



# Wyoming Business Council **BOARD OF DIRECTORS MEETING**

March 14-15, 2018 · Evanston, Wyoming



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# Board of Directors Agenda

Evanston, Wyoming • March 14-15, 2018

Evanston Roundhouse, Portland Rose Room, 1500 Main St.

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## WEDNESDAY, MARCH 14, 2018

(Times and order of agenda are tentative and subject to change without notice)

**Wednesday dress code is business casual.**

**1:30-4:30 p.m. Evanston Community Tour**

## THURSDAY, MARCH 15, 2018

(Times and agenda are tentative and subject to change without notice)

**Thursday dress code is business attire.**

**8:30 a.m. Convene Public Meeting – CEO Shawn Reese**

- Pledge of Allegiance
- Welcome and Introduction of Board Members
- Nominating Committee Report, Mike Wandler, Chair

**Action Item:** Election of officers for 2018

- Co-Chairman
- Vice Chairman
- Secretary Treasurer

**Introductory Remarks – Newly appointed Co-Chairman**

**Action Item:** Co-Chairman's appointment of standing committee chairmen

- Personnel, Budget and Audit Committee
- Business Contract and Loan Committee
- Community Grant and Loan Committee
- Executive Committee

**Action Item:** Consideration of approval of minutes from December 2017 meeting in Cheyenne (page 7)

**8:45 a.m. Welcome to Evanston – Mayor Kent Williams, and City Administrator Amy Grenfell**

**9 a.m. Legislative Report, ENDOW Update, CEO Report – CEO Shawn Reese**

**9:30 a.m. Business Development Advisory Committee Report – Pete Illoway, Acting Chair, and staff**

**9:45 a.m. Community Development Advisory Committee Report – Ron Harvey, Chair, and staff**



- 10 a.m. Industrial Development Advisory Committee Report** – Mike Wandler, Acting Chair, and staff
- 10:15 a.m. Technology Development Advisory Committee Report** – Allen Hoopes, Chair, and staff
- 10:30 a.m. Market Development Advisory Committee Report** – Mike Easley, Chair, and staff
- 10:45 a.m. Break**
- 11 a.m. West Region Update** – Elaina Zempel
- 11:10 a.m. Northwest Region Update** – Amy Quick
- 11:20 a.m. Northeast Region Update** – Brandi Harlow
- 11:30 a.m. East Central Region Update** – Kim Rightmer
- 11:40 a.m. Southeast Region Update** – Heather Tupper
- 11:50 p.m. South Central Region Update** – Rebecca Briesmaster
- Noon Public Comment**
- 12:10 p.m. Lunch Break**
- Provided on-site for Board and staff
  - Guests may wish to enjoy one of the local restaurants
- 1:15 p.m. Personnel, Budget & Audit Committee** (Section B) – Chairwoman Megan Goetz
- Janet Marschner, Chief Financial Officer, will present current financials
- ACTION ITEM:** Consideration of acceptance of financial statements
- Shawn Reese, CEO, and Chava Case, Human Resources Manager, will give a personnel update
- 1:30 p.m. Business Contract & Loan Committee** (Section C) – Chairman Aaron Sopko
- Josh Keefe, Economic Development Finance Manager, will present the quarterly Challenge Loan report
- ACTION ITEM:** Consideration of acceptance of quarterly Challenge Loan report
- Keefe will present a Bridge Loan Participation application: Wyco Recycling
- ACTION ITEM:** Consideration of staff recommendation
- 2 p.m. Community Grant & Loan Committee** (Section D) – Chairman Kelly Lockhart
- Julie Kozlowski, Community Development Director, will present the current Business Ready Community grant and loan program allocation plan.
  - Brayden Connour, Business Ready Community Project Manager, will present recommendations on the following project application:

BRC Applications Received December 1, 2017				
Applicant	Project	Type	Request	Staff Recommendation
Uinta County	SW WY Targeted Industry Study	Planning	\$ 50,000	\$ -
Total Requests			\$ 50,000	\$ -

**ACTION ITEM:** Consideration of staff recommendation



**3 p.m. Other Board Matters**

- Advisory Committees will meet during the week of April 16
- Remaining 2018 Board meeting dates/locations:
  - May 23-24 at Gillette
  - September 5-6 at Cody
  - December 5-6 at Laramie

**3:10 p.m. Closing Remarks and Adjournment**





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## **Board of Directors Meeting**

### **Cheyenne, Wyoming – Dec. 6-7, 2017**

#### **BOARD MEMBERS PRESENT:**

Jay Anderson, Jerry Blann, Cactus Covello, Kim DeVore, Megan Goetz, Ron Harvey, Ron Kensey, Kelly Lockhart, Aaron Sopko, Mike Sullivan, Mike Wandler

#### **WBC STAFF PRESENT:**

Warren Appel, Ben Avery, Ashley Cannon, Brayden Connour, Tom Dixon, Kim Dumas, Rebecca Eusek, Karen Fate, Sarah Fitz-Gerald, Andy Greenman, Ron Gullberg, Brandi Harlow, John Henn, Stephanie Horton, Sherry Hughes, Tom Johnson, Josh Keefe, Kayla Kler, Linda Klinck, Julie Kozlowski, Luana Krause, Eleanor Lujan, Janet Marschner, Brandon Marshall, Katie O'Bryan, Ben Peterson, Kim Porter, Amy Quick, Noelle Reed, Shawn Reese, Debbie Richardson, Kim Rightmer, Michelle Shellhart, Briana Tanaka, Heather Tupper, Elaina Zempel

#### **DAY 1: CONVENTION, INTRODUCTIONS, ROUTINE BUSINESS and WELCOMING REMARKS**

Board Chair Cactus Covello called the meeting to order at 1:05 p.m. in the Clay Pathfinder Building at Laramie County Community College, and led the group reciting the Pledge of Allegiance. Covello extended his thanks to the city of Cheyenne, Mayor Marian Orr, Laramie County Community College and President Dr. Joe Schaffer for hosting the Board meeting in Cheyenne. Board members introduced themselves in turn, roll was called and quorum was established. Covello acknowledged the attendance of the majority of WBC staff at the meeting and thanked them for their commitment to the work of the Council.

