:

“The term of this Contract is from Effective Date through June 30, 2027.”
5. **Amended Responsibilities of the Contractor.** Responsibilities of the Contractor have not changed.
6. **Amended Responsibilities of the Council.** Responsibilities of the Council have not changed.

7. **Special Provisions.**

- A. **Same Terms and Conditions.** With the exception of items explicitly delineated in this Amendment, all terms and conditions of the original Contract, and any previous amendments, between the Council and the Contractor, including but not limited to sovereign immunity, shall remain unchanged and in full force and effect.
- B. **Counterparts.** This Amendment may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Amendment. Delivery by the Contractor of an originally signed counterpart of this Amendment by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Council.

8. **General Provisions.**

- A. **Entirety of Contract.** The original Contract, consisting of ten (10) pages; Attachment A, Scope of Work, consisting of two (2) pages, Amendment One, consisting of three (3) pages, and this Amendment Two consisting of three (3) pages represent the entire and integrated agreement between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Amendment, through their duly authorized representatives, have executed this Amendment on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Amendment.

This Amendment is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-3204(b)(iv).

Council:

Wyoming Business Council

Joshua. J. Dorrell, Chief Executive Officer

Date

Chava Case, Operations Director

Date

CONTRACTOR:

McGee, Hearne & Paiz, LLP

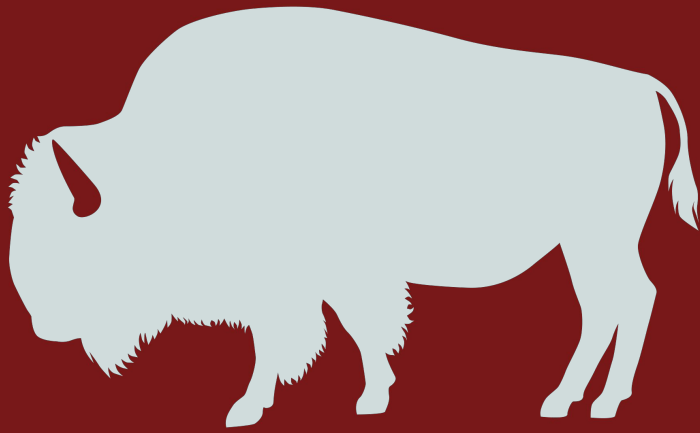
Robert Dahill, Partner

Date

ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM

Jodi A. Darrough, Senior Assistant Attorney General

Date



SERVICES

WYOMING

**AMENDMENT ONE TO THE CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
SPECTRUM PACIFIC WEST LLC**

1. **Parties.** This Amendment is made and entered into by and between the Wyoming Business Council (Council), whose address is: 214 West 15th Street, Cheyenne, Wyoming 82002 and Spectrum Pacific West LLC (Subrecipient), whose address is: 1821 Logan Ave, Cheyenne, WY 82001.

2. **Purpose of Amendment.** This Amendment shall constitute the first amendment to the Contract between the Subrecipient and the Council. The purpose of this Amendment is to a) decrease the total Contract dollar amount by eight hundred eighty-four thousand one hundred eleven dollars (\$884,111.00) to one million forty-nine thousand six hundred seventy-nine dollars (\$1,049,679.00) b) amend the responsibilities of the Subrecipient.

The original Contract, dated February 19, 2025, required the Subrecipient to administer the federal American Rescue Plan Act (ARPA), Capital Projects Fund (CFDA 21.029) funds to the Subrecipient for the completion of broadband project outlined in Attachment A, Park County Cody 4 Addendum, and Attachment B, Park County Cody 4 Service Area for a total Contract amount of one million nine hundred thirty three thousand seven hundred ninety dollars (\$1,933,790.00) with an expiration date of December 31, 2026.

3. **Term of the Amendment.** This Amendment shall commence on the date the last required signature is affixed hereto (Effective Date) and shall remain in full force and effect through the term of the Contract, as amended, unless terminated at an earlier date pursuant to the provisions of the Contract, or pursuant to federal or state statute, rule, or regulation.

4. **Amendments.** The original Contract is hereby amended as follows:

A. The second sentence of Section 4(A) of the original Contract is hereby amended to read as follows:

“The total payment under this Contract shall not exceed one million forty-nine thousand six hundred seventy-nine dollars (\$1,049,679.00).”

5. **Amended Responsibilities of the Subrecipient.** Responsibilities of the Subrecipient are amended as follows:

A. As of the Effective Date of this Amendment, Attachment A, Park County Cody 4 Addendum, which was attached to the original Contract, is superseded and replaced by Attachment A-1, which is attached to this Amendment and incorporated into the original Contract by this reference. All references to “Attachment A” in the original Contract, and in any amendments thereto, are amended to read: “Attachment A-1”.

B. As of the Effective Date of this Amendment, Attachment B, Park County 4 Service Area, which was attached to the original Contract, is superseded and replaced by Attachment B-1, which is attached to this Amendment and incorporated into the original Contract by this reference. All references to “Attachment B” in the original Contract, and in any amendments thereto, are amended to read: “Attachment B-1”.

6. Amended Responsibilities of the Council. Responsibilities of the Council have not changed.

7. Special Provisions.

A. Same Terms and Conditions. With the exception of items explicitly delineated in this Amendment, all terms and conditions of the original Contract, and any previous amendments, between the Council and the Subrecipient, including but not limited to sovereign immunity, shall remain unchanged and in full force and effect.

B. Counterparts. This Amendment may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Amendment. Delivery by the Subrecipient of an originally signed counterpart of this Amendment by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Council.

8. General Provisions.

A. Entirety of Contract. The original Contract, consisting of seventeen (17) pages; Attachment A, Park County Cody 4 Addendum, consisting of one (1) page; Attachment B, Park County 4 Service Area, provided in Excel format, Attachment A-1 consisting of one (1) page, Attachment B-1 provided in Excel format, and this Amendment One consisting of three (3) pages represent the entire and integrated agreement between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Amendment, through their duly authorized representatives, have executed this Amendment on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Amendment.

This Amendment is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-3204(b)(iv).

COUNCIL:

Wyoming Business Council

Joshua J. Dorell, Chief Executive Officer

Date

Brandon Marshall, Services Director

Date

SUBRECIPIENT:

Spectrum Pacific West LLC

Paul Woelk, SVP, Business Planning, Charter Communications, Inc

Date

ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM

Jodi A. Darrough, Senior Assistant Attorney General

Date

**AMENDMENT ONE TO THE CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
AND
TRI COUNTY TELEPHONE ASSOCIATION, INC.**

1. **Parties.** This Amendment is made and entered into by and between the Wyoming Business Council (Council), whose address is: 214 West 15th Street, Cheyenne, Wyoming 82002 and TRI COUNTY TELEPHONE ASSOCIATION, INC. (Subrecipient), whose address is: 1601 S. Park Dr, Cody, WY 82414.
2. **Purpose of Amendment.** This Amendment shall constitute the first amendment to the Contract between the Subrecipient and the Council. The purpose of this Amendment is to: a) update the name of the Subrecipient to recognize a change in company name to TRI COUNTY TELEPHONE ASSOCIATION, INC.; b) increase the total Contract dollar amount by eight hundred seventy-four thousand, eight hundred dollars (\$874,800.00) to three million, three thousand, one hundred ninety-three dollars and twenty nine cents (\$3,003,193.29); and c) amend the responsibilities of the Subrecipient.

The original Contract, dated February 16, 2024, required the Council to administer the federal American Rescue Plan Act (ARPA) and Capital Projects Fund (CFDA 21.029) funds to the Subrecipient for the completion of broadband project outlined in Attachment A, Park County Cody 2AB Addendum, and Attachment B, Park County Cody 2AB Service Area for a total Contract amount of two million, one hundred twenty-eight thousand, three hundred ninety-three dollars and twenty-nine cents (\$2,128,393.29) with an expiration date of December 31, 2026.

3. **Term of the Amendment.** This Amendment shall commence on the date the last required signature is affixed hereto (Effective Date) and shall remain in full force and effect through the term of the Contract, as amended, unless terminated at an earlier date pursuant to the provisions of the Contract, or pursuant to federal or state statute, rule, or regulation.
4. **Amendments.** The original Contract is hereby amended as follows:
 - A. The Subrecipient’s name and address are hereby amended to read as follows:

“TRI COUNTY TELEPHONE ASSOCIATION, INC. 1601 S. Park Dr, Cody, WY 82414”
 - B. The third sentence of Section 4(A) of the original Contract is hereby amended to read as follows:

“The total payment under this Contract shall not exceed three million, three thousand, one hundred ninety-three dollars and twenty-nine cents (\$3,003,193.29).”

5. **Amended Responsibilities of the Subrecipient.** Responsibilities of the Subrecipient are amended as follows:

A. Section 5 of the original Contract is hereby amended to add Subsection E, which reads as follows:

“E. Perform the additional duties outlined in Attachment A-1, Scope of Work, which is incorporated into this Contract by this reference.”

B. Attachment A-1 is attached to this Amendment and incorporated into the original Contract by this reference.

6. **Amended Responsibilities of the Council.** Responsibilities of the Council have not changed.

7. **Special Provisions.**

A. **Same Terms and Conditions.** With the exception of items explicitly delineated in this Amendment, all terms and conditions of the original Contract, and any previous amendments, between the Council and the Subrecipient, including but not limited to sovereign immunity, shall remain unchanged and in full force and effect.

B. **Counterparts.** This Amendment may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Amendment. Delivery by the Subrecipient of an originally signed counterpart of this Amendment by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Council.

8. **General Provisions.**

A. **Entirety of Contract.** The original Contract, consisting of seventeen (17) pages; Attachment A, Park County Cody 2AB Addendum, consisting of one (1) page; Attachment B, Park County 2AB Service Area, provided in Excel format; this Amendment One, consisting of three (3) pages; and Attachment A-1, provided in Excel format, and represent the entire and integrated agreement between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Amendment, through their duly authorized representatives, have executed this Amendment on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Amendment.

This Amendment is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-3204(b)(iv).

COUNCIL:

Wyoming Business Council

Joshua J. Dorell, Chief Executive Officer

Date

Brandon Marshall, Services Director

Date

SUBRECIPIENT:

TRI COUNTY TELEPHONE ASSOCIATION, INC.

Richard Wardell, Chief Executive Officer

Date

ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM

Jodi A. Darrough, Senior Assistant Attorney General

Date

**AMENDMENT ONE TO THE CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
AND
COLUMBIA TELECOMMUNICATIONS CORPORATION d/b/a
CTC TECHNOLOGY AND ENERGY**

1. **Parties.** This Amendment is made and entered into by and between the Wyoming Business Council (Council), whose address is: 214 W. 15th Street, Cheyenne, Wyoming 82002, and COLUMBIA TELECOMMUNICATIONS CORPORATION d/b/a CTC TECHNOLOGY AND ENERGY (Contractor), whose address is: 10613 Concord Street, Kensington, Maryland 20895.

2. **Purpose of Amendment.** This Amendment shall constitute the first amendment to the Contract between the Council and the Contractor. The purpose of this Amendment is to: a) increase the total Contract dollar amount by eight hundred thousand dollars (\$800,000.00) to one million seven hundred thousand dollars (\$1,700,000.00).

The original Contract dated August 1, 2024 required the Contractor to use Capital Project Funds (CPF Funds 21.029) to pay for Contractor’s services for a total Contract amount of nine-hundred thousand dollars (\$900,000.00) with an expiration date of June 30, 2027.

3. **Term of the Amendment.** This Amendment shall commence on June 1, 2026, or upon the date the last required signature is affixed hereto, whichever is later (Effective Date), and shall remain in full force and effect through the term of the Contract, as amended, unless terminated at an earlier date pursuant to the provisions of the Contract, or pursuant to federal or state statute, rule, or regulation.

4. **Amendments.**

A. The second sentence of Section 4(A) of the original Contract is hereby amended to read as follows:

“The total payment under this Contract shall not exceed one million seven hundred thousand dollars (\$1,700,000.00).”

5. **Amended Responsibilities of the Contractor.** Responsibilities of the Contractor have not changed.

6. **Amended Responsibilities of the Council.** Responsibilities of the Council have not changed.

7. **Special Provisions.**

- A. **Same Terms and Conditions.** With the exception of items explicitly delineated in this Amendment, all terms and conditions of the original Contract, and any previous amendments, between the Council and the Contractor, including but not limited to sovereign immunity, shall remain unchanged and in full force and effect.
- B. **Counterparts.** This Amendment may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Amendment. Delivery by the Contractor of an originally signed counterpart of this Amendment by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Council.

8. **General Provisions.**

- A. **Entirety of Contract.** The original consisting of thirteen (13) pages, Attachment A, Scope of Work, consisting of three (3) pages, and this Amendment One, consisting of three (3) pages, represent the entire and integrated agreement between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Amendment, through their duly authorized representatives, have executed this Amendment on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Amendment.

This Amendment is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-3204(b)(iv).

WYOMING BUSINESS COUNCIL:

Joshua J. Dorrell
Chief Executive Officer

Date

Brandon Marshall
Services Director

Date

CONTRACTOR:
COLUMBIA TELECOMMUNICATIONS CORPORATION
d/b/a CTC TECHNOLOGY AND ENERGY

Joanne Hovis
President

Date

ATTORNEY GENERAL'S OFFICE APPROVAL AS TO FORM

Jodi A. Darrough
Senior Assistant Attorney General

Date

**CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
AND
WYOMING WOMEN’S BUSINESS CENTER, INC.**

1. **Parties.** The parties to this Contract are Wyoming Business Council (Council), whose address is: 214 West 15th Street, Cheyenne WY 82002, and Wyoming Women’s Business Center, Inc. (Contractor), whose address is: P.O. Box 764, Laramie, WY 82073.
2. **Purpose of Contract.** The purpose of this Contract is to set forth the terms and conditions by which the Contractor shall conduct a range of activities collectively designed to remove barriers to the creation and development of small businesses owned and controlled by women, disadvantaged people, artists, and crafts-persons throughout Wyoming.
3. **Term of Contract.** This Contract is effective when all parties have executed it (Effective Date). The term of the Contract is from July 1, 2026, or Effective Date, whichever is later, through June 30, 2028. All services shall be completed during this term.

This Contract may be extended by agreement of both parties in writing and subject to the required approvals. There is no right or expectation of extension and any extension will be determined at the discretion of the Council.

4. **Payment.**
 - A. The Council agrees to pay the Contractor for the services described in Attachment A, Scope of Work, which is attached to and incorporated into this Contract by this reference. Total payment under this Contract shall not exceed seven hundred twenty-three thousand three hundred eight dollars (\$723,308.00). Payment shall be made within forty-five (45) days after submission of invoice pursuant to Wyo. Stat. § 16-6-602. Contractor shall submit invoices in sufficient detail to ensure that payments may be made in conformance with this Contract.
 - B. No payment shall be made for work performed before the Effective Date of this Contract. Should the Contractor fail to perform in a manner consistent with the terms and conditions set forth in this Contract, payment under this Contract may be withheld until such time as the Contractor performs its duties and responsibilities to the satisfaction of Council.
 - C. Except as otherwise provided in this Contract, the Contractor shall pay all costs and expenses, including travel, incurred by Contractor or on its behalf in connection with Contractor’s performance and compliance with all of Contractor’s obligations under this Contract.

5. **Responsibilities of Contractor.** The Contractor agrees to:
 - A. Provide the services described in Attachment A, Scope of Work.

- B. Provide monthly billing to the Council the schedule described in Attachment B, Budget.
- C. Ensure all activities related to small business assistance are coordinated with the efforts of the Council and entities identified by the Council wherever feasible to minimize duplication efforts.

6. **Responsibilities of Council.** The Council agrees to:

- A. Pay Contractor in accordance with Section 4 above.
- B. Refer to Contractor any small businesses which come to the Council's attention which may qualify for and/or benefit from Contractor's services.
- C. Designate a point of contact on Council staff to act as a liaison to the Contractor.
- D. To the extent allowed by law, hold in confidence all information on the Contractor's clients which may be submitted to or shared with the Council as part of the Contractor's reporting obligations under this Contract.

7. **General Provisions.**

- A. **Amendments.** Any changes, modifications, revisions, or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed by all parties to this Contract.
- B. **Applicable Law, Rules of Construction, and Venue.** The construction, interpretation, and enforcement of this Contract shall be governed by the laws of the State of Wyoming, without regard to conflicts of law principles. The terms "hereof," "hereunder," "herein," and words of similar import, are intended to refer to this Contract as a whole and not to any particular provision or part. The Courts of the State of Wyoming shall have jurisdiction over this Contract and the parties. The venue shall be the First Judicial District, Laramie County, Wyoming.
- C. **Assignment Prohibited and Contract Shall Not be Used as Collateral.** Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set out in this Contract without the prior written consent of the other party. The Contractor shall not use this Contract, or any portion thereof, for collateral for any financial obligation without the prior written permission of the Council.
- D. **Audit and Access to Records.** The Council and its representatives shall have access to any books, documents, papers, electronic data, and records of the Contractor which are pertinent to this Contract.

The Contractor shall immediately, upon receiving written instruction from the Council, provide to any independent auditor or accountant all books, documents,

papers, electronic data, and records of the Contractor which are pertinent to this Contract. The Contractor shall cooperate fully with any such independent auditor or accountant during the entire course of any audit authorized by the Council.

- E. Availability of Funds.** Each payment obligation of the Council is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation and which may be limited for any reason including, but not limited to, congressional, legislative, gubernatorial, or administrative action. If funds are not allocated and available for continued performance of the Contract, the Contract may be terminated by the Council at the end of the period for which the funds are available. The Council shall notify the Contractor at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the Council in the event this provision is exercised, and the Council shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section.
- F. Award of Related Contracts.** The Council may award supplemental or successor contracts for work related to this Contract or may award contracts to other contractors for work related to this Contract. The Contractor shall cooperate fully with other contractors and the Council in all such cases.
- G. Certificate of Good Standing.** The Contractor shall provide to the Council a Certificate of Good Standing from the Wyoming Secretary of State, or other proof that Contractor is authorized to conduct business in the State of Wyoming, if required, before performing work under this Contract. Contractor shall ensure that all annual filings and corporate taxes due and owing to the Secretary of State's office are up-to-date before signing this Contract.
- H. Compliance with Laws.** The Contractor shall keep informed of and comply with all applicable federal, state, and local laws and regulations in the performance of this Contract.
- I. Confidentiality of Information.** All documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the Contractor in the performance of this Contract shall be kept confidential by the Contractor unless written permission is granted by the Council for its release. If and when Contractor receives a request for information subject to this Contract, Contractor shall notify Council within ten (10) days of such request and shall not release such information to a third party unless directed to do so by Council.
- J. Entirety of Contract.** This Contract, consisting of ten (10) pages Attachment A, Scope of Work, consisting of one (1) page, and attachment B, consisting of one (1) page, represent the entire and integrated Contract between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral. In the event of a conflict or inconsistency between the language of this Contract and the language of any attachment or document incorporated by reference, the language of this Contract shall control.