#### **MINUTES APPROVAL**

The Board considered for approval the minutes from the September 14 meeting in Alpine.

- **ACTION:** Motion to approve minutes by Mr. Blann, second by Mr. Sullivan, and no discussion. Motion carried unanimously.

#### **CEO Report**

Chief Executive Officer Shawn Reese began his CEO report with acknowledgement and accolades to the WBC staff for their hard work and dedication to the mission. He gave a brief overview of the projects to be considered at this meeting, discussed of the recent work of ENDOW and its relation to economic development, as well as potential



funding from upcoming legislation. He concluded with thanks to the Board for their active engagement and leadership to the organization.

## **ADVISORY COMMITTEE UPDATES**

### **Community Development**

Ron Harvey, chair of the Community Development Advisory Committee, reviewed the committee's activity over the past quarter and invited staff to provide updates. Community Initiatives Director Kim Porter touted recent placemaking projects, the completed housing toolbox and per-county housing data. Business Development Director Ron Gullberg gave an update on progress with TravelStorysGPS, and Porter concluded with a preview of 2018 goals including expansion of placemaking efforts, work on the state housing plan, a local tourism capacity toolbox, healthcare resources mapping and the community amenities toolbox.

Wyoming Main Street program manager Linda Klinck gave an update on the Main Street program, sharing with the Board the reinvestment statistics sheet and relaying the selection of the city of Rock Springs as a finalist for the 2017 Great American Main Street Award. She spoke about a recent workshop in Sheridan on building codes relating to downtown lofts, the Wyoming Working Together conference held in Laramie and work with the Historic Architecture Assistance Fund to assist with historic preservation and renovation of historic buildings and facades.

### **Industrial Development**

Jay Anderson, chair of the Industrial Development Advisory Committee, thanked the staff as an outgoing Board member for its work on this committee. Business Initiatives Director Ben Avery discussed the work to improve financial mechanisms and access for industrial operations, as well as expanding value-added opportunities for domestic resources, including up- and down-stream opportunities and leveraging Wyoming's competitive advantages. Industrial Development Manager Sarah Fitz-Gerald provided a review of the business development innovation zones work with ENDOW and the high engagement with regional assessments in compiling the information. Avery concluded with an update on lender-to-lender loan participation, clarifying state participation and lien position.

### **Business Development**

Mike Sullivan, chair of the Business Development Advisory Committee, cited Anderson's words in thanking this committee for its hard work and dedication. Business Development Director Ron Gullberg and Assistant Business Development Director Brandon Marshall gave the board an overview of the recruiting and sales funnel processes and successes for 2017, while discussing changes and plans for 2018, including upcoming trade missions and shows where WBC and Wyoming companies will be represented.

Advanced Industries Manager Noelle Reed led the Board on an update related to workforce development, joined by Policy and Media Analyst Laurie Knowlton from the Department of Workforce Services with a review of the Workforce Innovation and Opportunity Act and its implications for workforce training and development. Hayley McKee, Public Affairs Director for the Department of Workforce Services, spoke on the makeup and role of the Wyoming Workforce Development Council in the process. Reed concluded with a review of the Next Generation Sector Partnerships model and the efforts to begin implementation of this model with a pilot project being planned for the technology sector Laramie.

### **Market Development**

Mike Easley, chair of the Market Development Advisory Committee, requested staff share updates. Business Development Director Ron Gullberg and Agriculture and International Trade Coordinator Briana Tanaka discussed the increased State Trade Expansion Program (STEP) grant award for 2018 and the work to create specialized programs and training for businesses new to exporting, as well as to expand existing exporters to new markets. Tanaka also gave a review of the Grown in Wyoming program, which seeks to connect domestic agriculture products to domestic consumers and outlets.

## Technology Development

Committee chair Aaron Sopko invited staff to update the Board on activities related to Technology Development for the quarter. Community Initiatives Director Kim Porter spoke on the efforts to establish an in-state preference for technology companies bidding on public contracts, as well as how to subcontract portions of large/complex jobs to in-state vendors. Porter was joined by Liz Zerga and Jody Levin from the Broadband Working Group for a review of the working being done by this group and the Wyoming Business Alliance, including barriers and potential opportunities. Porter concluded with a review of the 2018 goals, which include the creation of a database enabling broadband providers to self-report capacity and speeds, continuing education on broadband terms/technology and the importance of access in Wyoming, as well as improving access for Wyoming vendors to the state's technology procurement processes.

## PERFORMANCE REPORT and REGIONAL UPDATES

Chief Performance Officer Tom Johnson gave a brief update on performance, citing the continued growth of Wyoming's gross domestic product and the growing diversity of the industrial base in the state. Other positives include consistency with export activities and an uptick in Small Business Innovation Research (SBIR) awards to Wyoming companies.

South Central Regional Director Rebecca Eusek, Northeast Regional Director Brandi Harlow, Northwest Regional Director Amy Quick, East Central Regional Director Kim Rightmer, Southeast Regional Manager Heather Tupper and West Regional Director Elaina Zempel each provided a review of activities from their respective regions.

## RECOGNITION OF OUTGOING BOARD MEMBERS and DAY ONE RECESS

Chairman Covello recognized outgoing Board members Jay Anderson and Mike Sullivan, thanking them for their six years of service to the Wyoming Business Council Board of Directors, and presented each with a commemorative placard as a token of appreciation. Following speeches by Anderson and Sullivan, Covello thanked the staff for their participation and attendance, announced the meeting would reconvene at 8:30 the following morning, then recessed the meeting.

## DAY 2: RE-CONVENTION and WELCOME TO CHEYENNE

Chairman Covello reconvened the meeting at 8:31 a.m. and led the group in the Pledge of Allegiance.

Following a brief introduction to the day's events by CEO Shawn Reese, the Board heard welcome remarks from Marian Orr, Mayor of Cheyenne.

## PERSONNEL, BUDGET AND AUDIT COMMITTEE, Part 1

Committee Chair Megan Goetz led the staff on a review of the committee report. CEO Shawn Reese gave the personnel report and organizational update, highlighting several key positions currently vacant and the work to integrate the marketing/communications team with the business development team. Chief Financial Officer Janet Marschner then presented and reviewed the financial statements.

- **ACTION:** Motion to accept financial statements by Mr. Sopko, second by Mr. Blann, and no discussion. Motion passed unanimously,

CEO Shawn Reese then provided the Board with an update on the Governor's budget ahead of the upcoming Legislative Budget Session. The required Section 320 reductions were blunted by organizational realignments and efficiencies, and the Governor did not accept the proposed cuts to Business Ready Communities funding. Reese spoke on the mission-compromising effects of further cuts, and spoke on the significant time and resources going to support ENDOW.

## WELCOME TO LARAMIE COUNTY COMMUNITY COLLEGE, CHEYENNE LEADS UPDATE

Chairman Covello welcomed Laramie County Community College President Dr. Joe Schaffer, who thanked the Board for choosing LCCC to host the Board meeting. President Schaffer then spoke on work being done to improve educational attainment in Wyoming and its importance for the Wyoming economy.

As current President for Cheyenne LEADS, Dr. Schaffer also gave a brief update on economic activities and recruitment efforts in the Cheyenne area. Chairman Covello thanked Dr. Schaffer for his remarks and turned the meeting back to Personnel, Budget and Audit Committee Chairwoman Megan Goetz to conclude that committee's report.

## PERSONNEL, BUDGET AND AUDIT COMMITTEE, Part 2

Chief Financial Officer Janet Marschner introduced Wayne Herr, principal for MHP, LLP of Cheyenne to present a review of the recent financial audit of the Wyoming Business Council. Mr. Herr gave a brief background on the methodology and scope of the audit before explaining to the Board the Wyoming Business Council is fiscally sound and financials are being handled appropriately according to good practice.

- **ACTION:** Motion to accept audit report by Mr. Blann, second by Ms. DeVore, and no discussion. Motion passed unanimously.

## BUSINESS CONTRACT AND LOAN COMMITTEE

Committee Chair Aaron Sopko turned the meeting to Economic Development Finance Manager Josh Keefe for the quarterly Challenge Loan report. There are no loans past due as of September 30, and the Loan Loss Reserve analysis indicates the unallocated reserve continues to be adequate even when accounting for the recent sugar beet grower loans. There are no charge off balances to report.

- **ACTION:** Motion to accept quarterly Challenge Loan report by Mr. Covello, second by Mr. Easley, and no discussion. Motion passed unanimously.

Keefe then reviewed a loan extension request from Ascent 2000, LLC dba Ascent Technologies. Staff recommends extension of this loan for a period of five years with the loan to be fully-amortizing, a maturity date of November 1, 2022 and the interest rate to be maintained at 4 percent.

- **ACTION:** Motion to accept staff recommendations on Ascent 2000 loan extension request by Mr. Lockhart, second by Mr. Kensey, and no discussion. Motion passed unanimously.

## OIL & GAS INDUSTRY UPDATE

Mr. Anderson made a brief introduction of Paul Ulrich of Jonah Energy and current Chairman of the Board of Directors for the Petroleum Association of Wyoming, explaining he had requested Mr. Ulrich present to the Board an update on the oil and gas industry in Wyoming. Mr. Ulrich thanked Mr. Anderson and the Board for the invitation and led the board on a presentation of production and industry trends, regulatory and legislative items and an industry forecast.

## COMMUNITY GRANT AND LOAN COMMITTEE

Committee Chairman Kelly Lockhart invited Community Development Director Julie Kozlowski and staff to lead the Board through current financials and the current requests.

Kozlowski reviewed the Business Ready Community financial reports and allocation plan. Total BRC funds are



\$22,733,599, and there was a \$4.1 million rollover from FY17. The allocation plan has a total of \$10,638,021 allocated for the current quarter (Q2FY18), with total projects for consideration this quarter of \$24,891,200. Kozlowski emphasized that actions at the current meeting may have significant effects on allocations for the third and fourth quarters.

### **Sheridan Economic and Educational Authority (SEEDA): Project Enterprise**

Board discussion began with Mr. Lockhart, Chairman of the Grant and Loan Committee, indicating that while the name of the company is unknown to Board members, they relied on staff to vet the project.

The Board asked whether this was the largest BRC request or if there had ever been other projects of similar scope. Staff indicated Magpul was initially a larger request but did not include the corporate-level relocation. Magpul was ultimately funded at \$8.3 million in September 2014.

The Board discussed the company's track record and its financial health. Staff responded that the company has a solid history and is financially stable within industry standards. The Board asked if there were any special considerations with this project. The Board asked how the number of jobs to be created was determined. Staff indicated the company provides this information based on what they believe is reasonable to meet their anticipated needs. They were conservative in their estimates. Staff concurs with the projections.

Board members spoke about the multiplier effect of manufacturing, about the benefits of access to elected officials and the fact that the project intends to relocate the executive level talent is key.

Project representatives (Roger Miller, Mayor of Sheridan) spoke about previous investments and planning in the community to allow them to be able to prepare for this type of project.

A company representative stated that Wyoming has been very welcoming. Other states were considered but in the end, the BRC funding was key.

Representatives of the Northeast Wyoming (NEW) Growth Alliance (Mike Johnson, Mayor of Buffalo, and Randy Dyess, JOCO 1st Board) and Cheyenne LEADS (Anja Bendel) spoke in favor of the project. They spoke about the benefits of diversification and how the project will be beneficial to the region and the state.