- K. Ethics.** Contractor shall keep informed of and comply with the Wyoming Ethics and Disclosure Act (Wyo. Stat. § 9-13-101, *et seq.*) and any and all ethical standards governing Contractor's profession.
- L. Extensions.** Nothing in this Contract shall be interpreted or deemed to create an expectation that this Contract will be extended beyond the term described herein. Any extension of this Contract shall be initiated by the Council and shall be accomplished through a written amendment between the parties entered into before the expiration of the original Contract or any valid amendment thereto, and shall be effective only after it is reduced to writing and executed by all parties to the Contract.
- M. Force Majeure.** Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays.
- N. Indemnification.** The Contractor shall release, indemnify, and hold harmless the State, the Council, and their officers, agents, and employees from any and all claims, suits, liabilities, court awards, damages, costs, attorneys' fees, and expenses arising out of Contractor's failure to perform any of Contractor's duties and obligations hereunder or in connection with the negligent performance of Contractor's duties or obligations, including, but not limited to, any claims, suits, liabilities, court awards, damages, costs, attorneys' fees, and expenses arising out of Contractor's negligence or other tortious conduct.
- O. Independent Contractor.** The Contractor shall function as an independent contractor for the purposes of this Contract and shall not be considered an employee of the State of Wyoming for any purpose. Consistent with the express terms of this Contract, the Contractor shall be free from control or direction over the details of the performance of services under this Contract. The Contractor shall assume sole responsibility for any debts or liabilities that may be incurred by the Contractor in fulfilling the terms of this Contract and shall be solely responsible for the payment of all federal, state, and local taxes which may accrue because of this Contract. Nothing in this Contract shall be interpreted as authorizing the Contractor or its agents or employees to act as an agent or representative for or on behalf of the State of Wyoming or the Council or to incur any obligation of any kind on behalf of the State of Wyoming or the Council. The Contractor agrees that no health or hospitalization benefits, workers' compensation, unemployment insurance or similar benefits available to State of Wyoming employees will inure to the benefit

of the Contractor or the Contractor's agents or employees as a result of this Contract.

- P. Nondiscrimination.** The Contractor shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105, *et seq.*), the Americans with Disabilities Act (ADA), 42 U.S.C. § 12101, *et seq.*, and the Age Discrimination Act of 1975 and any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this Contract.
- Q. Notices.** All notices arising out of, or from, the provisions of this Contract shall be in writing either by regular mail or delivery in person at the addresses provided under this Contract.
- R. Notice of Sale or Transfer.** The Contractor shall provide the Council with notice of any sale, transfer, merger, or consolidation of the assets of the Contractor. Such notice shall be provided in accordance with the notices provision of this Contract and, when possible and lawful, in advance of the transaction. If the Council determines that the sale, transfer, merger, or consolidation is not consistent with the continued satisfactory performance of the Contractor's obligations under this Contract, then the Council may, at its discretion, terminate or renegotiate the Contract.
- S. Ownership and Return of Documents and Information.** Council is the official custodian and owns all documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the Contractor in the performance of this Contract. Upon termination of services, for any reason, Contractor agrees to return all such original and derivative information and documents to the Council in a useable format. In the case of electronic transmission, such transmission shall be secured. The return of information by any other means shall be by a parcel service that utilizes tracking numbers. Upon Council's verified receipt of such information, Contractor agrees to physically and electronically destroy any residual Council-owned data, regardless of format, and any other storage media or areas containing such information. Contractor agrees to provide written notice to Council confirming the destruction of any such residual Council-owned data.
- T. Patent or Copyright Protection.** The Contractor recognizes that certain proprietary matters or techniques may be subject to patent, trademark, copyright, license, or other similar restrictions, and warrants that no work performed by the Contractor or its subcontractors will violate any such restriction. The Contractor shall defend and indemnify the Council for any infringement or alleged infringement of such patent, trademark, copyright, license, or other restrictions.
- U. Prior Approval.** This Contract shall not be binding upon either party, no services shall be performed, and the Wyoming State Auditor shall not draw warrants for

payment, until this Contract has been fully executed, approved as to form by the Office of the Attorney General, filed with and approved by A&I Procurement, and approved by the Governor of the State of Wyoming, or his designee, if required by Wyo. Stat. § 9-2-3204(b)(iv).

V. Insurance Requirements.

- (i) During the term of this Contract, the Contractor shall obtain and maintain, and ensure that each subcontractor obtains and maintains, each type of insurance coverage specified in Insurance Coverage, below.
- (ii) All policies shall be primary over any insurance or self-insurance program carried by the Contractor or the State of Wyoming. All policies shall include clauses stating that each insurance carrier shall waive all rights of recovery under subrogation or otherwise against Contractor or the State, its agencies, institutions, organizations, officers, agents, employees, and volunteers.
- (iii) The Contractor shall provide Certificates of Insurance to the Council verifying each type of coverage required herein. If the policy is a “claims made” policy instead of an “occurrence” policy, the information provided shall include, but is not limited to, retroactive dates and extended reporting periods or tails.
- (iv) All policies shall be endorsed to provide at least thirty (30) days advance written notice of cancellation to the Council. A copy of the policy endorsement shall be provided with the Certificate of Insurance.
- (v) In case of a breach of any provision relating to Insurance Requirements or Insurance Coverage, the Council may, at the Council’s option, obtain and maintain, at the expense of the Contractor, such insurance in the name of the Contractor, or subcontractor, as the Council may deem proper and may deduct the cost of obtaining and maintaining such insurance from any sums which may be due or become due to the Contractor under this Contract.
- (vi) All policies required by this Contract shall be issued by an insurance company with an A.M. Best rating of A- VIII or better.
- (vii) The Council reserves the right to reject any policy issued by an insurance company that does not meet these requirements.

W. Insurance Coverage. The Contractor shall obtain and maintain the following insurance in accordance with the Insurance Requirements set forth above:

- (i) Commercial General Liability Insurance. Commercial general liability insurance (CGL) coverage, occurrence form, covering liability claims for bodily injury and property damage arising out of premises, operations,

products and completed operations, and personal and advertising injury, with minimum limits as follows:

- (a) \$1,000,000.00 each occurrence;
- (b) \$1,000,000.00 personal injury and advertising injury;
- (c) \$2,000,000.00 general aggregate; and
- (d) \$2,000,000.00 products and completed operations.

The CGL policy shall include coverage for Explosion, Collapse and Underground property damage. This coverage may not be excluded by endorsement.

- (ii) Workers' Compensation and Employer's Liability Insurance. Employees hired in Wyoming to perform work under this Contract shall be covered by workers' compensation coverage obtained through the Wyoming Department of Workforce Services' workers' compensation program, if statutorily required. Employees brought into Wyoming from Contractor's home state to perform work under this Contract shall be covered by workers' compensation coverage obtained through the Wyoming Department of Workforce Services' workers' compensation program or other state or private workers' compensation insurance approved by the Wyoming Department of Workforce Services, if statutorily required.

The Contractor shall provide the Council with a Certificate of Good Standing or other proof of workers' compensation coverage for all of its employees who are to perform work under this Contract, if such coverage is required by law. If workers' compensation coverage is obtained by Contractor through the Wyoming Department of Workforce Services' workers' compensation program, Contractor shall also obtain Employer's Liability "Stop Gap" coverage through an endorsement to the CGL policy required by this Contract, with minimum limits as follows:

- (a) Bodily Injury by Accident: \$1,000,000.00 each accident;
- (b) Bodily Injury by Disease: \$1,000,000.00 each employee; and
- (c) Bodily Injury by Disease: \$1,000,000.00 policy limit.

- (iii) Unemployment Insurance. The Contractor shall be duly registered with the Department of Workforce Services and obtain such unemployment insurance coverage as required. The Contractor shall supply Council with a Certificate of Good Standing or other proof of unemployment insurance coverage.
- (iv) Automobile Liability Insurance. Automobile liability insurance covering any auto (including owned, hired, and non-owned) with minimum limits of \$1,000,000.00 each accident combined single limit.

- X. **Publicity.** Any publicity given to the projects, programs, or services provided herein, including, but not limited to, notices, information, pamphlets, press releases,

research, reports, signs, and similar public notices in whatever form, prepared by or for the Contractor, shall identify the Council as the sponsoring agency and shall not be released without prior written approval from the Council.

- Y. Severability.** Should any portion of this Contract be judicially determined to be illegal or unenforceable, the remainder of the Contract shall continue in full force and effect, and the parties may renegotiate the terms affected by the severance.
- Z. Sovereign Immunity and Limitations.** Pursuant to Wyo. Stat. § 1-39-104(a), the State of Wyoming and Council expressly reserve sovereign immunity by entering into this Contract and specifically retain all immunities and defenses available to them as sovereigns. The parties acknowledge that the State of Wyoming has sovereign immunity and only the Wyoming Legislature has the power to waive sovereign immunity. Designations of venue, choice of law, enforcement actions, and similar provisions shall not be construed as a waiver of sovereign immunity. The parties agree that any ambiguity in this Contract shall not be strictly construed, either against or for either party, except that any ambiguity as to sovereign immunity shall be construed in favor of sovereign immunity.
- AA. Taxes.** The Contractor shall pay all taxes and other such amounts required by federal, state, and local law, including, but not limited to, federal and social security taxes, workers' compensation, unemployment insurance, and sales taxes.
- BB. Termination of Contract.** This Contract may be terminated, without cause, by the Council upon thirty (30) days written notice. This Contract may be terminated by the Council immediately for cause if the Contractor fails to perform in accordance with the terms of this Contract.
- If at any time during the performance of this Contract, in the opinion of the Council, the work is not progressing satisfactorily or within the terms of this Contract, then, at the sole discretion of the Council and after written notice to the Contractor, the Council may terminate this Contract or any part of it. As of the termination date, the Contractor will be entitled to a pro rata payment for all work accomplished and accepted by the Council; however, the Contractor shall be liable to the Council for the entire cost of replacement services for the duration of the Contract term.
- CC. Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of third-party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties, and obligations contained in this Contract shall operate only between the parties to this Contract and shall inure solely to the benefit of the parties to this Contract. The provisions of this Contract are intended only to assist the parties in determining and performing their obligations under this Contract.
- DD. Time is of the Essence.** Time is of the essence in all provisions of this Contract.

- EE. Titles Not Controlling.** Titles of sections and subsections are for reference only and shall not be used to construe the language in this Contract.
- FF. Waiver.** The waiver of any breach of any term or condition in this Contract shall not be deemed a waiver of any prior or subsequent breach. Failure to object to a breach shall not constitute a waiver.
- GG. Counterparts.** This Contract may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Contract. Delivery by the Contractor of an originally signed counterpart of this Contract by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Council.

THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.

9. **Signatures.** The parties to this Contract, either personally or through their duly authorized representatives, have executed this Contract on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Contract.

The Effective Date of this Contract is the date of the signature last affixed to this page.

COUNCIL:

Wyoming Business Council

Joshua J. Dorrell, Chief Executive Officer

Date

Brandon Marshall, Services Director

Date

CONTRACTOR:

Wyoming Women's Business Center, Inc.

Shaylee Hancock, Executive Director

Date

ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM

Jodi A. Darrough, Senior Assistant Attorney General

Date

ATTACHMENT A SCOPE OF WORK

Statement of Problem

Wyoming faces a persistent challenge: a significant share of working-age residents, particularly in rural counties, remain outside the traditional workforce despite holding marketable skills and viable business ideas. Without accessible capital, technical guidance, and flexible support structures, that potential goes unrealized, and the micro-businesses these Wyomingites would build, which are a foundational driver of rural economic activity, job retention, and main-street vitality, never reach formation. The result is reduced workforce participation, continued youth outmigration, and a narrower economic base for the state.

The Wyoming Women's Business Center (WWBC) addresses this challenge directly. With twenty-five years of operations, statewide reach into all 23 counties, and established relationships with rural entrepreneurs and small business owners, WWBC converts underutilized entrepreneurial capacity into business formation, job creation, and durable economic activity for Wyoming. The deliverables below are the direct mechanisms through which WWBC executes this work in partnership with the Wyoming Business Council.

Scope of Services

The Wyoming Women's Business Center (WWBC) (Contractor) shall serve as a principal agent for providing business assistance, entrepreneurial support, capital access, and related services to Wyoming residents, entrepreneurs, small business owners, and micro-businesses, with particular focus on rural and underserved communities across the State of Wyoming.

1. Capital Access

WWBC provides access to capital and related support for early-stage entrepreneurs and micro-businesses in Wyoming through lending programs and other financing tools, as appropriate and subject to available resources, funding requirements, and program guidelines. Wyoming Business Council pass-through funds awarded under this Scope of Work shall not be used for direct lending. Lending capital is sourced and administered separately from WBC-supported funds.

2. Business Assistance and Technical Support

WWBC provides business counseling, technical assistance, advisory services, and other forms of direct business support to entrepreneurs, micro-businesses, and small business owners in Wyoming.

Use of Funds as Match for Federal Resources.

A portion of the Wyoming Business Council pass-through funds awarded under this Scope of Work shall be applied toward required non-federal matching obligations on

federal awards supporting WWBC's technical assistance services to Wyoming entrepreneurs, including the U.S. Small Business Administration (SBA) Technical Assistance Microloan Grant. The required match is established by the federal awarding agency, is set as a fraction of the federal award rather than on a one-to-one basis, and is subject to annual adjustment. Application of state funds in this capacity enables WWBC to draw down additional federal resources for the benefit of Wyoming entrepreneurs and to extend the reach of state investment.

3. Entrepreneurship Education and Resources

WWBC develops, maintains, and delivers educational programming, learning opportunities, tools, and resources designed to support business formation, growth, sustainability, and long-term success.

4. Micro-Business Development

WWBC supports the development, sustainability, and expansion of micro-businesses as an important component of Wyoming's economic development landscape, including work that increases access to opportunity for rural and underserved populations.

5. Quarterly Impact Reporting

WWBC shall deliver a quarterly impact report to the Wyoming Business Council documenting program activity, client outcomes, and progress against the deliverables set forth in this Scope of Work. Reports shall be submitted no later than the first day of February, May, September, and December of each contract year, in alignment with the Wyoming Business Council's quarterly board meeting schedule, and shall be formatted for inclusion in Council board materials.

ATTACHMENT B

BUDGET

The Wyoming Women's Business Center (WWBC) (Contractor) shall provide an invoice for payment to the Wyoming Business Council (Council) according to the following schedule and in the following amounts:

MONTHLY PAYMENT TO CONTRACTOR	
7/30/2026	\$ 35,275.67
8/30/2026	\$ 35,275.67
9/30/2026	\$ 35,275.67
10/30/2026	\$ 35,275.67
11/30/2026	\$ 35,275.67
12/30/2026	\$ 35,275.67
1/30/2027	\$ 35,275.67
2/28/2027	\$ 35,275.67
3/30/2027	\$ 35,275.67
4/30/2027	\$ 35,275.67
5/30/2027	\$ 35,275.67
6/30/2027	\$ 35,275.67
7/30/2027	\$ 25,000.00
8/30/2027	\$ 25,000.00
9/30/2027	\$ 25,000.00
10/30/2027	\$ 25,000.00
11/30/2027	\$ 25,000.00
12/30/2027	\$ 25,000.00
1/30/2028	\$ 25,000.00
2/29/2028	\$ 25,000.00
3/30/2028	\$ 25,000.00
4/30/2028	\$ 25,000.00
5/30/2028	\$ 25,000.00
6/30/2028	\$ 25,000.00
Total	\$ 723,308.00

**CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
AND
UNIVERSITY OF WYOMING**

1. **Parties.** The parties to this Contract are Wyoming Business Council (Council), whose address is: 214 West 15th Street, Cheyenne, Wyoming 82002, and the University of Wyoming (University), whose address is: 1000 East University Avenue, Laramie, WY 82071.
2. **Purpose of Contract.** The purpose of this Contract is to set forth the terms and conditions by which the University shall operate and administer the programs known as Small Business Development Center (SBDC), Market Research Center (MRC), Wyoming SBIR/STTR Initiative (WSSI) and Apex Accelerator (Formerly PTAC).
3. **Term of Contract.** This Contract is effective when all parties have executed it (Effective Date). The term of the Contract is from July 1, 2026, or Effective Date, whichever is later, through June 30, 2028. All services shall be completed during this term.

This Contract may be extended by agreement of both parties in writing and subject to the required approvals. There is no right or expectation of extension, and any extension will be determined at the discretion of the Council.

4. **Payment.**
 - A. The Council agrees to pay the University for the services described in Attachment A, Scope of Work, at rates set forth in Attachment B, Small Business Development Center Budget. Attachment A and Attachment B are attached to and incorporated into this Contract by this reference. Total payment under this Contract shall not exceed two million, five hundred twenty-six thousand, five hundred eighty-five dollars (\$2,526,585.00) Payment shall be made upon submission of itemized quarterly invoices in accordance with the requirements set forth in Attachment A. Payment shall be made within forty-five (45) days after submission of invoice pursuant to Wyo. Stat. § 16-6-602. University shall submit invoices in sufficient detail to ensure that payments may be made in conformance with this Contract.
 - B. No payment shall be made for work performed before the Effective Date of this Contract. Should the University fail to perform in a manner consistent with the terms and conditions set forth in this Contract, payment under this Contract may be withheld until such time as the University performs its duties and responsibilities to the satisfaction of Council.
 - C. Use of funds paid in this contract by the Council may be used for travel, following the travel reimbursement policies of the University of Wyoming. If requested by the Council, copies of the required receipts will be provided.

5. **Responsibilities of University.** The University agrees to:
- A. Operate and administer the Small Business Development Center in accordance with Attachments A and B.
 - B. Maintain sufficient physical space, regional centers, professional staff, and consulting capacity to aid business development efforts throughout the State.
 - C. Provide one (1) comprehensive Small Business Development Center performance report to the Council by August 30 of each year of this Contract. The report shall reflect performance during the previous fiscal year.
 - D. Provide the Council on an annual basis all program-specific progress reports submitted to the federal funders for the individual Small Business Development Center programs receiving federal support for their programs.
 - E. Report to the Council relevant University-supported activities pertaining to business development and assistance.
 - F. Acknowledge Council's contributions to the Small Business Development Center in marketing materials.

6. **Responsibilities of Council.** The Council agrees to:
- A. Pay University in accordance with Section 4 above.
 - B. Report all relevant Council-supported activities pertaining to business development and assistance to University's Vice President of Research and Economic Development.
 - C. To the extent permitted by the Wyoming Public Records Act and other applicable law, hold in confidence information on University's clients that may be submitted to Council as part of the University's reporting obligations under this Contract, and recognize the sensitive nature of proprietary client information.
 - D. Coordinate networking sessions between Council staff and Small Business Development Center employees to build stronger partnerships.
 - E. Acknowledge University's contributions to the Small Business Development Center in marketing materials.

7. **General Provisions.**
- A. **Amendments.** Any changes, modifications, revisions, or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed by all parties to this Contract.

- B. Applicable Law, Rules of Construction, and Venue.** The construction, interpretation, and enforcement of this Contract shall be governed by the laws of the State of Wyoming, without regard to conflicts of law principles. The terms “hereof,” “hereunder,” “herein,” and words of similar import, are intended to refer to this Contract as a whole and not to any particular provision or part. The Courts of the State of Wyoming shall have jurisdiction over this Contract and the parties. The venue shall be the First Judicial District, Laramie County, Wyoming.
- C. Assignment Prohibited and Contract Shall Not be Used as Collateral.** Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set out in this Contract without the prior written consent of the other party. The University shall not use this Contract, or any portion thereof, for collateral for any financial obligation without the prior written permission of the Council.
- D. Audit and Access to Records.** The Council and its representatives shall have access to any books, documents, papers, electronic data, and records of the University which are pertinent to this Contract.
- E. Availability of Funds.** Each payment obligation of the Council is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation and which may be limited for any reason including, but not limited to, congressional, legislative, gubernatorial, or administrative action. If funds are not allocated and available for continued performance of the Contract, the Contract may be terminated by the Council at the end of the period for which the funds are available. The Council shall notify the University at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the Council in the event this provision is exercised, and the Council shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section.
- F. Award of Related Contracts.** The Council may award supplemental or successor contracts for work related to this Contract or may award contracts to other contractors for work related to this Contract. The University shall cooperate fully with other contractors and the Council in all such cases.
- G. Compliance with Laws.** The University shall keep informed of and comply with all applicable federal, state, and local laws and regulations in the performance of this Contract.
- H. Confidentiality of Information.** Except when disclosure is required by the Wyoming Public Records Act or court order, all documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the University in the performance of this Contract shall be kept confidential by the University unless written permission is granted by the Council for its release. If and when the University receives a request for information subject to this Contract, the University shall notify the Council within ten (10) days of such

request and shall not release such information to a third party unless directed to do so by the Council.