The amount of the request exceeds BRC grant maximums, thus requiring a waiver of the BRC program rules.

- **ACTION:** Motion to waive the rule on grant maximums by Mr. Sopko, second by Mr. Sullivan. Mr. Sopko remarked this project is consistent with the purpose of the BRC program and warrants this waiver. Motion carried unanimously.
- **ACTION:** Motion to fund according to staff recommendations by Mr. Wandler, second by Mr. Blann, and no discussion. Motion carried unanimously.

### **Review of BRC Funds Available**

Following the SEEDA vote, Committee Chair Lockhart requested an update on the current allocation plan and remaining funds. Staff reports available funds total \$8,780,942 and there remain a total of \$12,299,100 worth of projects for consideration.

### **Town of Upton: Railcar repair and cleaning facility**

The Board remarked that the initial amount of rail cars projected to be serviced was a very small percentage of cars on the BNSF mainline. Staff concurred but stated it was prudent for the business to be conservative since this is a start-up company. The Board also inquired about the company's contribution to the project, which staff noted is nearly \$6 million in capital investment for equipment and payroll. Ms. DeVore and Chairman Covello stressed

that investments should be in the company name before they are considered fully committed to the project. Staff said it would revise the project contingency wording to reflect this. Company representatives were agreeable to contingencies and deadlines outlined by staff.

Staff reported the business plan was reviewed by a third-party industry expert who found it to be reasonable and the assumptions within industry standards.

Project representatives (Travis Beck, Upton Mayor; Tony Barton, Weston County Commissioner; John Marshall, Upton Economic Development Board President, and McKenna Sorensen, Rail Car Holdings) spoke about previous investments in their community that allow them to entertain such a project (the Upton Logistics Park, Upton Community Center, Park Improvements). They also spoke about the labor shed being a three-county area (Campbell, Weston and Crook), which will be ample. Additionally, the Upton Economic Development Board has been working with Eastern Wyoming Community College and Workforce Services to develop a training center in Newcastle that will support this project.

Staff recommends funding this project as a BRC Business Committed grant in the amount of \$3,000,000 and a Business Committed loan in the amount of \$3,000,000 with the following contingencies:

- The EDA and state of Wyoming will share a first lien position on the land, the rail and the building to be constructed; and
- All funds totaling \$5,996,687 must be evidenced by a bank statement for Atlas Coal I dba Rail Car Holdings showing the appropriate balance of account, a signed letter from bank president stating line of credit availability for Atlas Coal I dba Rail Car Holdings, and/or an investment account statement stating availability of funds in a liquid investment account in Atlas Coal I dba Rail Car Holdings' name. Satisfactory evidence must be furnished to the WBC no later than February 28, 2018.

Project representatives reiterated the project will have a major impact on the town of Upton and northeastern Wyoming. This project does not rely on the coal mining economy and will employ numerous people in a region of the state that has been rattled with energy sector layoffs. The Board asked business representatives if the February 28 contingencies are achievable. The company did not object to the language. Business owners John Sorensen and Richard Maury thanked the Board for their consideration.

- **ACTION:** Motion to fund according to staff recommendations with contingencies by Ms. Goetz, second by Mr. Easley and no discussion. Motion carried unanimously.

## Jackson Hole Airport Board: Fuel Farm Expansion

The Board asked staff to discuss why the project might not be "business committed." Staff indicated that job retention is based on whether jobs will be lost absent BRC funding, which does not appear to be the case with the airport project. Additionally, new job creation was very minimal and was not at wages that are self-sufficient.

Jim Elwood, Jackson Hole Airport Manager, spoke about the increase in passengers and the importance of the airport to Wyoming as a whole. He stated the Airport Board reduced its request to a \$1 million loan.

The Board asked whether the Airport has researched the funding options recommended by staff. It has but found the alternative funding suggestions have higher interest rates and fees defined by statute. The Board inquired if the project could be funded internally and the answer was that it would extinguish all available funds.

The Board asked if the project could be phased, and Mr. Elwood stated it would be difficult and costly to phase given its location in a national park and the environmental requirements when any new project is undertaken.

Finally, the Board asked for background on the recent purchase of the fixed-base operator by the Airport Board. Mr. Elwood stated the purchase was a stand-alone business deal and that there was no fuel storage available at that facility.

Mr. Blann spoke about the benefits of the airport to tourism and about the effects of the power outage last winter. He then formally recused himself from the vote, as he is a current member of the Jackson Hole Airport Board.

Staff does not recommend funding for this project.

- **ACTION:** Motion to accept staff recommendations (do not fund) by Mr. Sopko, second by Mr. Sullivan, and no discussion. The motion carried unanimously.

## City of Buffalo: Technology Business Park

Project representatives (Mike Johnson, Buffalo Mayor; Tom Knapp, former Mayor of Kaycee; Randy Dyess, JOCO 1st Board member, and Dave Simonsen, JOCO 1st Executive Director) spoke about not being able to compete for Project Enterprise, as they did not have developed land available. They completed planning with BRC-funded plans. The available funding for the road project is a benefit to the community, as it helps them with their match. Should the project not be funded, it will be some time before the community would be able to provide the required match. The project will benefit other communities such as Kaycee.

A project proponent requested that funds be made contingent on the next biennium's funding. The Board inquired about using future funding and CEO Reese indicated that was not done in the past and he did not think it could be done.

Buffalo indicated it could still make the project work at the reduced amount of \$2.1 million.

The Board asked staff if the project was not funded, could it be resubmitted? Staff indicated it could. Staff also indicated the portion of the match that is the investment in road improvements will continue to be eligible as in-kind match.

Funding remaining for Community Readiness in the allocation plan totals \$365,567. Mr. Easley moved to approve the project in the amount of \$365,567.

The Board asked if the applicant could accept that amount. They indicated they could not. Mr. Easley's motion died for lack of a second.