- I. Entirety of Contract.** This Contract, consisting of seven (7) pages; and Attachment A, Scope of Work, consisting of three (3) pages; represent the entire and integrated Contract between the parties and supersede all prior negotiations, representations, and agreements, whether written or oral. In the event of a conflict or inconsistency between the language of this Contract and the language of any attachment or document incorporated by reference, the language of this Contract shall control.
- J. Ethics.** The University shall keep informed of and comply with the Wyoming Ethics and Disclosure Act (Wyo. Stat. § 9-13-101, *et seq.*) and any and all ethical standards governing University's profession.
- K. Extensions.** Nothing in this Contract shall be interpreted or deemed to create an expectation that this Contract will be extended beyond the term described herein. Any extension of this Contract shall be initiated by the Council and shall be accomplished through a written amendment between the parties entered into before the expiration of the original Contract or any valid amendment thereto, and shall be effective only after it is reduced to writing and executed by all parties to the Contract.
- L. Force Majeure.** Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays.
- M. Indemnification.** Each party to this Contract shall assume the risk of any liability arising from its own conduct. Neither party agrees to insure, defend, or indemnify the other.
- N. Independent Contractor.** The University shall function as an independent contractor for the purposes of this Contract and shall not be considered an employee of the State of Wyoming for any purpose. Consistent with the express terms of this Contract, the University shall be free from control or direction over the details of the performance of services under this Contract. The University shall assume sole responsibility for any debts or liabilities that may be incurred by the University in fulfilling the terms of this Contract and shall be solely responsible for the payment of all federal, state, and local taxes which may accrue because of this Contract. Nothing in this Contract shall be interpreted as authorizing the University or its agents or employees to act as an agent or representative for or on behalf of the State

of Wyoming or the Council or to incur any obligation of any kind on behalf of the State of Wyoming or the Council. The University agrees that no health or hospitalization benefits, workers' compensation, unemployment insurance or similar benefits available to State of Wyoming employees will inure to the benefit of the University or the University's agents or employees as a result of this Contract.

- O. Nondiscrimination.** The University shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105, *et seq.*), the Americans with Disabilities Act (ADA), 42 U.S.C. § 12101, *et seq.*, and the Age Discrimination Act of 1975 and any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this Contract.
- P. Notices.** All notices arising out of, or from, the provisions of this Contract shall be in writing either by regular mail or delivery in person at the addresses provided under this Contract.
- Q. Prior Approval.** This Contract shall not be binding upon either party, no services shall be performed, and the Wyoming State Auditor shall not draw warrants for payment, until this Contract has been fully executed, approved as to form by the Office of the Attorney General, filed with and approved by A&I Procurement, and approved by the Governor of the State of Wyoming, or his designee, if required by Wyo. Stat. § 9-2-3204(b)(iv).
- R. Insurance Requirements.** University is protected by the Wyoming Governmental Claims Act, Wyo. Stat. § 1-39-101, *et seq.*, and represents that it will provide self-insurance up to the applicable limits.
- S. Publicity.** Any publicity given to the projects, programs, or services provided herein, including, but not limited to, notices, information, pamphlets, press releases, research, reports, signs, and similar public notices in whatever form, prepared by or for the University, shall identify the Council as the sponsoring agency and shall not be released without prior written approval from the Council.
- T. Severability.** Should any portion of this Contract be judicially determined to be illegal or unenforceable, the remainder of the Contract shall continue in full force and effect, and the parties may renegotiate the terms affected by the severance.
- U. Sovereign Immunity and Limitations.** Pursuant to Wyo. Stat. § 1-39-104(a), the State of Wyoming, the Council and the University expressly reserve sovereign immunity by entering into this Contract and specifically retain all immunities and defenses available to them as sovereigns. The parties acknowledge that the State of Wyoming has sovereign immunity and only the Wyoming Legislature has the power to waive sovereign immunity. Designations of venue, choice of law, enforcement actions, and similar provisions shall not be construed as a waiver of

sovereign immunity. The parties agree that any ambiguity in this Contract shall not be strictly construed, either against or for either party, except that any ambiguity as to sovereign immunity shall be construed in favor of sovereign immunity.

- V. Taxes.** The University shall pay all taxes and other such amounts required by federal, state, and local law, including, but not limited to, federal and social security taxes, workers' compensation, unemployment insurance, and sales taxes.
- W. Termination of Contract.** This Contract may be terminated, without cause, by the Council upon thirty (30) days written notice. This Contract may be terminated by the University immediately for cause if the University fails to perform in accordance with the terms of this Contract
- X. Third-Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of third-party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties, and obligations contained in this Contract shall operate only between the parties to this Contract and shall inure solely to the benefit of the parties to this Contract. The provisions of this Contract are intended only to assist the parties in determining and performing their obligations under this Contract.
- Y. Time is of the Essence.** Time is of the essence in all provisions of this Contract.
- Z. Titles Not Controlling.** Titles of sections and subsections are for reference only and shall not be used to construe the language in this Contract.
- AA. Waiver.** The waiver of any breach of any term or condition in this Contract shall not be deemed a waiver of any prior or subsequent breach. Failure to object to a breach shall not constitute a waiver.
- BB. Counterparts.** This Contract may be executed in counterparts. Each counterpart, when executed and delivered, shall be deemed an original and all counterparts together shall constitute one and the same Contract. Delivery by the University of an originally signed counterpart of this Contract by facsimile or PDF shall be followed up immediately by delivery of the originally signed counterpart to the Council.

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8. **Signatures.** The parties to this Contract, either personally or through their duly authorized representatives, have executed this Contract on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Contract.

The Effective Date of this Contract is the date of the signature last affixed to this page.

COUNCIL:

Wyoming Business Council

Joshua J. Dorrell, Chief Executive Officer

Date

Brandon Marshall, Services Director

Date

UNIVERSITY:

University of Wyoming

Dr. Edward Seidel, President

Date

Parag Chitnis, VP Research and Economic Development

Date

ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM

Jodi A. Darrough, Senior Assistant Attorney General

Date

**ATTACHMENT A TO THE AGREEMENT BETWEEN
WYOMING BUSINESS COUNCIL
AND
UNIVERSITY OF WYOMING**

Scope of Work

Scope of Work: Small Business Development Center

The University provides small business assistance and training for new and existing businesses in the following areas:

1. Needs Assessment: Analysis of strengths, weaknesses, opportunities and threats associated with the potential or ongoing operation of business enterprises.
2. Comprehensive Business Planning: Documentation of goals and objectives, as well as the strategies for achieving them. Startup assistance.
3. Market Research and Market Strategy: Consideration of markets for products/services and how to best take said products/services to those markets.
4. Financial Statement Analysis and Control: Evaluation of past and present financial health and position.
5. Cash Flow Analysis and Financial Projections: Study of forecasted cash flows and operations.
6. Debt, Equity, and alternative Funding Development: Evaluation and presentation of financing requirements and opportunities.
7. Valuation Methods: Utilization of tools to determine value when buying and/or selling businesses.
8. Strategic Planning: Definition of business objectives (the vision and the application of that vision to help guide the decision-making process).
9. Management Issues and Specialty Areas: Examination of business policies and procedures, management styles, human resources, organization development, computerized bookkeeping, e-commerce, sustainable business, cybersecurity/risk management, and international trade, etc.
10. Training: Identification and coordination of group training to address specific issues affecting Wyoming's small businesses. Development of online training methods.

The Council acknowledges and concurs with the University's proposal to secure and follow U.S. Small Business Administration (SBA) Agreements, and performance criteria contained therein.

Scope of Work: Market Research Center

1. Technical Market Research Assistance

The Market Research Center provides technical marketing research assistance to existing

business development, research, and service organizations; provides service to new entrepreneurial startups as well as existing firms being assisted by development organizations desiring significant market expansion. Specific technical marketing research topics may include but are not limited to:

- Industry Statistics, Data Trend and Best Practices
- Financial Data by Business Type
- Competitive Intelligence
- Segmentation Analysis
- Marketing Strategies
- Marketing and Mailing Lists
- Geographic Information Systems (GIS)
- Demographic, Psychographic and Spending Data
- Website Review and Analysis
- Social Media Platform Marketing Evaluation
- Business Use of Online Research Tools
- Customer Satisfaction Assessment

2. Applied Market Research Assistance

Assist specific locally sponsored business by coordinating research needs with support organizations.

Scope of Work: Apex Accelerator

The University provides small business assistance and training in the following areas:

1. Assistance to Wyoming businesses in contracting with state, local, and federal governments, and provide outreach to state and local agencies on contracting with Wyoming businesses.
2. Provide training, education, and guidance specifically related to government contracting.
3. Support an electronic bid match system to notify participating businesses of opportunities with the government.

The Council acknowledges and concurs with the University's proposal to secure and follow Department of Defense Office of Small Business Programs Agreements, and performance criteria contained therein.

Scope of Work: Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR)

1. **SBIR/STTR administration and coordination of activities**
 - a. Meet with individuals who have ideas or technologies, conduct a needs assessment for fit with SBIR/STTR program, refer clients to appropriate resources and provide

- assistance for product development and SBIR/STTR funding.
- b.** Travel in state to promote the program and meet with Wyoming entrepreneurs, travel to national and regional SBIR/STTR conferences to meet with federal agency program managers, receive training on program changes and assist Wyoming entrepreneurs with networking, program requirements and education.
 - c.** Identify, recruit, and retain mentors to work with Phase 0 awardees.
 - d.** Promote the program and continue to work with the Council to increase statewide awareness.
 - e.** Review and comment on SBIR/STTR proposals from Wyoming entrepreneurs prior to submission at national level.
 - f.** Arrange workshops, webinars, and other meetings that describe SBIR programs and educate Wyoming entrepreneurs regarding the SBIR/STTR program requirements.
- Administration of Phase 0 and Phase 00 program includes advising clients of program details, reviewing proposals for compliance making recommendations for improved competitive Phase 0/00 proposals, preparing contracts, and ensuring contract obligations are met, and authorizing dissemination of Phase 0/00 funds.
- g.** Identify, recruit, and train Phase 0/00 reviewers.
 - h.** Continue to collaborate with Council on ways to enhance program marketing to increase statewide awareness and accessibility of the program.
 - i.** Continue to work with Council, the WTBC, and other partners and stakeholders to connect startups to investors and capital.

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**CONTRACT BETWEEN
WYOMING BUSINESS COUNCIL
AND
UNIVERSITY OF WYOMING**

1. **Parties.** The parties to this Contract are Wyoming Business Council (Council), whose address is: 214 West 15th Street, Cheyenne, Wyoming 82002, and the University of Wyoming (University), whose address is: 1000 East University Avenue, Laramie, WY 82071.
2. **Purpose of Contract.** The purpose of this Contract is to set forth the terms and conditions by which the University shall operate and administer the programs known as Manufacturing-Works (M-W).
3. **Term of Contract.** This Contract is effective when all parties have executed it (Effective Date). The term of the Contract is from July 1, 2026, or Effective Date, whichever is later, through June 30, 2028. All services shall be completed during this term.

This Contract may be extended by agreement of both parties in writing and subject to the required approvals. There is no right or expectation of extension and any extension will be determined at the discretion of the Council.

4. **Payment.**
 - A. The Council agrees to pay the University for the services described and at the rates set forth in Attachment A, which is attached to and incorporated into this Contract by this reference. Total payment under this Contract shall not exceed one million, nine hundred two thousand, two hundred seventy-five hundred dollars (\$1,902,275.00) Payment shall be made upon submission of itemized quarterly invoices in accordance with the requirements set forth in Attachment A. Payment shall be made within forty-five (45) days after submission of invoice pursuant to Wyo. Stat. § 16-6-602. University shall submit invoices in sufficient detail to ensure that payments may be made in conformance with this Contract.
 - B. No payment shall be made for work performed before the Effective Date of this Contract. Should the University fail to perform in a manner consistent with the terms and conditions set forth in this Contract, payment under this Contract may be withheld until such time as the University performs its duties and responsibilities to the satisfaction of Council.
 - C. Use of funds paid in this contract by the Council may be used for travel, following the travel reimbursement policies of the University of Wyoming. If requested by the Council, copies of the required receipts will be provided.
5. **Responsibilities of University.** The University agrees to:
 - A. Operate and administer Manufacturing-Works in accordance with Attachments A.

- B. Maintain sufficient physical space, regional centers, professional staff, and consulting capacity to aid business development efforts throughout the State.
- C. Provide one (1) comprehensive Manufacturing-Works performance report to the Council by August 30 of each year of this Contract. The report shall reflect performance during the previous fiscal year.
- D. Provide the Council on an annual basis all program-specific progress reports submitted to the federal funders for the operations of Manufacturing-Works.
- E. Report relevant University-supported activities pertaining to business development and assistance to the Council.
- F. Acknowledge Council's contributions to Manufacturing-Works in marketing materials.

6. **Responsibilities of Council.** The Council agrees to:

- A. Pay University in accordance with Section 4 above.
- B. Report all relevant Council-supported activities pertaining to business development and assistance to University's Vice President of Research and Economic Development.
- C. To the extent permitted by the Wyoming Public Records Act and other applicable law, hold in confidence information on University's clients that may be submitted to Council as part of the University's reporting obligations under this Contract, and recognize the sensitive nature of proprietary client information.
- D. Coordinate networking sessions between Council staff and Small Business Development Center employees to build stronger partnerships.
- E. Acknowledge University's contributions to the Small Business Development Center in marketing materials.

7. **General Provisions.**

- A. **Amendments.** Any changes, modifications, revisions, or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed by all parties to this Contract.
- B. **Applicable Law, Rules of Construction, and Venue.** The construction, interpretation, and enforcement of this Contract shall be governed by the laws of the State of Wyoming, without regard to conflicts of law principles. The terms "hereof," "hereunder," "herein," and words of similar import, are intended to refer to this Contract as a whole and not to any particular provision or part. The Courts

of the State of Wyoming shall have jurisdiction over this Contract and the parties. The venue shall be the First Judicial District, Laramie County, Wyoming.

- C. Assignment Prohibited and Contract Shall Not be Used as Collateral.** Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set out in this Contract without the prior written consent of the other party. The University shall not use this Contract, or any portion thereof, for collateral for any financial obligation without the prior written permission of the Council.
- D. Audit and Access to Records.** The Council and its representatives shall have access to any books, documents, papers, electronic data, and records of the University which are pertinent to this Contract.
- E. Availability of Funds.** Each payment obligation of the Council is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation and which may be limited for any reason including, but not limited to, congressional, legislative, gubernatorial, or administrative action. If funds are not allocated and available for continued performance of the Contract, the Contract may be terminated by the Council at the end of the period for which the funds are available. The Council shall notify the University at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the Council in the event this provision is exercised, and the Council shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section.
- F. Award of Related Contracts.** The Council may award supplemental or successor contracts for work related to this Contract or may award contracts to other contractors for work related to this Contract. The University shall cooperate fully with other contractors and the Council in all such cases.
- G. Compliance with Laws.** The University shall keep informed of and comply with all applicable federal, state, and local laws and regulations in the performance of this Contract.
- H. Confidentiality of Information.** Except when disclosure is required by the Wyoming Public Records Act or court order, all documents, data compilations, reports, computer programs, photographs, data, and other work provided to or produced by the University in the performance of this Contract shall be kept confidential by the University unless written permission is granted by the Council for its release. If and when the University receives a request for information subject to this Contract, the University shall notify the Council within ten (10) days of such request and shall not release such information to a third party unless directed to do so by the Council.
- I. Entirety of Contract.** This Contract, consisting of seven (7) pages; Attachment A, Scope of Work, consisting of one (1) page, represent the entire and integrated Contract between the parties and supersede all prior negotiations, representations,

and agreements, whether written or oral. In the event of a conflict or inconsistency between the language of this Contract and the language of any attachment or document incorporated by reference, the language of this Contract shall control.

- J. Ethics.** The University shall keep informed of and comply with the Wyoming Ethics and Disclosure Act (Wyo. Stat. § 9-13-101, *et seq.*) and any and all ethical standards governing University's profession.
- K. Extensions.** Nothing in this Contract shall be interpreted or deemed to create an expectation that this Contract will be extended beyond the term described herein. Any extension of this Contract shall be initiated by the Council and shall be accomplished through a written amendment between the parties entered into before the expiration of the original Contract or any valid amendment thereto, and shall be effective only after it is reduced to writing and executed by all parties to the Contract.
- L. Force Majeure.** Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays.
- M. Indemnification.** Each party to this Contract shall assume the risk of any liability arising from its own conduct. Neither party agrees to insure, defend, or indemnify the other.
- N. Independent Contractor.** The University shall function as an independent contractor for the purposes of this Contract and shall not be considered an employee of the State of Wyoming for any purpose. Consistent with the express terms of this Contract, the University shall be free from control or direction over the details of the performance of services under this Contract. The University shall assume sole responsibility for any debts or liabilities that may be incurred by the University in fulfilling the terms of this Contract and shall be solely responsible for the payment of all federal, state, and local taxes which may accrue because of this Contract. Nothing in this Contract shall be interpreted as authorizing the University or its agents or employees to act as an agent or representative for or on behalf of the State of Wyoming or the Council or to incur any obligation of any kind on behalf of the State of Wyoming or the Council. The University agrees that no health or hospitalization benefits, workers' compensation, unemployment insurance or similar benefits available to State of Wyoming employees will inure to the benefit of the University or the University's agents or employees as a result of this Contract.

- O. Nondiscrimination.** The University shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105, *et seq.*), the Americans with Disabilities Act (ADA), 42 U.S.C. § 12101, *et seq.*, and the Age Discrimination Act of 1975 and any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this Contract.
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- V. Taxes.** The University shall pay all taxes and other such amounts required by federal, state, and local law, including, but not limited to, federal and social security taxes, workers' compensation, unemployment insurance, and sales taxes.

- W. Termination of Contract.** This Contract may be terminated, without cause, by the Council upon thirty (30) days written notice. This Contract may be terminated by the University immediately for cause if the University fails to perform in accordance with the terms of this Contract
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COUNCIL:

Wyoming Business Council

Joshua J. Dorrell, Chief Executive Officer

Date

Brandon Marshall, Services Director

Date

UNIVERSITY:

University of Wyoming

Dr. Edward Seidel, President

Date

Tara R. Evans, General Counsel

Date

ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM

Jodi A. Darrough, Senior Assistant Attorney General

Date

**ATTACHMENT A TO THE AGREEMENT BETWEEN
WYOMING BUSINESS COUNCIL
AND
UNIVERSITY OF WYOMING**

Scope of Work

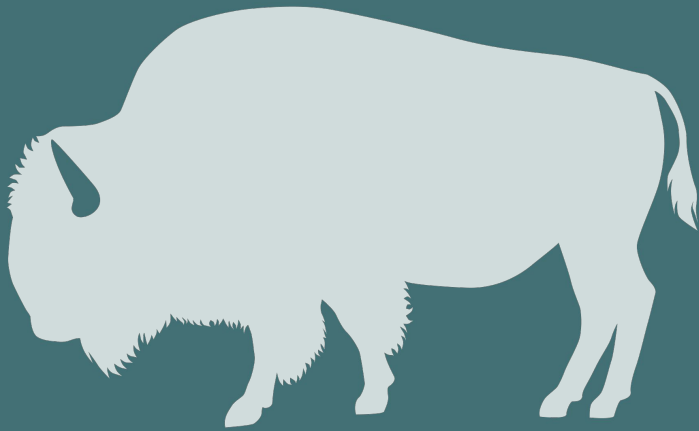
Manufacturing-Works

Assist small and medium size manufacturing businesses throughout the State of Wyoming in enhancing the productivity, technological performance, and competitiveness by acquiring assistance with manufacturing technology and techniques. WBC will provide matching funds for the continuation of Manufacturing Works, located on the campus of the University of Wyoming and administered by the University of Wyoming in conjunction with and leveraging funds from the National Institute of Science and Technology (NIST).

- 0. Innovation:** To promote an innovative culture within individual companies, train, coach, and consult with Wyoming manufacturers about innovation and continuous improvement processes. This will be completed by offering training, one-on-one consulting, and facilitating project management assistance.
- 1. Technology Assistance:** Foster and connect Wyoming manufacturers with new, trending, or innovative technologies and/or resources.

MW will minimally assist with the following:

- Product development and prototype fabrication.
 - Working collaboratively with UW College of Engineering programs
 - Facilitate energy efficiency assistance including ASHRAE Level I and II energy audits.
 - Facilitate cybersecurity compliance demands that expand beyond the free services offered by other BRN programs.
 - Arrange and facilitate experiential learning opportunities through paid internships.
- 2. Market Expansion:** Assist with business expansion including but not limited to: diversification of product line, markets, and exporting (domestic and international).
 - 3. Business Advising/Leadership Development and Transition Planning:** Facilitate transitions for manufacturers by exploring the unique features of the family business and assist the family in becoming more engaged and equipped to build value, meet the challenges of both business and family, and create a sustainable workforce for the future.
 - 4. Workforce Development:** Support a quality management culture by promoting quality management training for individual small manufacturing entities (SMEs) and certification and audit assistance, e.g. International Organization for Standardization (ISO) or Underwriters Laboratories (UL) programs for SMEs.
 - 5. Collaboration:** Work collaboratively with the Wyoming Business Council, and the Small Business Development Center to provide the greatest value and resources to manufacturers.



INVESTMENTS

WYOMING



2025 WYOMING DEAL FLOW REPORT

April 13, 2026



WYBC

DFR: ECOSYSTEM SPOTLIGHTS



COMPANY

UserEvidence, Inc.



VENTURE FUND

UW Venture Capital Program



COMMUNITY

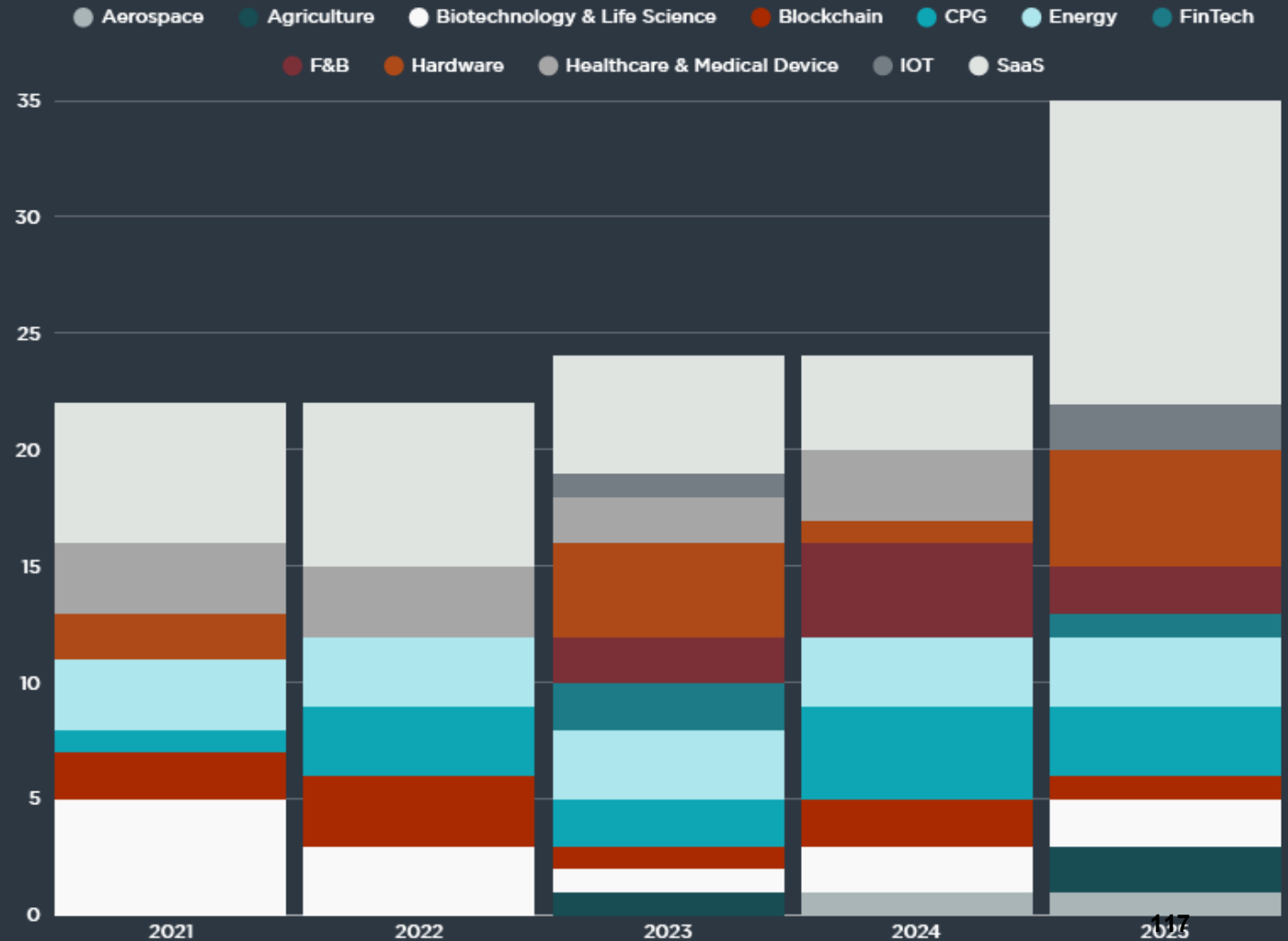
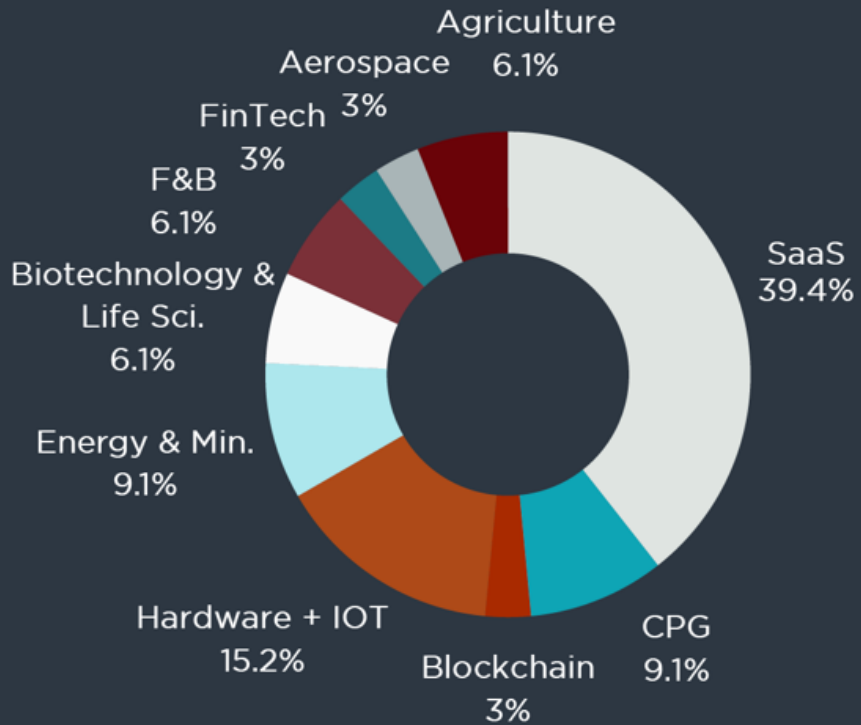
gBETA Wyoming



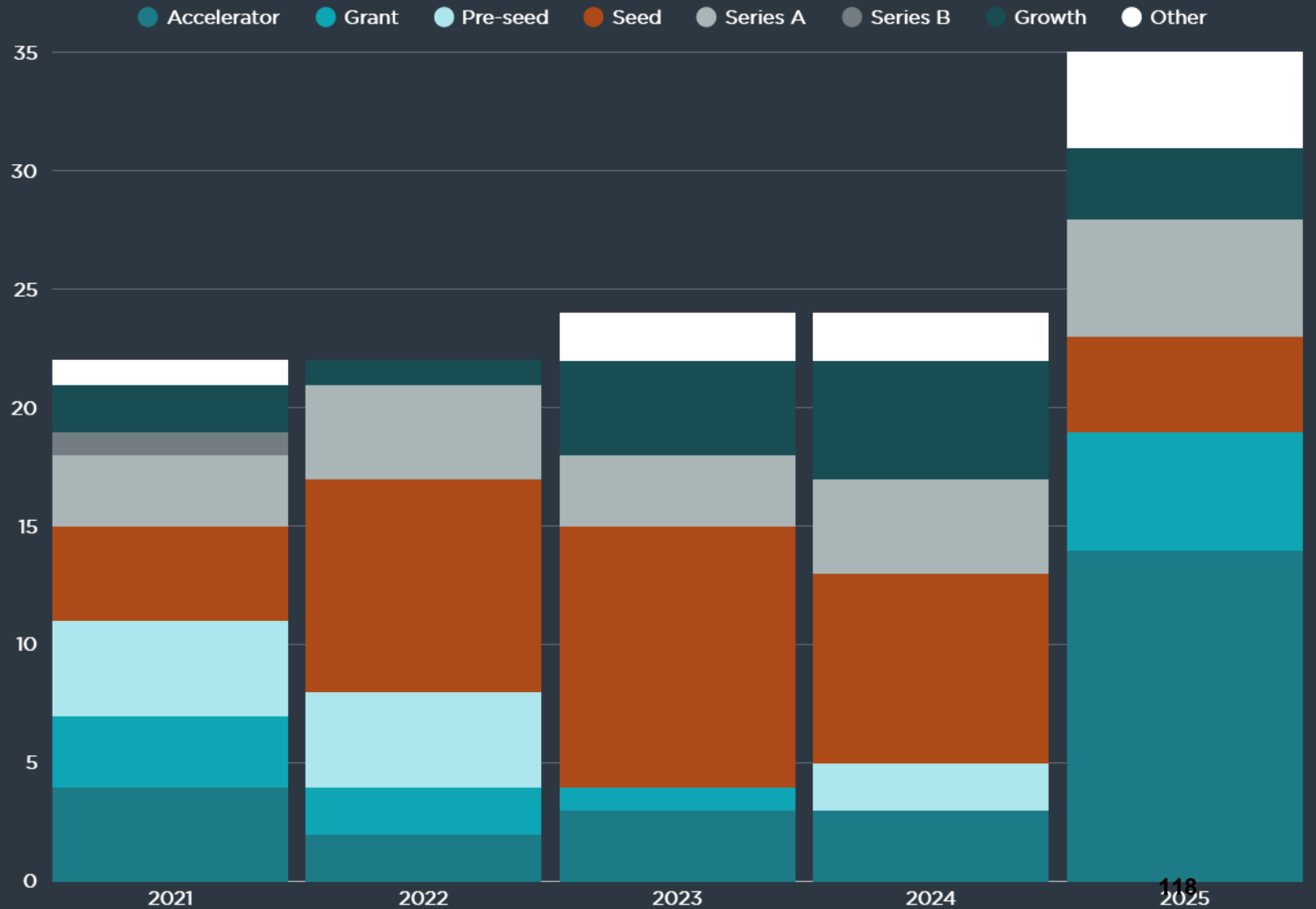
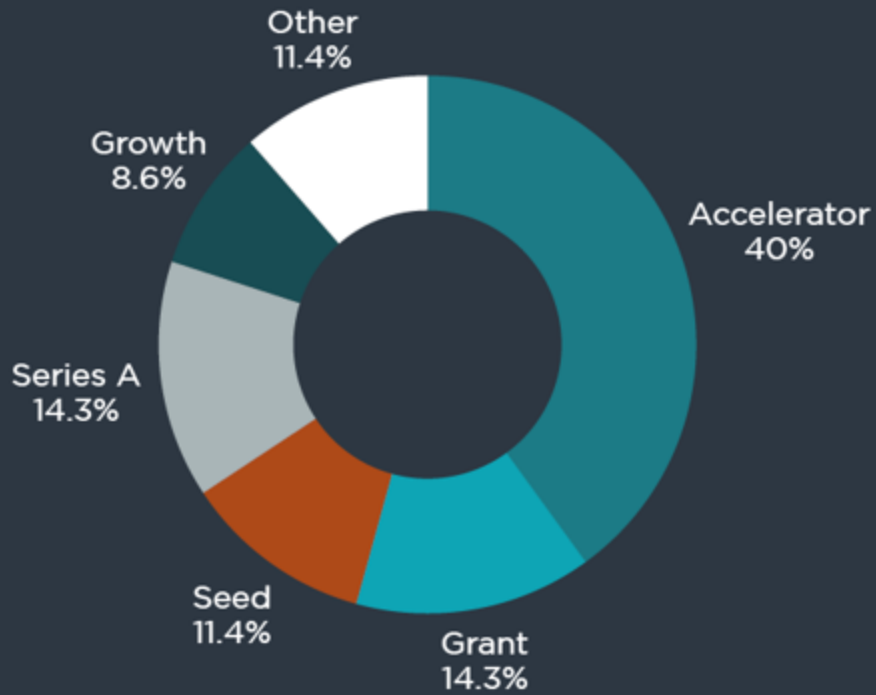
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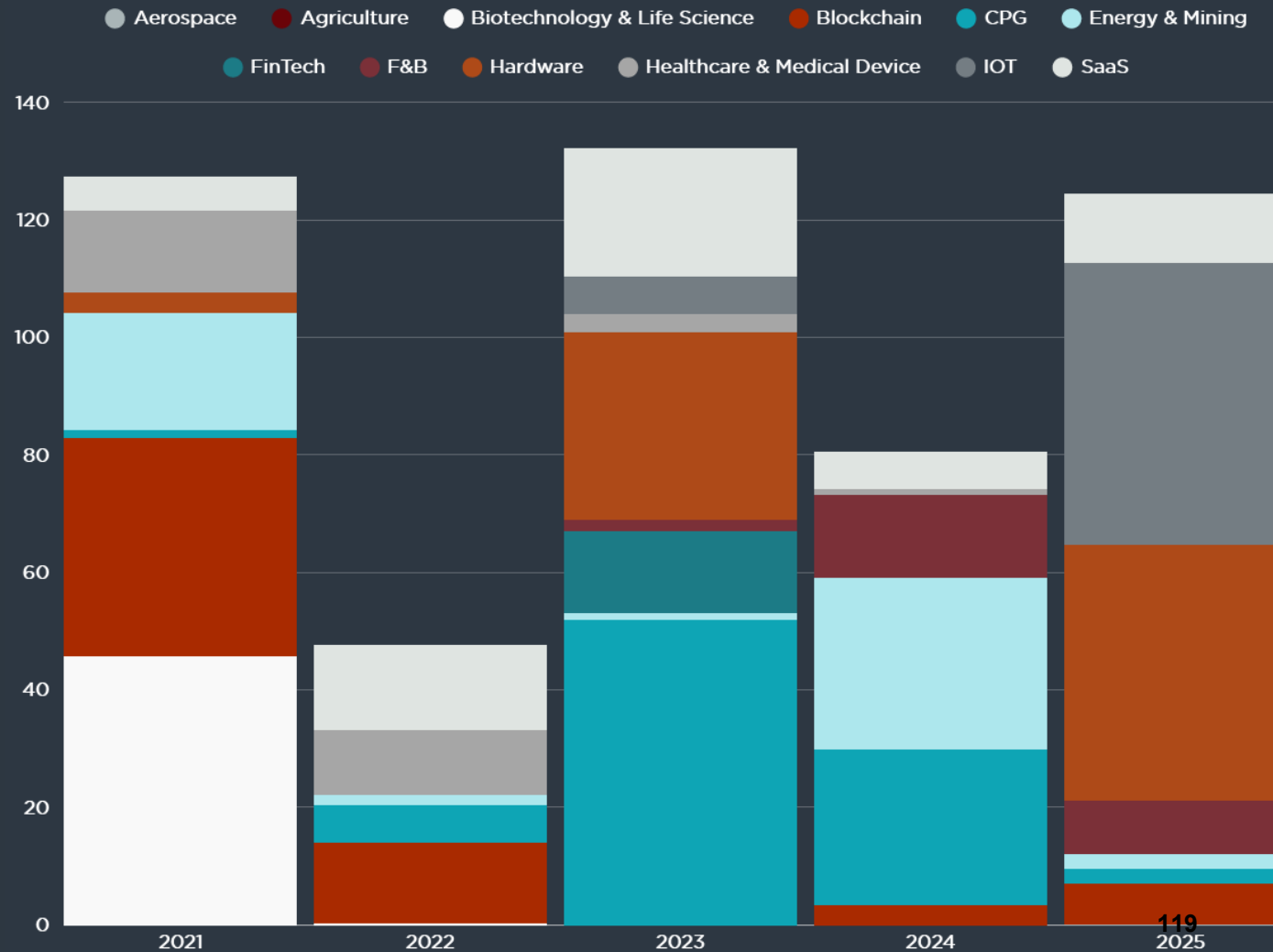
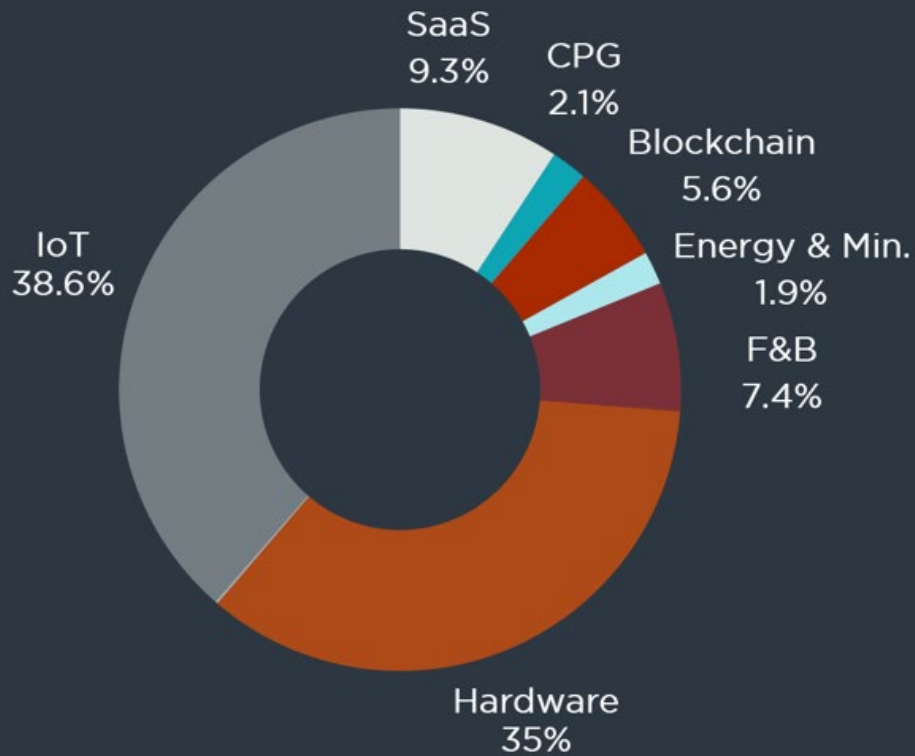
DFR DEALS BY SECTOR