Staff does not recommend funding for this project.

- **ACTION:** Motion to accept staff recommendations (do not fund) by Chairman Covello, second by Mr. Harvey, and no discussion. Motion carried unanimously.

## Town of Lingle: Community Center

The Board heard from community representatives (George Siglin, Lingle Mayor; Wally Wolski, Goshen County Commissioner; Michele Sussex, Lingle Clerk/Treasurer, and Ashley Harpstreith, Goshen County Economic Development Director) about the importance of the project.

The staff recommendation (do not fund) indicated, among other things, issues with the application. The Board inquired about these. Staff indicated that there were items to be ironed out, but that staff would be pleased to work with the community to address any deficiencies.

The Board discussed the importance of a central gathering place in small communities. They asked the applicant if they could make the project work with \$365,567 and Lingle indicated it could.

Members of the Board asked for clarification if the Lingle project was being moved up to the Community Readiness category (where the remaining funding was being proposed) or if the funding was moving down. Grant and Loan Committee Chair Lockhart stated the money was moving down.

The Board discussed the dangers of partial funding, that perhaps the project should be fully funded and waive the allocation plan or ask the applicant to come back later, but not to piecemeal the funding.

Citing a conflict of interest with Points West Bank and its role in funding for this project, Board Chairman Covello formally recused himself from deliberations on this project.



Prior to the Board votes, staff reminded the Board of the allocation plan guidelines and the intent of retaining funding over the biennium but with the ability to be flexible to address opportunities. Staff also indicated to the Board there were three applications under consideration from the Dec. 1 deadline and there were others being prepared for the March deadline.

- **ACTION:** Motion to fund project at \$454,700 by Mr. Anderson, second by Mr. Sullivan. Ms. Goetz could only support funding at \$365,567, and Mr. Wandler indicated he was not in favor of waiving the allocation plan. Mr. Anderson amended his motion to fund the project at \$365,567, second by Mr. Sullivan, and no further discussion. Amended motion carried unanimously.

Mr. Wandler stated he would not have voted in favor should the project have been for a larger community, but strongly supported this project because it was a small town. Staff indicated there was still work to be done on the scope of the project. The Board asked if staff could assist Lingle on refining these issues before the SLIB meeting. Staff replied that they will work with the town on this.

## NOMINATING COMMITTEE, 2018 MEETING LOCATIONS and ADJOURNMENT

Chairman Covello formed a nominating committee for 2018 Board Officers to consist of Mr. Anderson and Ms. DeVore with Mr. Wandler as Chair.

Covello then announced dates and locations for the 2018 Board of Directors meetings: March 14-15 at Evanston, May 23-24 at Gillette, September 5-6 at Cody and December 5-6 at Laramie.

There being no further business, Mr. Sopko offered a motion to adjourn, heartily accepted and seconded by Mr. Sullivan. With unanimous support, Covello adjourned the meeting at 3:45 p.m.

*Respectfully Submitted:*

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*Warren R. Appel, Executive Coordinator*

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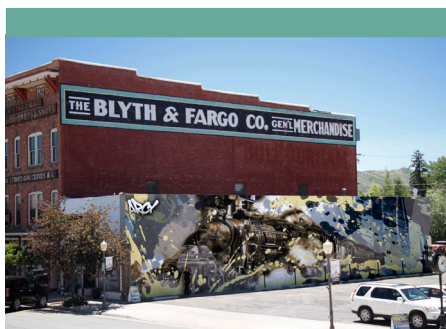
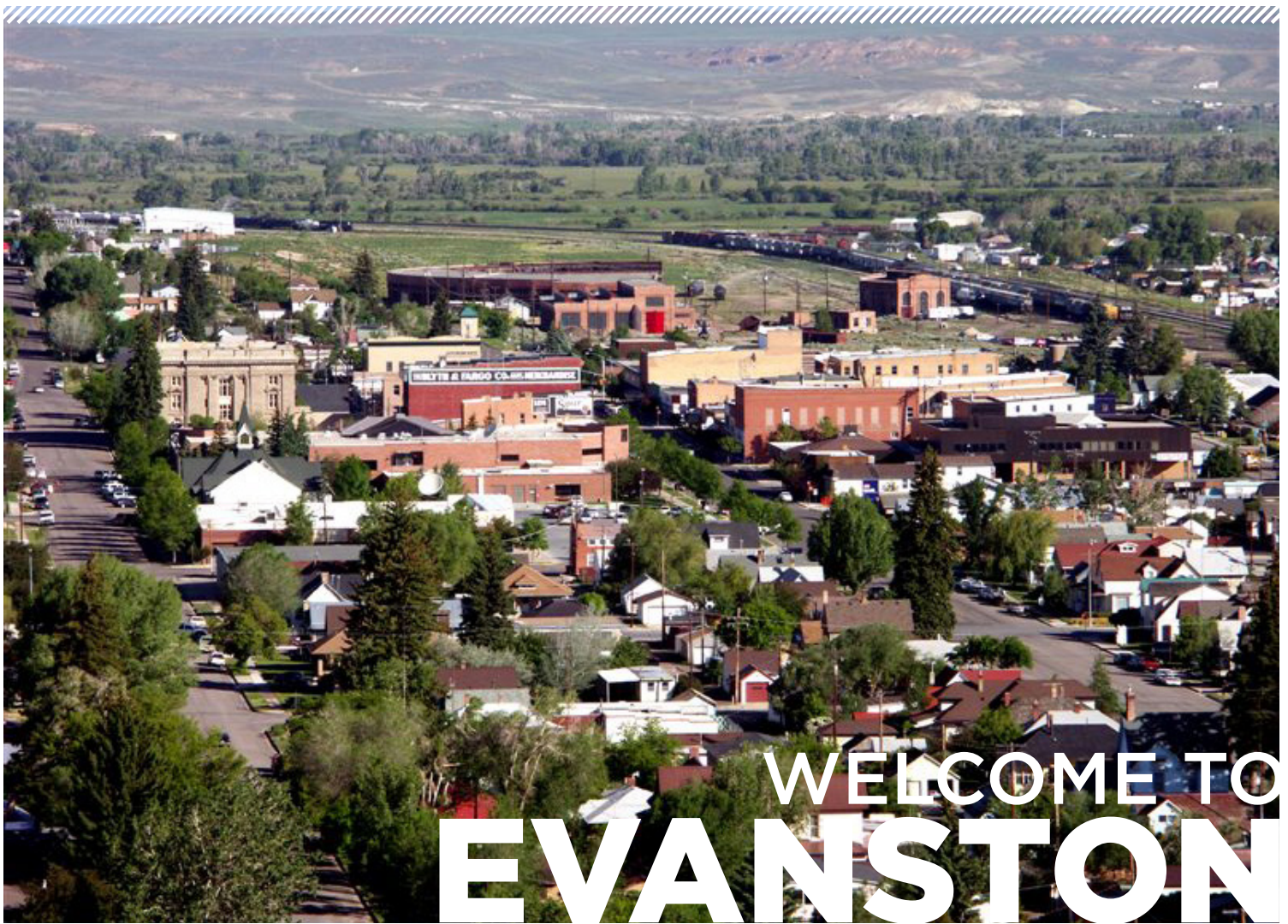
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*Megan Overmann-Goetz, Secretary/Treasurer*