DFR DEALS BY STAGE

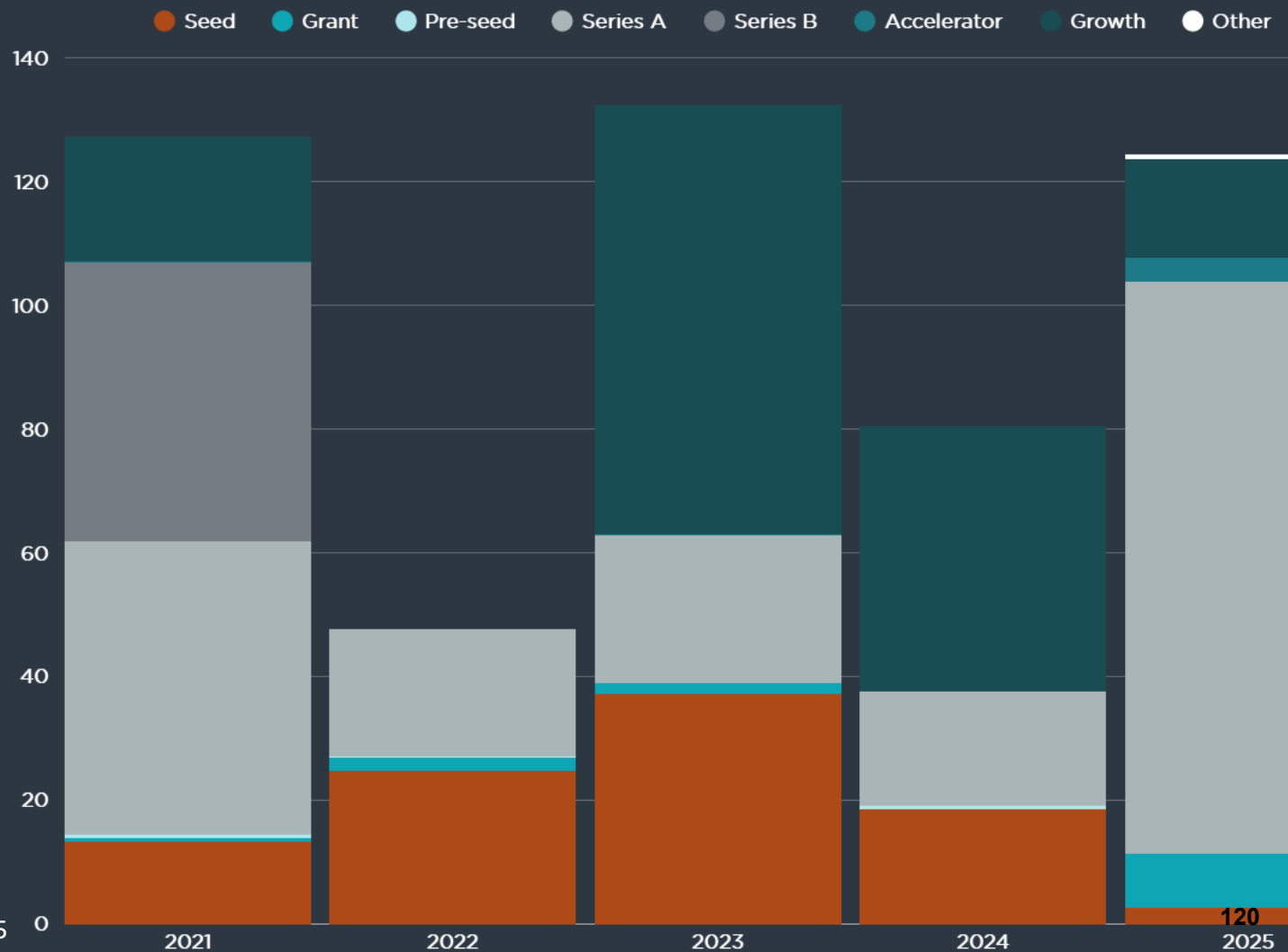
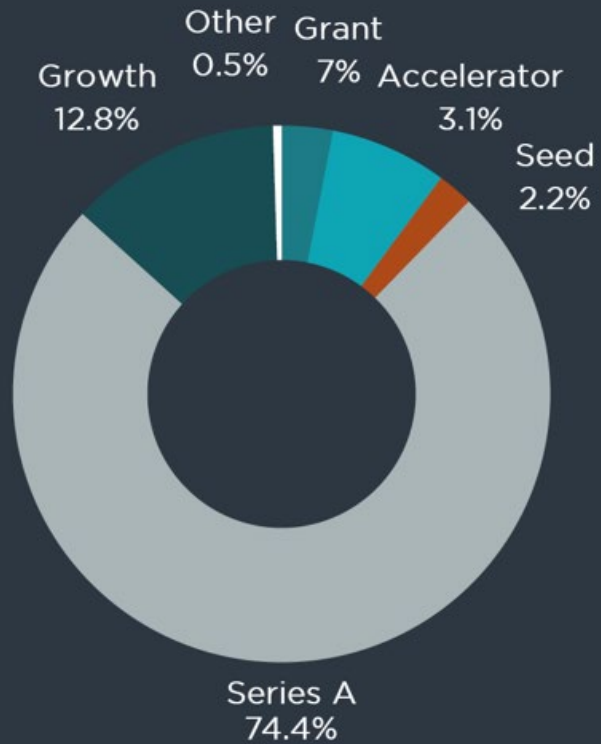


DFR: CAPITAL RAISED BY SECTOR*



*Does not include \$800M transaction from the FinTech sector in 2025

DFR: CAPITAL RAISED BY STAGE*



*Does not include \$800M transaction in the growth stage in 2025

NEIGHBORING ECOSYSTEMS

State	WY	MT	ID	UT	CO	NE	SD
VC Backed Startups*	221	151	165	900	1,988	242	36
Capital Deployed*	\$2.86B	\$1.15B	\$1.32B	\$10.8B	\$30.2B	\$2.01B	\$122.6M
People Employed*	2,881	5,825	9,131	75K	118K	14K	2,384



*Source: NVCA - VC State Data (2021-2025). Unfiltered by WYVC

TAKEAWAYS

- WY'S NOT UNDERPERFORMING, IT'S EMERGING
- SERIES A ROUNDS → GROWTH ROUNDS
- ACCELERATOR / PRE-SEED STAGE BUILDUP





STARTUP
GRANTS

WYVC
EQUITY FUND

CHALLENGE
LOAN

**BUSINESS READY
COMMUNITY**



BRC PROGRAM UPDATES

WYOMING



BRC PROGRAM UPDATES

RULES & GUIDELINES

- Rules Approved February 27
- Staff is working on updating Guidelines
- Approximately 50 documents

APPLICATION

- Combine June 1 & September 1 Application Deadline to August 1, 2026
- December 2026 Board Meeting
- January 2027 SLIB Meeting



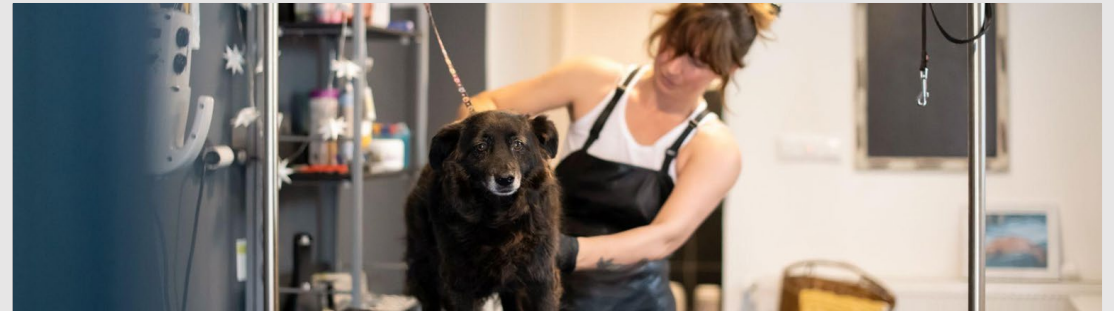
BRC FOR HOUSING

WYOMING

HOUSING AS A STATEWIDE ISSUE



**COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY**



**WYOMING STATEWIDE STRATEGIC
ACTION HOUSING PLAN**

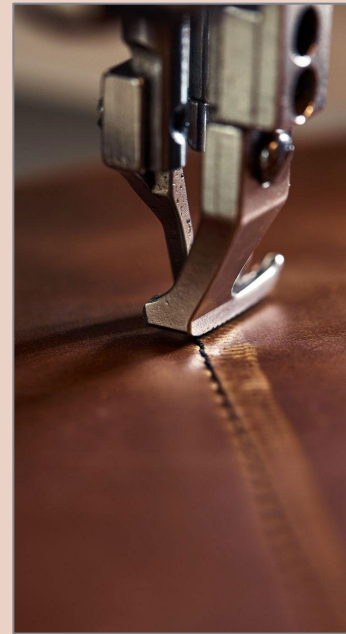
CEDS



HOUSING

Identified as both a weakness & a threat.

High regulations, infrastructure development needs, land supply, and high costs associated with materials & construction.



WORKFORCE

Low availability of workers pushes businesses to relocate, prevents local employers from expanding, and deters businesses from relocating to Wyoming.



**70% OF WY EMPLOYERS CITE
HOUSING AS A DIRECT
IMPEDIMENT TO WORKFORCE**



STATEWIDE STRATEGIC ACTION HOUSING PLAN

FINANCING

Wyoming spends \$35 per capita on housing and community development, with a national average of \$196.

The second lowest state, Wisconsin, spends \$67 per capita.

CURRENT MARKET

Housing prices have surged 43% since the start of the COVID-19 pandemic, outpacing household income growth, particularly in rural areas and on reservations.

CURRENT DEMAND

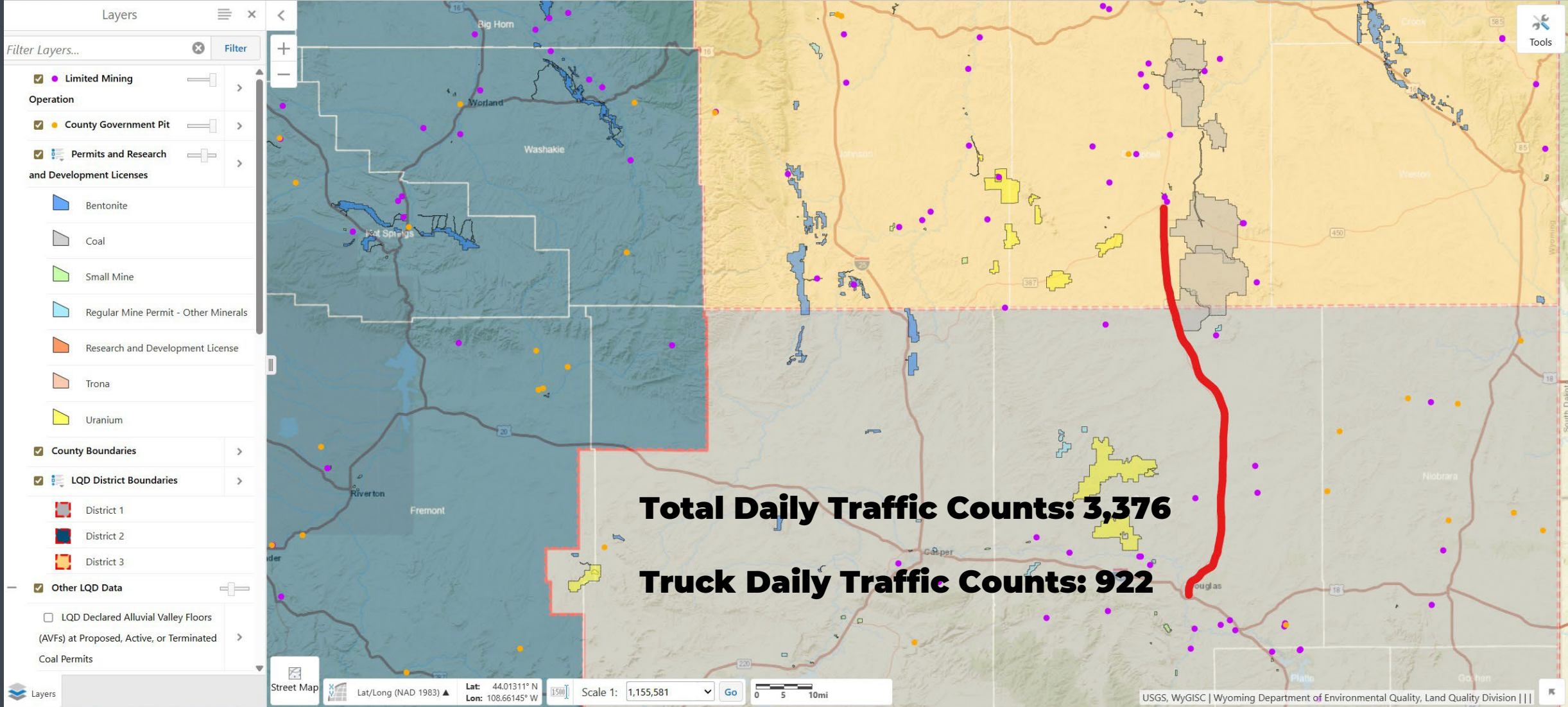
Current production rates will not keep up with demand. Estimates indicate a minimum of 23% increase in production is required to meet housing needs. Higher estimates indicate up to 130% increase is required.



**NEARLY TWO-THIRDS OF
WYOMINGITES BORN IN THE
STATE LEAVE BY THEIR 30s**



REGIONAL PERSPECTIVE: POWDER RIVER BASIN & ENERGY CORRIDOR

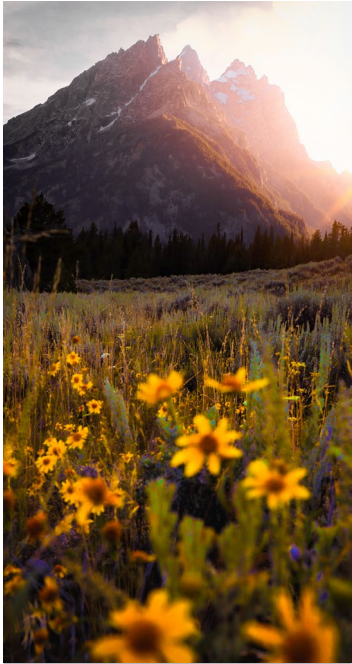




LOCAL PERSPECTIVE: DOUGLAS & WRIGHT



2019 HOUSING STUDIES



DOUGLAS

- 210-240 units needed by 2025
- Only 80 units constructed



WRIGHT

- 50 units needed by 2025
- No units constructed

TAX ANALYSIS

OVERVIEW

- Sales & Uses: \$1,250 Annually per Household
- Property: Conservative figures estimate \$1,500 annually per home
- Lodging: No lodging tax is collected after 30 days “permanent” residence



REDUCING DEVELOPMENT RISK AND STIMULATING PRIVATE INVESTMENT



GILLETTE NEWS RECORD

GILLETTE BUILDERS ARE HALTED BY CONSTRUCTION COSTS, DESPITE NORTHEAST WYOMING BEING A SELLER'S MARKET

Article by Win Hammond

“We have a lack of housing and we have a lack of lots to build on because we can’t affordably develop lots to build houses on.”

– Keenan Fitzgerald, owner of Crosswinds Constructions

TOP STORY

Gillette builders are halted by construction costs, despite northeast Wyoming being a seller's market

By WIN HAMMOND □ NEWS RECORD REPORTER whammond@gillettenewsrecord.net Apr 25, 2026 1



Multiple lots without houses along Royal Circle near the Gillette Golf Club are for sale.
News Record Photo / Win Hammond

Buy Now



BRC PROJECTS

WYOMING



BRC BUDGET

Applicant	Project	Type	Request	Recommendation
Douglas, City of	Seven Trails Commerce Center Infrastructure Improvements	Community Readiness	\$5,701,748	\$5,701,748
Wright, Town of	Wright Estates Phase II	Community Readiness	\$3,179,648	\$3,179,648
Total			\$8,881,396	\$8,881,396
Total Available BRC Funding				\$84,251,383
Funds Remaining if Awarded				\$75,369,987



SEVEN TRAILS COMMERCE CENTER

APPLICANT: CITY OF DOUGLAS

Community Readiness

Grant Request	\$5,701,748
Match Amount	\$4,200,000
Total Project Costs	\$9,901,748

RECOMMENDATION: FUND AS REQUESTED





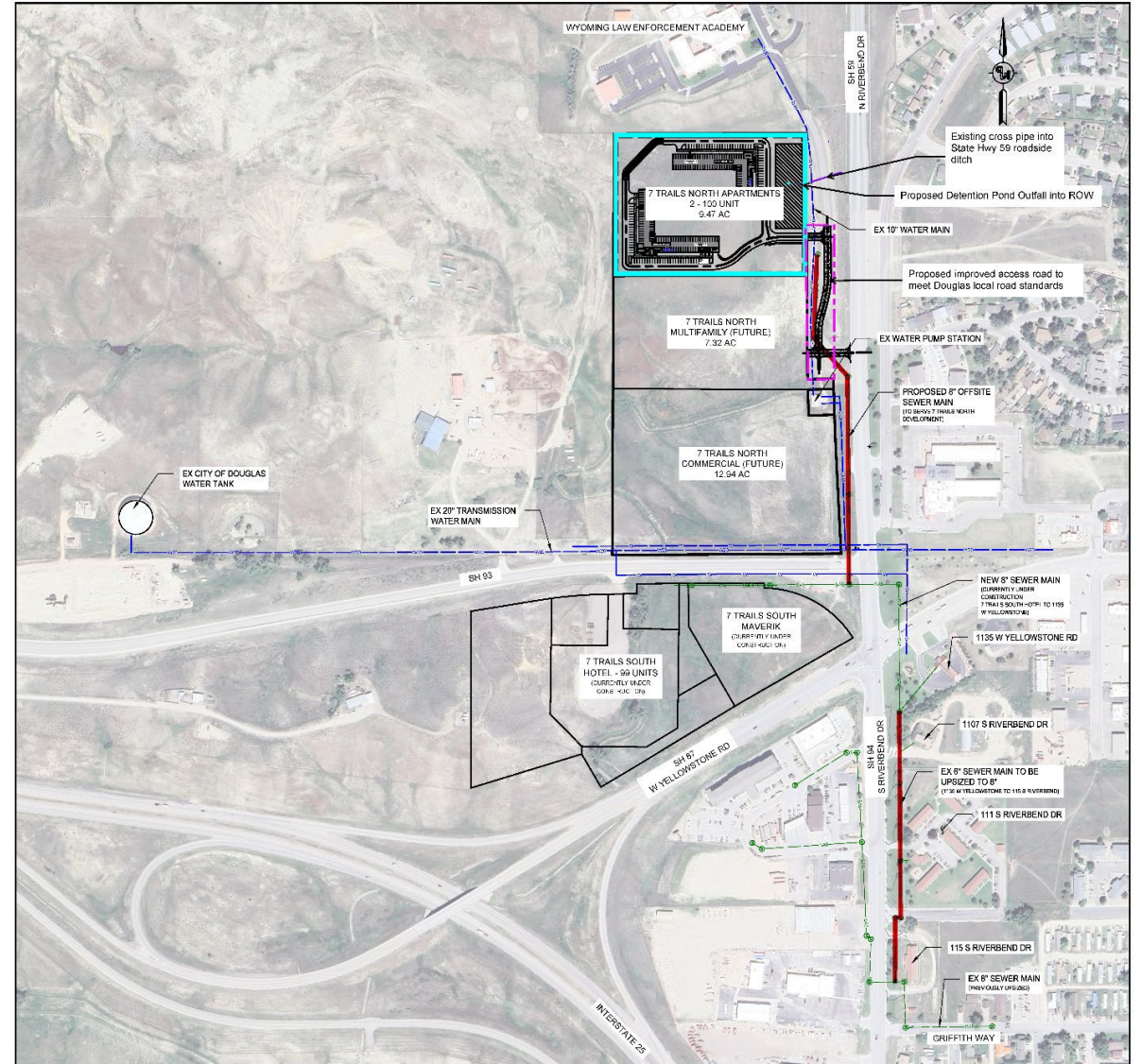
PROJECT APPLICATION

The City of Douglas requests a \$5.7 million grant to construct publicly-owned infrastructure improvements that will make the Seven Trails Commerce Center development-ready.



PROJECT APPLICATION

- 30 acres identified as Parcel 3
- 194 housing units

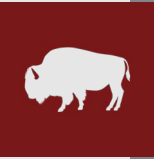




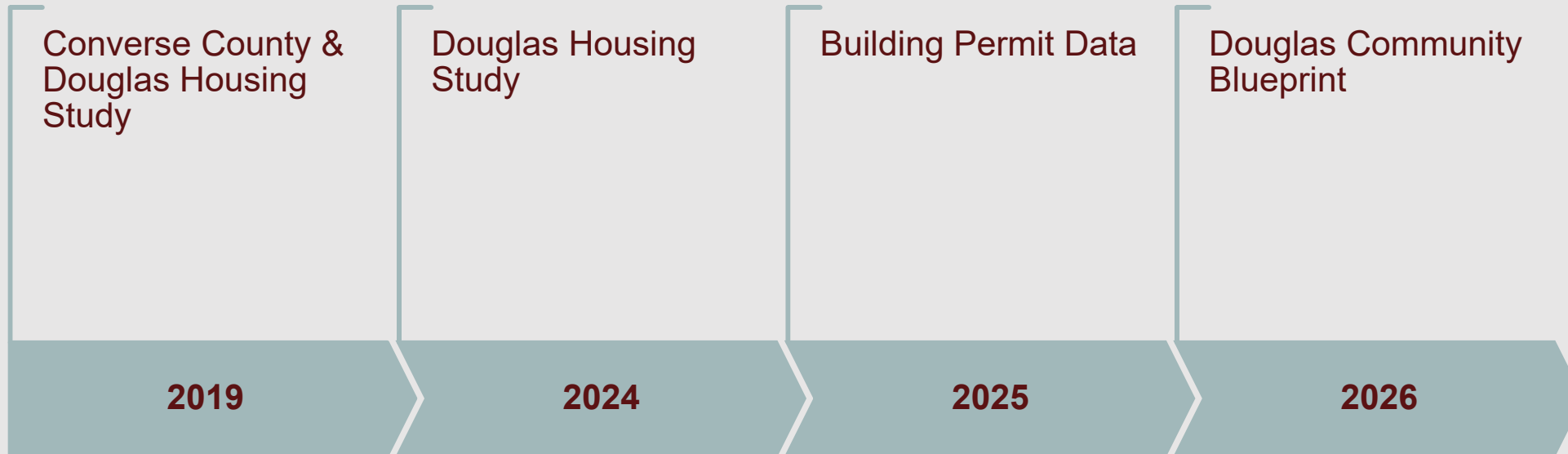


PROJECT NARRATIVE

WYOMING



COMMUNITY ENGAGEMENT





COMMUNITY RESOURCES

WYOMING



MATCH SOURCES

Entity	Match Amount	Match Percentage
City of Douglas	\$4.2 million	42%

Entity	Private Investment
Stencil Group	\$33.5 million



PROJECT EVALUATION

WYOMING



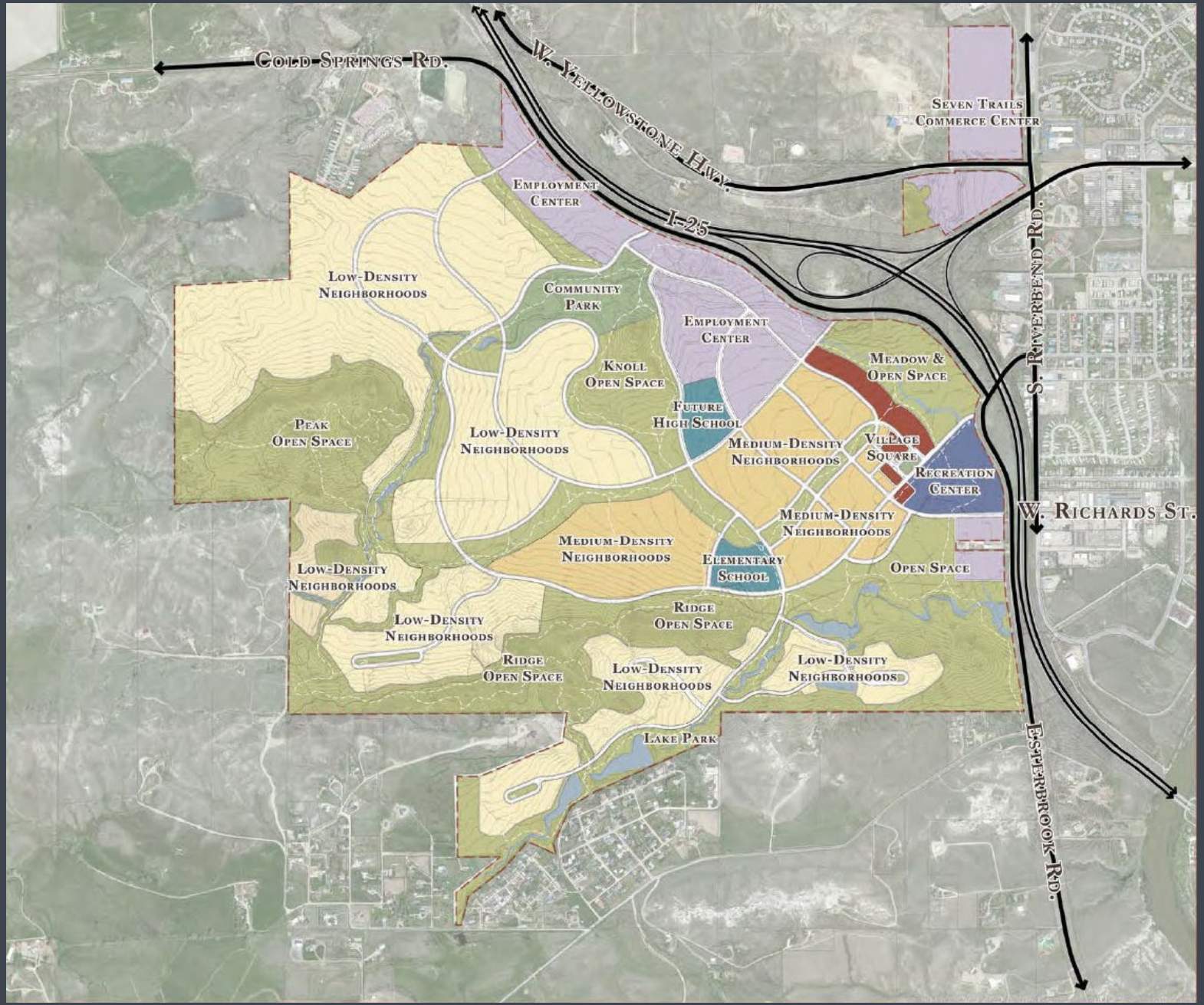
STATE CONSIDERATIONS

HOUSING & WORKFORCE

- Converse County is forecast to grow through 2033
- 59% of local employers ranked lack of affordable housing as their 2nd biggest concern
- 2,108 people commute into Converse County for work but live elsewhere

CREATING OPPORTUNITIES

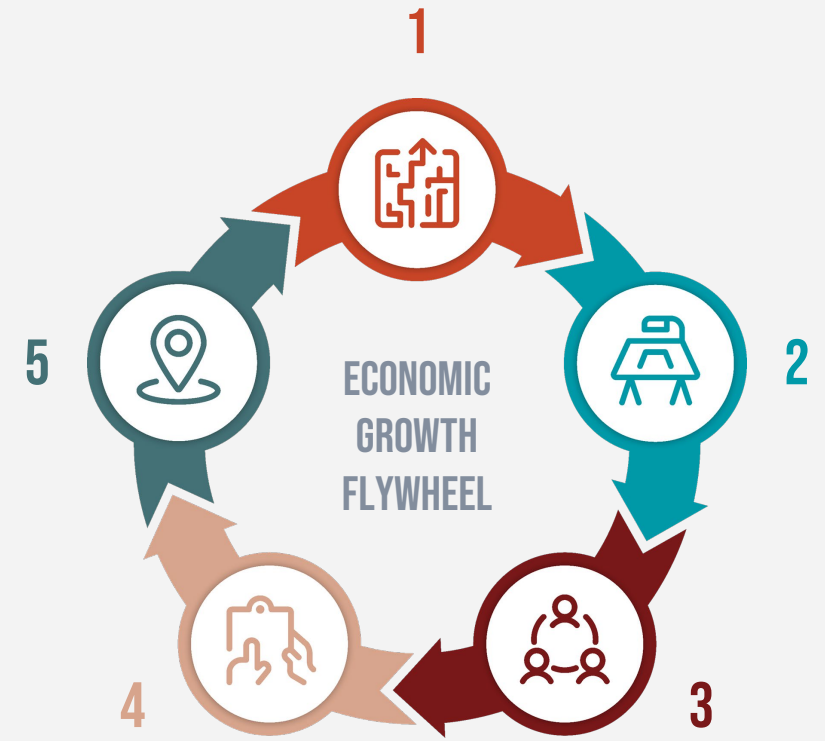
- 20 acres for commercial or mixed-use development
- Potential to act as market catalyst





FLYWHEEL EVALUATION

1. **Binding Constraints:** Douglas has spent several years analyzing its housing market. Currently, Douglas is experiencing a growing mismatch between housing supply and community demand.
2. **Compelling Project:** This project catalyzes more than just 194 housing units.
3. **Resources/Partners:** The City is partnering with the private industry and local partners.
4. **Right Project:** Douglas utilized several studies to determine the best approach to housing development.
5. **Local Capacity:** Over a 20-year horizon, this development is projected to generate \$9.7 million in total tax revenue, with \$2.9 million flowing directly to local government.



1. DETERMINE BINDING CONSTRAINTS
2. CREATE/ATTRACT COMPELLING PROJECT
3. GATHER RESOURCES & PARTNERS
4. DO THE RIGHT PROJECT
5. GENERATE LOCAL CAPACITY



PROJECT RECOMMENDATION

PROJECT CONSIDERATIONS



COMPELLING

- Local match is double the match requirement
- Private Developer investing \$33.5 Million
- Comprehensive Data & Studies were completed
- Project will act as a catalyst for 20 acre development and beyond



CONCERNING

- Revenue generated by project will not directly drive local economic development

RECOMMENDATIONS

1. Waive the Maximum Grant Award Rule of \$5 million.
2. Fund as Requested.





DISCUSSION



LEAD ECONOMIC GROWTH
BUILD RESILIENT COMMUNITIES
CREATE OPPORTUNITIES TO THRIVE



WRIGHT ESTATES PHASE II

APPLICANT: TOWN OF WRIGHT

Community Readiness

Grant Request	\$3,179,648
Match Amount	\$794,912
Total Project Costs	\$3,974,560

RECOMMENDATION: FUND AS REQUESTED





PROJECT APPLICATION

The Town of Wright requests a \$3.17 million grant to construct roads, curb, and gutter improvements for a 31-unit housing development.



PROJECT APPLICATION

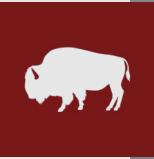
- Phase 1: 9 single-family lots
- Phase 2: 22 additional units
- Phase 3: Potential for an additional 90 units



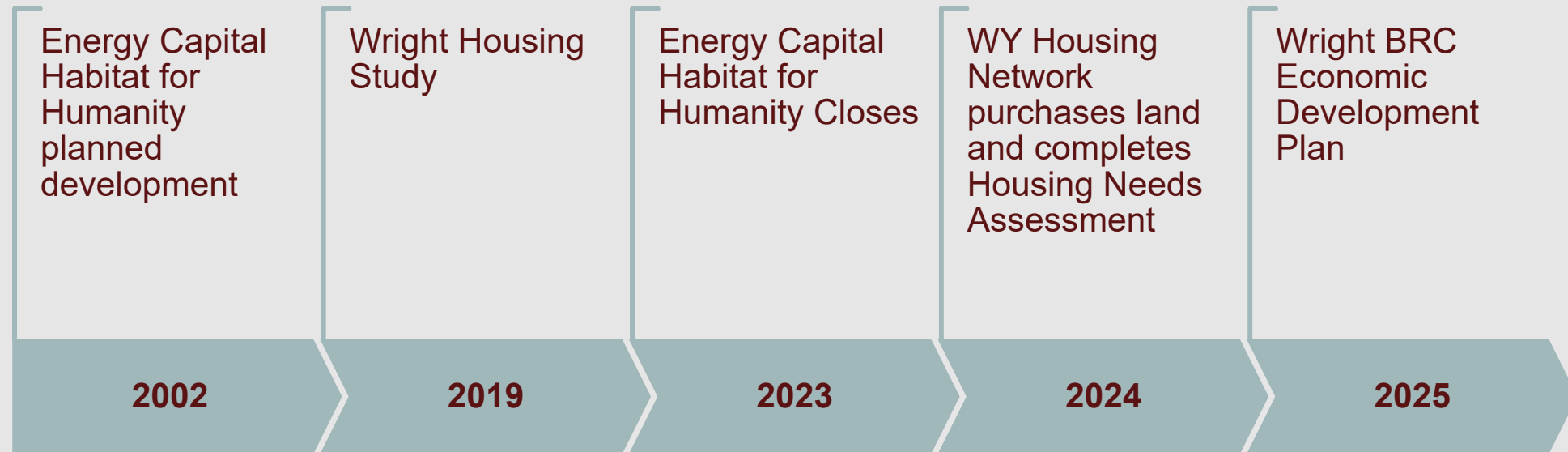


PROJECT NARRATIVE

WYOMING



COMMUNITY ENGAGEMENT





COMMUNITY RESOURCES

WYOMING



MATCH SOURCES

Entity	Match Amount	Match Percentage
Town of Wright	\$534,912	20%
Wyoming Housing Network	\$260,000	

Entity	Investment
Wyoming Housing Network	\$9 million



PROJECT EVALUATION

WYOMING

STATE CONSIDERATIONS

HOUSING & WORKFORCE

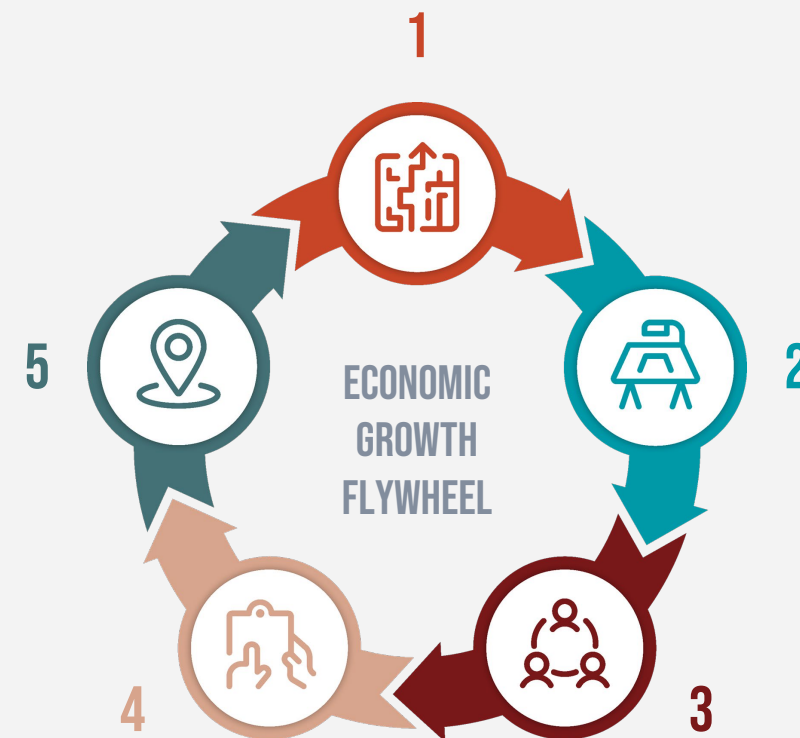
- Approximately 1,300 people commute to Wright every day for employment
- As of February 2024, only 6 homes were for-sale within the Wright market
- Zero new units have been built since 2019





FLYWHEEL EVALUATION

1. **Binding Constraints:** Wright is experiencing a high number of commuters into its community, while its housing market remains well below a healthy vacancy rate.
2. **Compelling Project:** Project has the potential to catalyze up to 121 total housing units.
3. **Resources/Partners:** The City has a partnership with the Wyoming Housing Network to ensure its completion and success.
4. **Right Project:** The number of units proposed aligns with what is supportable in the market.
5. **Local Capacity:** Estimates indicate that for 31 homes, property taxes could equal \$69,000/year, and sales and use tax revenue could generate approximately \$37,500/year.



1. DETERMINE BINDING CONSTRAINTS
2. CREATE/ATTRACT COMPELLING PROJECT
3. GATHER RESOURCES & PARTNERS
4. DO THE RIGHT PROJECT
5. GENERATE LOCAL CAPACITY



PROJECT RECOMMENDATION

PROJECT CONSIDERATIONS



COMPELLING

- Potential for up to 121 total housing units
- Project would increase housing vacancy rates to healthier levels
- Comprehensive data & studies were provided by community
- Partnership & Financial Contribution from WHN



CONCERNING

- Revenue generated by project will not directly drive local economic development



DISCUSSION



LEAD ECONOMIC GROWTH
BUILD RESILIENT COMMUNITIES
CREATE OPPORTUNITIES TO THRIVE



BUSINESS READY COMMUNITY GRANT & LOAN PROGRAM

COMMUNITY READINESS GRANT APPLICATION SEVEN TRAILS COMMERCE CENTER INFRASTRUCTURE IMPROVEMENTS - CITY OF DOUGLAS

GRANT REQUEST: \$5,701,748

MATCH: \$4,200,000

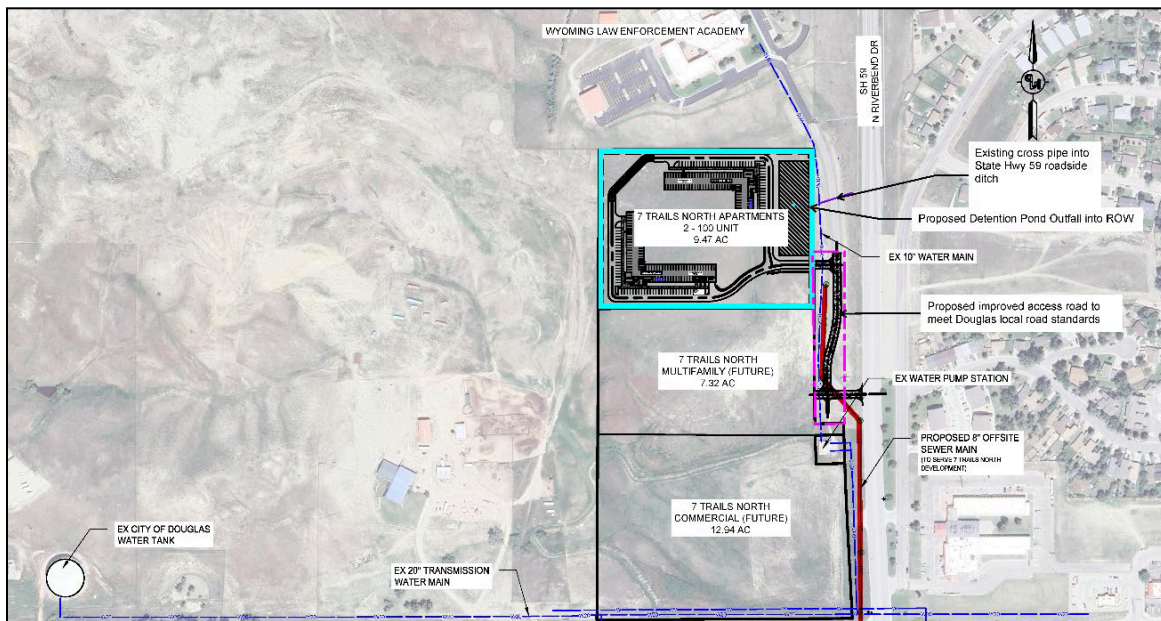
TOTAL PROJECT COSTS: \$9,901,748

PROJECT APPLICATION

The City of Douglas requests a **\$5.7 million Community Readiness grant** to construct publicly-owned infrastructure improvements that will make the Seven Trails Commerce Center development-ready. These improvements include:

- Sewer Main Extension
- Upgrades to Law Enforcement Academy Road
- Water Main Loop
- Wyoming Law Enforcement Academy Booster Station
- Water Treatment Plant Transmission Main Replacement

The project area consists of approximately 30 acres identified as Parcel 3 of the Seven Trails Commerce Center Subdivision. Current plans anticipate a phased approach, with **10 acres allocated for housing** development on the northern portion of the site and **20 acres for future commercial or mixed-use** potential on the southern portion as the market continues to mature and expand.