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*Date*



**The massive mural of a locomotive charging through steam and splashes of spray paint below the red brick of the Blyth and Fargo Company building in downtown Evanston capture the feel of a city intent on preserving its railroad history while embracing a new era.**

“We had ARCY, an internationally-recognized artist, paint that mural this summer on what was just a gray wall, and it just received so much positive response,” said Jane Law, Evanston Urban Renewal Coordinator and Main Street manager. “We look forward to adding more art in our downtown.”

Around the corner from the mural is the century-old Strand Theatre. Only a decade removed from a devastating fire, today the venue hosts plays, dance recitals, concerts, birthday parties, weddings and more.

The Wyoming Business

Council, the state’s economic development agency, provided a \$177,382 Community Development Block Grant toward the theatre’s renovation in 2010 and a \$1 million Business Ready Community grant in 2012, in addition to technical assistance grants from the Wyoming Main Street program.

Evanston’s Urban Renewal Agency continues to chip away at the project. The agency installed new seats on the main floor, installed acoustic panels and will soon have a new theatre screen in place. About \$600,000 has been raised from private donors for the project.



“We are going back and adding the bells and whistles, and as we do, we are increasing the uses for that venue,” Law said. “We are still a couple years out from completion, but the progress has been awesome and people are excited.”

Downtown has also enjoyed a facelift with streetscape improvements in the last few years to upgrade lights, benches, banners, planters and more.

Main Street proponents say the work has made a huge difference for the commercial district.

### Renovation and renewal

A short walk away on Union Drive is another cornerstone of the Evanston community. The former UP railyard anchors the western edge of Evanston's downtown. Union Pacific donated the land and buildings in the late 1970s, but it continued to be used as a repair shop for trains until the

'90s when Evanston leaders decided to reclaim the 27-acre site for a new purpose.

Renovations began in 1999 on the machine shop, a \$2.5 million, five-year project. The first section of the roundhouse was renovated/rehabilitated to the tune of \$5 million. Other grants and fundraising enabled the addition of parking lots, landscaping, the rehabilitation of the superintendent's office, the Patterson Visitor Center, the turntable and other projects.

The crown jewel of the campus is the roundhouse, one of the best-preserved examples of this kind of architecture. The Business Council provided a grant to renovate the first section of the 72,000 square-foot facility.

Since that work finished in 2009, the roundhouse has hosted weddings, proms, conventions, conferences, the Roundhouse Festival and the annual Renewal Ball.

The Roundhouse Festival has been held for 21 years. Since the roundhouse was reopened, exhibitors, vendors and tourists pack the machine shop and roundhouse. As many as 2,000 people flood Evanston to enjoy the festivities, which includes a long, slow turn on the refurbished turntable that rotated the train cars.

The Renewal Ball began in 1982 and has raised \$1.3 million for preservation projects, grant matches and beautification. Evanston residents raise money through a night of silent and live auctions, dinner and dancing.

“When we started down this journey of restoring the railyard, we wanted this to be a public space for the community to use. We are passionate about our rail history, and we've been fortunate to save and restore so many of those buildings to tell our story,” said Mieke Madrid, Evanston community development coordinator. “It's



**EVANSTON ROUNDHOUSE**





also important that, instead of having these buildings preserved only to look at and admire from the outside, the public can embrace history, walk inside and touch and feel and live the value of preservation. It give people a better understanding of the importance of preservation when we are able to make these buildings usable for today's world."

In 2016, the Business Council provided another \$3 million grant to finish renovating the remaining sections of the roundhouse in hopes of attracting a business to use the rest of the space. The money helped replace the windows and repair the masonry.

### A healthy industry

Evanston is the home of the Wyoming State Hospital. The facility employs 400 highly-skilled professionals and provides a stable economy for the community.

Conversations are underway to build a new campus for the state hospital. City officials anticipate an \$80 million investment into the community.

City officials are working with the state to create a plan for the vacated campus.

Evanston is also the health care hub for surrounding communities thanks to Evanston Regional Hospital

and its 200 employees.

This concentration of health care professionals has drawn private clinics, particularly mental health care providers, to the community, according to Madrid.

The Business Council provided a \$1 million grant in 2012 so Evanston could purchase three acres of land and build a 9,000 square-foot building for prospective tenants. A counseling company moved in as an anchor tenant and has since expanded to the entire building.

"They recently purchased the building, and that money can now go to future economic

development projects,” Madrid said. “It’s an excellent example of how the partnership between communities and the Business Council should work.”

Evanston also has a cluster of long-established advanced manufacturers west of town.

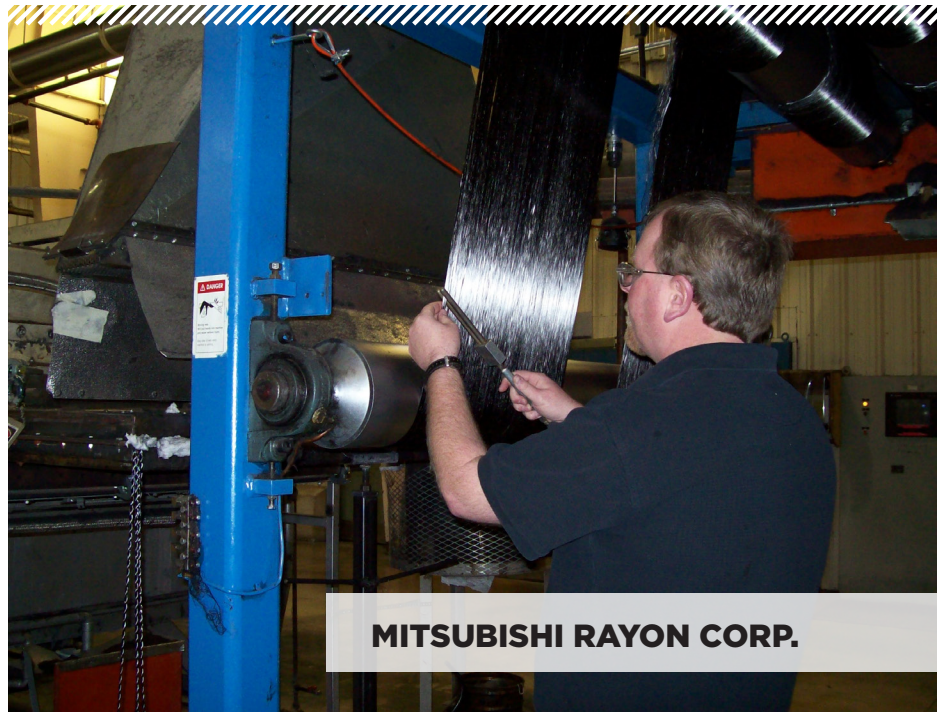
Mitsubishi Rayon Corporation purchased the SGL Carbon Fibers facility, which has operated in Evanston for 20 years, in 2017. The company employs about 70 people there, according to Director and City Clerk Amy Grenfell. Mitsubishi anticipates adding more carbon fiber and intermediate material production facilities in Evanston as the market grows, according to a company press release.

Across the street is the NorthStar building. NorthStar, which is owned by Clean Energy, builds liquid natural gas pumps and employs about 40 workers.

The building was one of the first to be constructed with help from the Business Council’s Business Ready Community grant and loan program. The agency provided a \$3 million grant in 2005 to build the 62,500 square-foot facility.

Nearby, the Union Tank Car Company continues to repair railcars - a fitting employer of about 30 workers in a city steeped in rail history.

Evanston also has a mix of natural resources from wind farms and a refinery to natural gas and a Westmoreland coal mine expected to open in the



**MITSUBISHI RAYON CORP.**

next year.

“I think the city of Evanston has an incredibly bright future from an economic and community development standpoint,” Madrid said. “We have a vibrant and diverse business ecosystem on the verge of a tremendous evolution.”

A breadth of distinctive companies like Evanston Carbon Fiber, Clean Energy Cryogenics, Union Tank Car and NextEra Energy provide a diverse employment base to supplement the medical industry. Each of those companies also provide opportunities to draw in suppliers and related industries to the region.

As Evanston focuses on a regional marketing strategy to attract new employers, it is also preparing for growth. A newly developed business park, the Union Center, provides 1,000 acres of fully-serviced industrial

development opportunities. Meanwhile, the newly-renovated roundhouse serves as the community’s heart and is also well-suited to light manufacturing or technology firms. The completion of a new fiber conduit project has improved area broadband capabilities and may help attract more tech-related business.

Local leaders are also creating practical education courses to provide continuing adult education and new workforce development for area industry.

All that adds up to a community ready to embrace a new era, according to Madrid.

“Looking forward, I see Evanston becoming more economically vibrant, innovative and prosperous with the expansion of existing businesses, the attraction of value-added industries and the continued investment in our community,” Madrid said.



2017



# UINTA COUNTY HOUSING REPORT



Many factors in a community are considered to develop a comprehensive understanding of its housing environment. Uinta County's housing report is a tool to help the community understand its current unmet housing needs. In addition to this report, more detailed housing information can be found at <http://bit.ly/2hgY6Oq>.

Uinta County is the tenth most populated county in Wyoming. Uinta County ranks 20th in the state for what a family needs to make to live without assistance, yet 25% of families spend more than 31% of their income on housing.

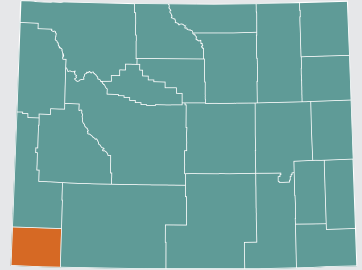
#### Uinta County needs:

- 789 units to meet current rental needs.
- 774 (98%) with rents less than \$1,254 month
- 944 owner units are needed
- 755 (80%) need to cost less than \$194,230

#### Workforce housing needs:

- 15 rental units less than \$1,803 per month
- 189 owner units less than \$279,205