The housing development will consist of **194 units** constructed over three years. Approximately eight acres will be dedicated to multi-family residential, and the remaining two acres will be for single-family residential development. The units will be for rent at market rate.

PROJECT NARRATIVE

COMMUNITY ENGAGEMENT

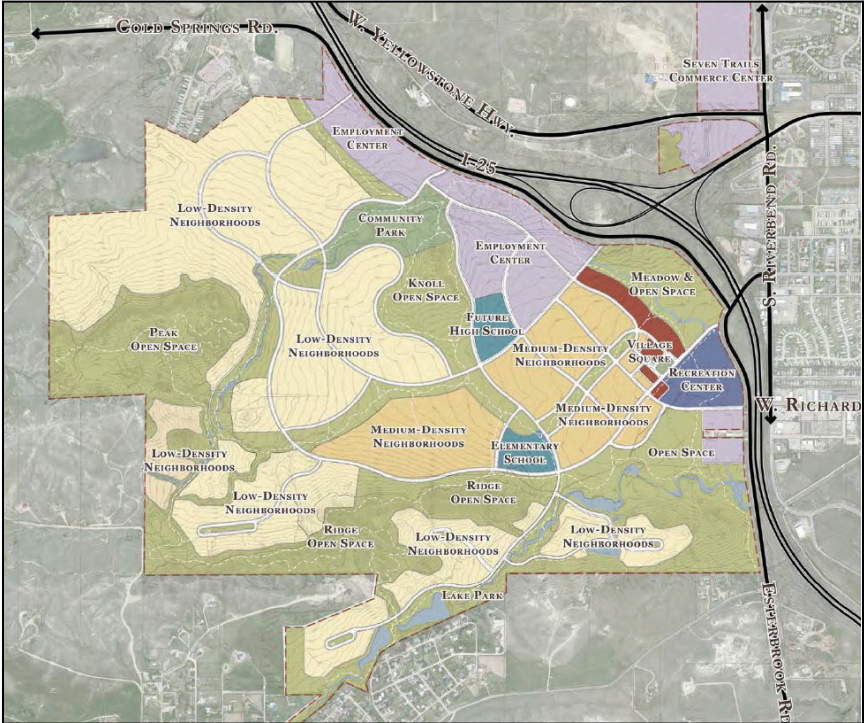
The City of Douglas has invested in housing development for several years. In 2019, they participated in a housing study and comprehensive analysis of the overall housing needs of the cities and towns in Converse County. At the time of that study, projections indicated demand for approximately 210 to 240 housing units by 2025 (approximately 35 to 40 units per year). However, during that timeframe, only 54 new single-family homes were built, and 30 apartment units were completed.

In 2024, the City completed a Housing Study to determine housing stock problems. While there are 6,456 total housing units, only 17.9% are renter-occupied – **nearly 13% below the national average and 6% below Wyoming’s average.**

Furthermore, one-third of property managers report active waiting lists for rentals, with vacancies filling in under two months. This study also indicated a need for 246 new units.

Furthermore, Building Permit Data shows new construction has been in a downward trend since 2004 for both single-family and multi-family residential.

In 2026, the City completed its Community Blueprint. This blueprint identifies housing as a Strategic Direction for the City of Douglas, with one action item: “Implement strategies to attract developers to build more housing options, especially multifamily units, townhomes, middle- and entry-level homes, by offering incentives and support for new construction.”



COMMUNITY RESOURCES

SOURCES & USES

SOURCES	
BRC Grant	\$5,701,748
Cash Match	\$4,200,000
TOTAL ELIGIBLE PROJECT COSTS	\$9,901,748
<i>BRC % OF TOTAL ELIGIBLE PROJECT COSTS</i>	<i>58%</i>
<i>LOCAL % OF TOTAL ELIGIBLE PROJECT COSTS</i>	<i>42%</i>
USES	
Sewer Main Extension	\$962,900
Upgrades to Law Enforcement Academy Road	\$354,350
Water Main Loop	\$504,060
WY Law Enforcement Academy Booster Station	\$715,000
Water Treatment Plant Transmission Main	\$2,982,688
Architectural & Engineering Fees	\$450,000
Permits, Fees, Etc	\$594,600
Surveying	\$30,000
Site Work	\$1,545,400
Plumbing	\$250,000
Concrete & Asphalt	\$530,000
Electrical	\$250,000
Landscaping	350,000
Contingencies	\$382,750
TOTAL USES	\$9,901,748

The City of Douglas will leverage the Tax Increment Financing (TIF) revenues generated through the Seven Trails Urban Renewal Plan and Project, in the amount of **\$4.2 million**, as the local match.

Furthermore, the private developer will invest almost **\$33.5 million** in the construction of the housing units. Nathan Stencil from the Stencil Group is building the apartments, and Wagonhound Land & Livestock is assisting with land.

TAX STRUCTURE

TAX	PERCENT	AMOUNT
State Sales & Use	4%	\$9,835,950
Local General Purpose Option	1%	\$8,027,002
Local Specific Purpose Option	–	\$0
Local Economic Development Option	–	\$0

Source: Wyoming Department of Revenue FY25

CITY OF DOUGLAS BUDGET

ENTITY	CURRENT BUDGET	RESERVES
City of Douglas	\$70.8 million	\$57.7 million

Source: City of Douglas

The City of Douglas has a goal of maintaining \$50 million in reserves.

**PRIVATE DEVELOPER IS INVESTING OVER
\$33 MILLION INTO THE PROJECT**

PROJECT EVALUATION

STATE CONSIDERATIONS

When looking at barriers to growth identified in the [Wyoming Comprehensive Economic Development Strategy](#) (CEDS) or the [Growth Perspective](#) there are a few identified challenges that this project could help address.

HOUSING AND WORKFORCE

According to projections, Converse County is forecast to continue to grow, and employment projections show the county adding jobs in nearly every major sector through 2033 – including 184 new government jobs, 162 new transportation jobs, 144 new retail jobs, 62 new healthcare jobs, and 66 new manufacturing jobs.

At the same time, labor availability in Douglas has been labelled as low by local employers according to the 2024 Housing Study. The biggest hiring obstacles identified include a small labor pool, a lack of desire to work, a lack of affordable housing, and a lack of childcare options.

The majority of local employers (59%) ranked the **lack of affordable workforce housing as their second biggest concern**. 50% called it “very significant” to their ability to recruit talent. Employers told researchers they cannot attract engineers, teachers, city staff, or healthcare professionals because there is nowhere for them to live.

Additionally, 2021 commuter data shows 2,108 people commute into Converse County for work but live elsewhere.

CREATING OPPORTUNITIES

The proposed project is designed to directly develop 30 acres, but there is potential for this project to catalyze future development beyond the immediate site. While much of the property surrounding the project site is under different ownership, the proposed infrastructure improvements will prepare these adjacent areas for potential development in the long-term.

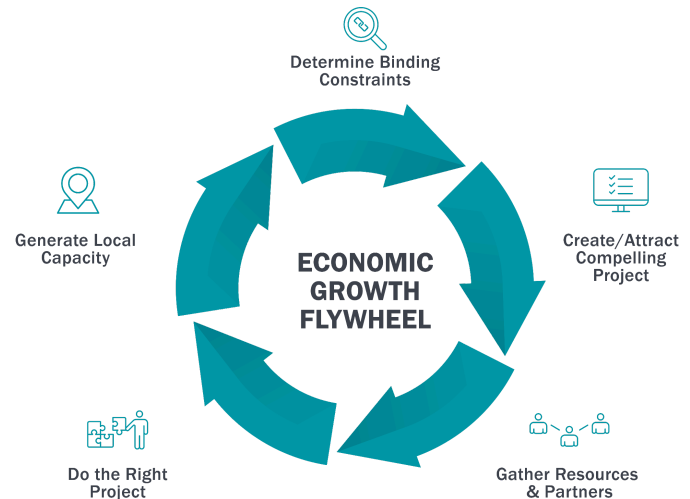
Furthermore, the project is expected to act as a market catalyst. By introducing new housing and demand drivers, there is potential to shift market perceptions and attract private investment for future development opportunities.

PROJECT RECOMMENDATION

FLYWHEEL EVALUATION

DETERMINE BINDING CONSTRAINTS

The City of Douglas has spent several years analyzing its housing market and determining it as a significant barrier to economic growth. Currently, Douglas is experiencing a growing mismatch between housing supply and community demand. While the population has steadily increased to approximately 6,400 residents, housing production has decreased.



CREATE / ATTRACT COMPELLING PROJECT

This project catalyzes more than just 194 housing units, as it will also develop an **additional 20 acres of commercial or mixed-use development**. Furthermore, the proposed project is expected to catalyze the market, creating a long-term horizon for development opportunities.

GATHER RESOURCES & PARTNERS

The City is partnering with the private industry and local partners to ensure project success.

DO THE RIGHT PROJECT

The City utilized several studies and surveys to determine how best to approach a housing development in its community. This location, and its future development potential, marked it as the correct location for this type of development.

Furthermore, the income data supports market-rate rental units.

GENERATE LOCAL CAPACITY

A proposed 194-unit apartment development in Douglas is projected to generate approximately \$487,670 in total annual tax revenue through

property taxes, sales taxes, and lodging taxes. Of that total, the City of Douglas and Converse County are estimated to receive approximately \$147,740 annually in direct local revenue.

Over a 20-year horizon, this development is projected to generate **\$9,753,395 in total tax revenue**, with \$2,954,797 flowing directly to local government.

These figures do not include the additional 20 acres of potential commercial development or any other potential development opportunities that may arise from the proposed housing development.

CONSIDERATIONS

COMPELLING

- Local match significantly exceeds the required match by more than double.
- The private developer is investing \$33.5 million in the Douglas community.
- The community provided comprehensive data and studies emphasizing housing as a constraint to growth.
- The project will act as a catalyst for the future development of 20 acres, with potential for further development via market growth.

CONCERNING

- Revenue generated by the project will not directly drive local economic development.

RECOMMENDATION

Fund as Requested.

Douglas Budget

March 6, 2026

To Whom It May Concern,

On behalf of the Douglas Budget and the community we serve, I am pleased to express our strong support for the proposed development project on Parcel 3 of the Seven Trails Commerce Center Subdivision, encompassing approximately 30 acres along a major highway corridor in the City of Douglas.

This project represents an important opportunity to advance responsible and strategic growth within our community. The planned phased development approach, which includes multi-family housing on the northern portion of the site and future commercial or mixed-use development potential on the southern portion, aligns well with the long-term economic and community development goals of the area.

Early conceptual plans for the site envisioned a balanced mix of commercial, multi-family residential, and single-family residential uses. Unfortunately, the absence of essential infrastructure has limited full development of the parcel. The current proposal to extend sewer service and improve site access is a critical step toward unlocking the property's development potential.

The proposed 10-acre multi-family component, supporting approximately 194 residential units, will help address local housing needs while also serving as a catalyst for additional investment on the remaining acreage. By improving infrastructure, this project will strengthen opportunities to attract larger retailers and enhance grocery options, which will benefit residents, businesses, and the overall economic vitality of the community.

The Budget newspaper believes this project represents a thoughtful investment in the future of Douglas and supports efforts to create sustainable growth, improve housing availability, and expand commercial development opportunities.

Thank you for considering this important project.

Sincerely,



Matthew W. Adelman
The Douglas Budget



MEMORIAL HOSPITAL of CONVERSE COUNTY

111 South 5th Street, Douglas, WY 82633

www.ConverseHospital.com

(307) 358-2122 Phone (307) 358-9216 Fax

6 March 2026

To Whom It May Concern,

On behalf of Memorial Hospital of Converse County, we offer our support for the proposed development of Parcel 3 within the Seven Trails Commerce Center Subdivision.

This approximately 30-acre site along a major highway corridor represents an important opportunity for community growth. The planned phased development—including multi-family housing on the northern portion of the parcel with future commercial or mixed-use expansion—aligns with the long-term needs of the area.

We understand that infrastructure limitations have restricted development of the site to date. The proposed multi-family project, including 194 residential units across approximately 10 acres, is a practical first step toward activating the property.

The requested infrastructure improvements supported through tax increment financing from the City of Douglas, including sewer extension and improved access, will help enable housing development and encourage future commercial growth that could attract larger retailers and improved grocery options for the community.

As a healthcare provider, we recognize that expanded housing and commercial amenities contribute positively to community health and quality of life, and we are pleased to support this initiative.

Sincerely,

Victor J. Le Gloahec
Administrator/Chief Operating Officer
Memorial Hospital of Converse County
111 South 5th Street
Douglas, WY 82633

Register Cliff RHC
650 W. Whalen
P.O. Box 668
Guernsey, WY 82214
(307) 836-3009 PH
(307) 836-3022 Fax

Medical Office Building
700 E. Center
Douglas, WY 82633
(307) 358-7300 PH
(307) 358-8498 Fax

Oregon Trail RHC
525 E. Birch Street
P.O. Box 1648
Glenrock, WY 82637
(307) 436-8838 PH
(307) 436-2476 Fax

March 6, 2026

To Whom It May Concern:

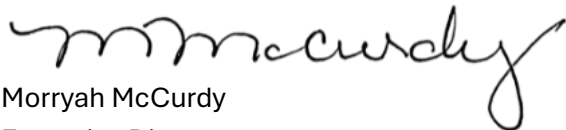
On behalf of The Enterprise, we are pleased to express our strong support for the proposed development project located on approximately 30 acres identified as Parcel 3 of the Seven Trails Commerce Center Subdivision, including adjacent public rights-of-way necessary for related improvements.

This project represents a significant opportunity to advance thoughtful, strategic growth within our community. Its location along a major highway corridor near a key intersection is positioned as an important commercial and residential hub, capable of attracting investment, expanding housing options, and strengthening the local economy.

The planned phased development approach, including multi-family housing and supporting infrastructure, aligns with current community development goals and long-term planning efforts. By encouraging responsible growth in a targeted area, the project will enhance economic vitality, increase the tax base, and create new opportunities for businesses and residents alike.

We believe this development will serve as a catalyst for continued progress and reinforce the community's commitment to sustainable and well-managed growth. The Enterprise fully supports this initiative and looks forward to the positive impact it will bring.

Sincerely,



Morryah McCurdy
Executive Director
The Enterprise
130 South 3rd Street
Douglas, WY 82633



BUSINESS READY COMMUNITY GRANT & LOAN PROGRAM

COMMUNITY READINESS GRANT APPLICATION WRIGHT ESTATES PHASE II - TOWN OF WRIGHT

GRANT REQUEST: \$3,179,648

MATCH: \$794,912

TOTAL PROJECT COSTS: \$3,974,560



WYOMING

PROJECT APPLICATION

The Town of Wright requests a **\$3.17 million Community Readiness grant** to construct roads and curb and gutter improvements to prepare a planned housing site for residential development. The proposed property is currently owned by the Wyoming Housing Network (WHN). The proposed road will extend into the adjacent privately owned property, allowing for future development opportunities.

The project proposes to construct **31 housing units**. The property will be primarily three-bedroom homes ranging in size from approximately 1,200 to 1,800 square feet.

- **Phase One** - Beginning 2026
 - WHN's purchase included 9 lots along Hay Creek Road
 - Single Family Ownership
 - Market Rate
 - No additional infrastructure is required
- **Phase Two** - Beginning 2027
 - *Current BRC Application*- Construct roads to access lots
 - Construct 22 additional housing units (Total 31 units)
 - Attainable Housing (under \$300,000)
 - Target workforce includes teachers, police officers, healthcare and service providers, etc.
- **Phase Three** - Beginning 2028
 - Number and type to be determined based on Phases I and II



PROJECT NARRATIVE

COMMUNITY ENGAGEMENT

The Town of Wright is developing this project in conjunction with the Wyoming Housing Network, Inc (WHN). WHN was incorporated in 2005 to address the affordable housing needs in Wyoming. WHN currently owns and operates 481 affordable housing units statewide in 14 apartment complexes, and partners with over 20 other nonprofit organizations and agencies for education and housing counseling.

In 2002, WHN learned that Energy Capital Habitat for Humanity was planning to develop homes in Wright. At that time, the proposed property was under contract and had 40 lots with water and infrastructure already in place.

The Town completed a Housing Study in 2019 that identified significant gaps in housing availability, diversity, and development activity. At that time, fewer than five single-family homes had been constructed over a decade, and only one small multifamily project (11 units) had been added since 2010. Key recommendations from that study included:

- Develop 32-40 rental housing units
- Develop 8-10 new single-family homes
- Focus on workforce and moderate-cost housing

Unfortunately, in 2023, Energy Capital Habitat for Humanity closed with little development occurring. Once WHN learned of the closure, it reached out to the Town of Wright and completed a market study to determine its viability.

After that study was completed, WHN purchased the land in 2024 and began working with the community to complete a Housing Needs Assessment. Additionally, the Town of Wright completed a BRC Economic Development Plan in 2025 that identified housing as a significant barrier to its growth.

All of these studies and assessments found that there was a definite need for housing in Wright. As of February 2024, Wright only had six homes on the market. These six homes represent a **homeowner vacancy rate of 0.8%**. Typically, a well-balanced market has a for-sale vacancy rate of 2 to 3%. Thus, Wright's vacancy rate is well below the normal range and is likely limiting demographic growth within the market.

At the same time, the rental vacancy rate increased between 2018 and 2023 from 21% to 25.2%, which suggests fewer people are renting.

COMMUNITY RESOURCES

SOURCES & USES

SOURCES	
BRC Grant	\$3,179,648
Town of Wright Cash Match	\$534,912
Wyoming Housing Network Cash Match	\$260,000
TOTAL ELIGIBLE PROJECT COSTS	\$3,974,560
<i>BRC % OF TOTAL ELIGIBLE PROJECT COSTS</i>	<i>80%</i>
<i>LOCAL % OF TOTAL ELIGIBLE PROJECT COSTS</i>	<i>20%</i>
USES	
Architectural & Engineering Fees	\$1,094,444
Road Construction	\$2,448,099
Contingencies	\$432,017
TOTAL USES	\$3,974,560

In addition to the eligible project costs, the Wyoming Housing Network will be investing approximately **\$9 million** into the construction of the homes.

**APPROXIMATELY 1,300 PEOPLE
COMMUTE TO WRIGHT EVERY DAY
FOR EMPLOYMENT**

TAX STRUCTURE

TAX	PERCENT	AMOUNT
State Sales & Use	4%	\$1,330,090
Local General Purpose Option	1%	\$1,093,540
Local Specific Purpose Option	–	\$0
Local Economic Development Option	–	\$0

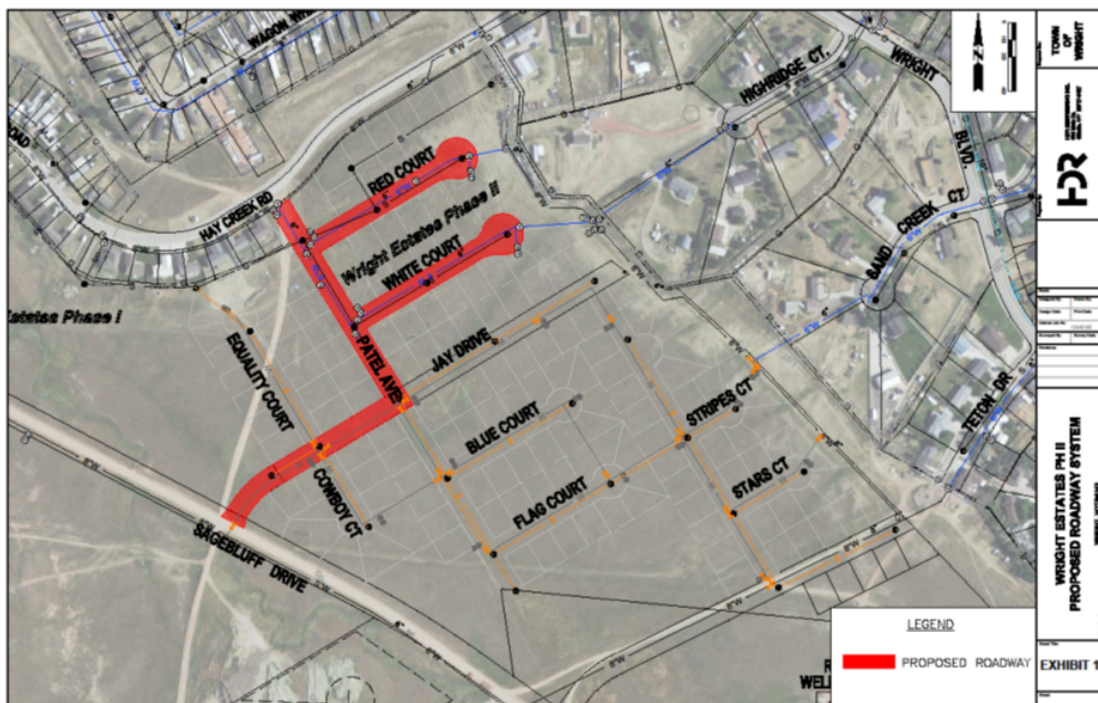
Source: Wyoming Department of Revenue FY25

CITY OF WRIGHT BUDGET

ENTITY	CURRENT BUDGET	RESERVES
Town of Wright	\$6,279,888	\$2,149,679

Source: Town of Wright

The Town of Wright utilized **nearly \$1 million** from its reserves to cover a capital construction project for the 2025/2026 Fiscal Year.



PROJECT EVALUATION

STATE CONSIDERATIONS

When looking at barriers to growth identified in the [Wyoming Comprehensive Economic Development Strategy](#) (CEDS) or the [Growth Perspective](#), there are a few identified challenges that this project could help address.

HOUSING & WORKFORCE

The Town of Wright has a population of approximately 1,600, with 440 residents of Wright employed within the town. However, approximately 1,300 people commute to Wright from surrounding areas every day for work. These 1,300 non-residents account for 93.5% of the people employed in the community and represent potential support for the proposed residential development.

The 2025 Wright Housing Needs Assessment found a need for increased quantity of housing, more diverse housing, higher quality homes, and accessible, ADA-compliant housing. Furthermore, the study found that there is a **need for approximately 14 to 24 new housing units** over the next five years.

However, as of February 2024, a total of just six homes were identified as for sale within the Wright market. Of the total market, 44.5% of owner-occupied units were built between 1970 and 1989. Of that housing, 34.7% have been built since 2000; however, there have been no new units built since 2019.

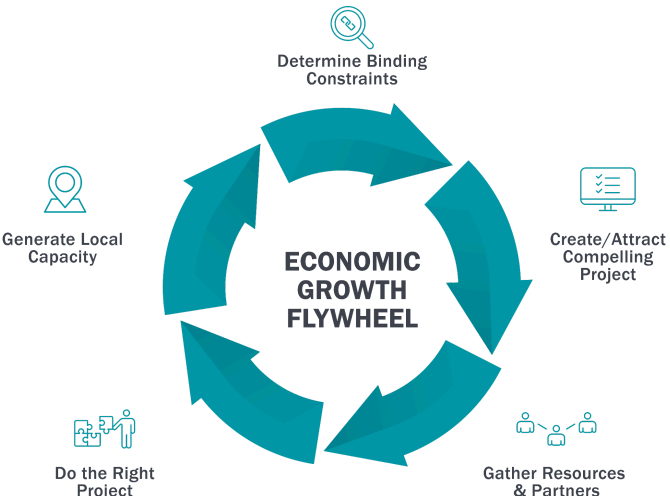
Year Built	Number of Units	Percentage
2020 or Later	0	0%
2010 - 2019	79	10.6%
2000 - 2009	180	24.1%
1990 - 1999	99	13.2%
1980 - 1989	164	22.0%
1970 - 1979	168	22.6%
1950 - 1969	36	4.9%
1949 or Earlier	20	2.6%
Total	746	100.0%

PROJECT RECOMMENDATION

FLYWHEEL EVALUATION

DETERMINE BINDING CONSTRAINTS

The Town of Wright has spent several years analyzing housing and its community growth. Currently, Wright is experiencing a high number of commuters into its community, while its housing market remains well below a healthy vacancy rate. Furthermore, the community has conducted several plans and studies to identify housing as a barrier to its community growth.



CREATE / ATTRACT COMPELLING PROJECT

By partnering with the Wyoming Housing Network, the Town will be able to construct housing in a manner and timeframe that works well for the community. This project has the potential to catalyze nearby land for further development, with current plans indicating up to **121 potential housing units**.

GATHER RESOURCES & PARTNERS

The partnership between the Town of Wright and the Wyoming Housing Network will enhance this project and ensure its completion and success.

DO THE RIGHT PROJECT

The Wright Housing Needs Assessment found, based on the limited demographic base of the area, no more than 73 additional for-sale housing units are supportable within the Wright market. Thus, the creation of 31 housing units within the next five years is reasonable.

GENERATE LOCAL CAPACITY

Based on information provided by the Campbell County Assessor’s Office, an estimated home value of \$300,000 generates approximately \$2,300 annually in property taxes per home.

- 31 homes = approximately **\$69,000/year**
- 121 homes = approximately **\$278,300/year**

Property tax revenues are distributed across multiple entities that directly support community services:

- **Schools:** ~56%
- **County:** ~19%
- **Town/City:** ~10%
- **College & Special Districts:** ~15% combined

The Wyoming Department of Revenue estimates the annual taxable spending per household in Wyoming is approximately \$22,000, generating approximately \$1,250 annually in sales and use tax revenue per household.

- 31 homes = approximately **\$37,500/year**
- 121 homes = approximately **\$151,250/year**

These revenues help support essential services in communities such as emergency services, road maintenance, and community services.

CONSIDERATIONS

COMPELLING

- Potential for future housing development of up to 121 units
- The project would increase housing vacancy rates toward a healthier community level
- The community provided comprehensive data and studies emphasizing housing as a constraint to growth
- The substantial partnership and financial contribution from the Wyoming Housing Network are key factors that will contribute to the project's successful outcome

CONCERNING

- Revenue generated by the project will not directly drive local economic development.

RECOMMENDATION

Fund as Requested.



WRIGHT JUNIOR-SENIOR HIGH SCHOOL

220 Wright Boulevard P.O. Box 490 • Wright, WY 82732

Phone: (307) 464-0140 Fax: (307) 464-0154

Lonnie Robertson

Principal

January 23, 2026

RE: Letter of Support – Wyoming Business Council - Business Ready Community Grant

To the Grant Review Committee:

I am writing to offer my strongest support for the "Business Ready Community Grant" application to develop affordable housing and infrastructure in Wright, Wyoming. As the Principal of Wright Junior Senior High School (WJSHS), I witness daily how the scarcity of affordable local housing acts as a bottleneck for our community's growth and, more specifically, threatens the stability and quality of our educational system.

For a school to thrive, it requires a village. However, that village currently struggles to find housing. The lack of available, affordable housing in Wright has become the single most significant barrier to recruiting and retaining the essential staff required to run our school. This shortage affects every level of our operation. We are not just struggling to hire certified teachers; we are seeing a critical impact on our ability to recruit paraprofessionals, bus drivers, custodial staff, and food service personnel. These support roles are the backbone of our daily operations, and they often command wages that make a 40 minute commute from Gillette economically unfeasible.

When we are forced to hire staff who must commute long distances, we create a "commuter culture" that is detrimental to the school environment. A 90 minute daily round-trip commute leads to significant burnout and creates a logistical barrier between our staff and students. When the final bell rings, commuting staff are often forced to leave immediately to beat the weather or manage their drive time. This disconnect prevents them from engaging in the extracurricular activities, after-school tutoring programs, and community events that define the "Wright experience."

We need staff who are neighbors, not just employees. We need bus drivers who live down the street and coaches who can stay late for practice without dreading the drive home.

The housing shortage directly correlates to higher staff turnover. High turnover disrupts student continuity, fractures long-term program planning, and ultimately impacts academic performance. Students need consistent mentorship and to see familiar faces year after year to build the trust required for deep learning. We cannot build long term success on short-term residency.

Approval of this grant would do more than build infrastructure; it would build community stability. It would allow WJSHS to attract and keep the high-quality educators and support staff our students deserve.

Thank you for your time and your dedication to solving Wyoming's housing challenges.

Sincerely,

Lonnie Robertson

Teaching Effectively - Learning Successfully

Make College A Reality – The state of Wyoming provides Hathaway Merit and Need-Based Scholarships to all eligible Wyoming students attending the University of Wyoming or Wyoming community colleges.





WRIGHT JUNIOR-SENIOR HIGH SCHOOL

220 Wright Boulevard P.O. Box 490 • Wright, WY 82732

Phone: (307) 464-0140 Fax: (307) 464-0154

Lonnie Robertson

Principal

To the Grant Review Committee:

Looking at the potential growth from this development, an influx of new families would be a strong positive for our school system. While 1-2 students per household is generally on the higher end of demographic projections for new builds (we typically estimate closer to 0.5-1 school-aged child per household on average), even a conservative estimate represents healthy, sustainable growth for our community.

Here is a brief breakdown of how this kind of development impacts us:

Enrollment & Capacity: If the full 121 lots are eventually developed, we could realistically see 60 to 100+ new students entering the Wright feeder system. Because WJSHS serves grades 7-12, we would see roughly half of that demographic, with the rest entering the elementary level. In the short term, the initial 30 lots will provide a very manageable bump in enrollment that we can comfortably absorb within our current building capacity.

Funding Implications: In Wyoming, public school funding is directly tied to Average Daily Membership (ADM). Therefore, an increase in household development and subsequent student enrollment directly translates to increased state funding for the district. These funds are vital for maintaining the high quality of education and resources in Campbell County/WJSHS.

Staffing & Programming: From an administrative standpoint, steady enrollment growth is exactly what we want to see. It helps solidify our current staffing levels and protects against the challenges posed by declining enrollment. If the Hay Creek development eventually pushes our class sizes beyond optimal ratios, CCSD has standard procedures in place to adjust staffing allocations to meet the need.

Perhaps most importantly, increased enrollment is a tremendous boost for our programming at WJSHS. Having more students allows us to sustain and potentially expand a wider variety of elective courses, strengthens our extracurricular offerings, and keeps our athletic programs highly competitive.

Please let me know if you need any more specific data to help communicate the benefits of this project. I am always happy to support initiatives that strengthen our community.

Sincerely,

Lonnie Robertson



307.682.3673 P 307.682.0538 F

www.gillettechamber.com

409 W. Second St.
Gillette, WY 82716

January 23, 2026

Wyoming Business Council
Attn: Noelle Reed
Business Ready Community Grants

Greetings:

The Campbell County Chamber of Commerce located in Gillette and serving Wright, Recluse, and Rozet, supports economic development in the entire county.

The Town of Wright's economic development plan to develop roads for housing development will help reduce infrastructure costs for developers and, in turn, provide support for much needed workforce housing. The development will be an economic boost to Wright and Campbell County and help alleviate the housing shortage that has been an ongoing issue over the past several years.

The Campbell County Chamber of Commerce supports the Town of Wright in their application for a Business Ready Community Grant through the Wyoming Business Council.

With regards,

Gail Lofing, IOM
CEO



CAMPBELL COUNTY
SHERIFF'S OFFICE
SCOTT MATHENY, SHERIFF

Date: January 26, 2026

To: Grant Review Committee

From: Campbell County Sheriff's Office

Re: Housing Support for Deputies Assigned to the Town of Wright, Wyoming

Dear Grant Review Committee Members,

The Campbell County Sheriff's Office respectfully supports this request for grant funding to the Town of Wright, Wyoming. Limited housing availability in Wright has created significant challenges in staffing deputy positions assigned to the town.

The Campbell County Sheriff's Office and the Town of Wright entered into an agreement dated July 2024 under which the Sheriff's Office provides law enforcement services customarily performed by the Sheriff. These services include enforcement of State statutes and County regulations within Wright, as well as enforcement of Wright's municipal ordinances and town code. When reasonably possible, these services are provided by deputies who reside in or within five (5) miles of Wright, Wyoming.

Under the terms of the agreement, the Town of Wright provides a housing allowance of one thousand dollars (\$1,000) per month, paid directly to each deputy whose primary responsibility is providing law enforcement services in and around Wright and who resides within five (5) miles of the town limits. The housing allowance is available for a maximum of two (2) deputies.

In August 2023, the deputy assigned to reside in Wright retired. Despite recruitment efforts, the Sheriff's Office was unable to fill the position due to a shortage of available housing in the area. In August 2024, the Sheriff's Office hired a deputy intended to be assigned to Wright and to reside within the required five-mile radius. The deputy relocated from within the state; however, at that time, very few homes were available on the market, and the deputy was placed on a waiting list for a rental property. The deputy ultimately was able to purchase a home approximately six (6) months later.

These circumstances highlight the direct impact housing availability in Wright. It is the Sheriff's Office's belief that had adequate housing been available, the Wright deputy position would have been filled significantly sooner. For these reasons, the Campbell County Sheriff's Office fully supports the efforts of the Town of Wright in obtaining grant funding from the Wyoming Business Council Business Ready Community Grant.

Best Regards,


Quentin Reynolds 17-2

Serving Campbell County Since 1911



To Whom It May Concern,

On behalf of Energy Capital Economic Development (ECED), I am writing to express strong support for the Town of Wright's application to the Wyoming Business Council - Business Ready Community Grant. This investment represents a critical step toward addressing one of the most pressing challenges facing Wright and the surrounding region—the lack of available and attainable housing.

From a countywide economic development perspective, housing availability in Wright is a limiting factor for workforce retention, business recruitment, and long-term community sustainability. Wright plays a vital role in Campbell County's economy, particularly as a community closely tied to our energy and industrial workforce. However, the shortage of build-ready lots and supporting infrastructure has made it increasingly difficult for employers to recruit and retain employees who want to live and work locally.

ECED consistently hears from existing employers and prospective businesses that housing availability directly impacts expansion decisions and workforce stability. When housing options are limited, workers are forced to commute long distances or choose employment opportunities in other communities altogether. This places strain on families, local services, and employers, and ultimately slows economic growth.

The partnership between the Town of Wright and the Wyoming Housing Network is a strong, collaborative approach to addressing this challenge. The Wyoming Housing Network's purchase of lots in the Haycreek area, combined with the Town's efforts to secure funding for curb, gutter, and road infrastructure, demonstrates thoughtful planning and readiness to move housing solutions forward. The requested infrastructure improvements are essential to unlocking these lots for development and creating attainable housing opportunities that meet real community needs.

Investment through the Wyoming Business Council - Business Ready Community Grant will have a direct and measurable impact—supporting workforce housing, strengthening the local economy, and enhancing Wright's long-term viability as a place where people can live, work, and raise families. This project aligns closely with statewide goals of supporting workforce communities and ensuring that economic growth is not constrained by infrastructure gaps.

ECED strongly supports the Town of Wright's application and appreciates Wyoming Business Council's consideration of this important project. We believe this investment will deliver lasting benefits not only to Wright, but to Campbell County and the broader region.

Sincerely,

A handwritten signature in black ink, appearing to read "Rusty Bell", written in a cursive style.

Rusty Bell
CEO
Energy Capital Economic Development
307-306-8606
Rusty@EnergyCapitalED.com

Pridgeon Inc.

7508 Hwy 59, Drawer M

Wright, Wyoming 82732

Phone: 307-939-1298 Fax: 307-464-1156

27, January 2026

I am writing this letter of support to encourage you to approve the Town of Wright's application for the Unmet Housing Grant.

My name is Hank Pridgeon, and I am the owner of Hank's Reno Junction Travel Plaza in Wright, Wyoming. I have owned this business in Wright for over 40 years, and during that course of time have employed thousands of local workers.

I currently have a staff of just under 60 full-time employees.

The biggest hurdle that I have faced in my 40 years of business hiring is the lack of affordable and/or available housing in Wright, Wyoming. In fact, I have resorted to privately purchasing several apartment buildings and a motel to house my employees.

The addition of housing in our community would offer the opportunity for businesses to expand and/or relocate, something that is not feasible at this time due to our lack of housing in the community.

I encourage you to support this application and would endeavor you to examine the unique housing challenges in our community and how they inadvertently affect the job markets and economic development in Wright.

Respectfully yours,

Henry E. Pridgeon, President and GM

• • •



January 26, 2026

State Land and Investment Board
Office of State Lands and Investment Board
122 West 25th Street
Cheyenne, WY 82002-0600

RE: Wright Estates Phase 2

Dear Board of the Office of State Lands and Investments:

Please accept this letter as confirmation of Wright Water and Sewer District's support of the Wright Estates Phase 2 unmet housing grant submitted by the Wyoming Housing Network and the Town of Wright.

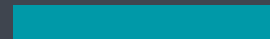
This project is a direct benefit to the future expansion of the town of Wright and future citizens living and working within the district boundaries by providing reliable, safe, and efficient water and sewer services. This location is also in close proximity of our public schools, library and local REC Center. This specific area has had water and sewer infrastructure in place for the past several years and is able to sustain future development.

If we can provide further information or assistance in lending our full support for the grant and this much needed project for the citizens of Wright, Wyoming, please do not hesitate to contact Wright Water and Sewer District.

Sincerely,

A handwritten signature in blue ink that reads 'Levi Strohschein'.

Levi Strohschein
Operations Manager
Wright Water and Sewer District



**LEAD ECONOMIC GROWTH
BUILD RESILIENT COMMUNITIES
CREATE OPPORTUNITIES TO THRIVE**

214 W 15th ST,
CHEYENNE, WY 82002
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