## Uinta County BY THE NUMBERS



**RENTER RATE**  
**27%**

Ranks 13 of 23



**POVERTY RATE**  
**9.8%**

Wyoming 11.1%  
Ranks 13 of 23



**MONTHLY  
HOUSEHOLD INCOME**  
**\$4,714**

Wyoming \$4,930  
Ranks 12 of 23

### Housing Demand

Percent of Median Family Income	Affordable Monthly Rental or Mortgage Payment <sup>[2]</sup>	Affordable Housing Purchase Price <sup>[1]</sup>	Shortage Units for Purchase <sup>[1]</sup>	Shortage Rental Units Needed <sup>[2]</sup>
0-30	\$0-\$470	\$0-\$72,836	362	489
31-50	\$470-\$784	\$72,836-\$121,394	114	214
51-80	\$784-\$1,254	\$121,394-\$194,230	279	71
81-95	\$1,254-\$1,490	\$194,230-\$230,648	41	15
96-115	\$1,490-\$1,803	\$230,648-\$279,205	40	-
115+	\$1,803	\$279,205	108	-



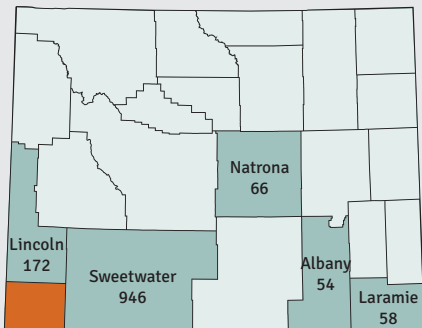
# 868

people work in Uinta County, but permanently reside out of state.

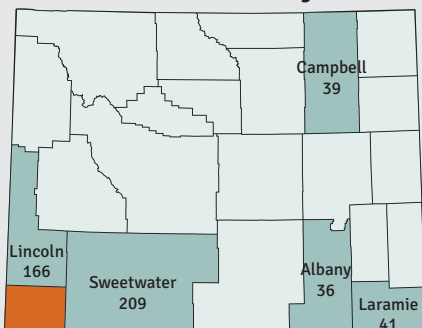
## Commuting <sup>[3]</sup>

18.4% of Uinta County's workforce commutes from other communities and 17.2% of Uinta County residents commute elsewhere. With the commuter inflows and outflows, Uinta County may need another 141 housing units to meet the housing needs above the identified needs on page 1. The question is, do these people live outside of Uinta County due to a housing shortage, housing costs, cost of living or quality of life concerns?

### Top 5 counties with commuters from Uinta County



### Top 5 counties with commuters to Uinta County

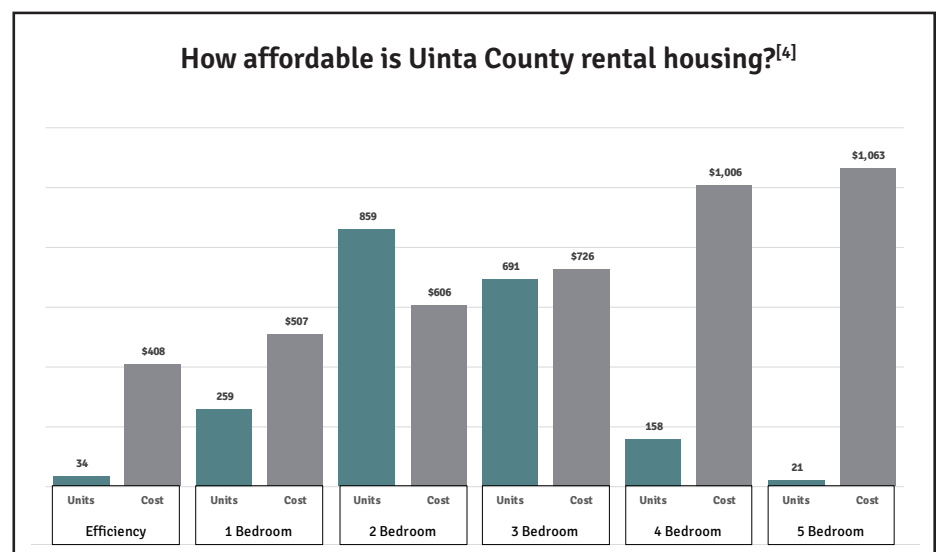
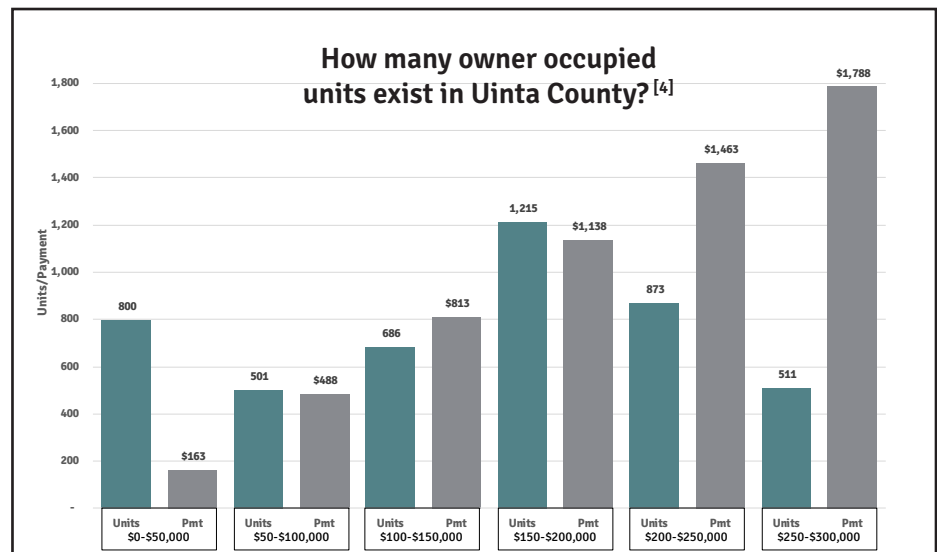


The definition of affordable housing is 30% of a family's income, and any income level can be burdened by housing costs.

Area Median Income (AMI) is the middle income in an area. Half of the households in the area make more than the AMI and half make less.

- Most federal housing assistance is available to people who are at 50% or lower of AMI, or half the average income.
- Some assistance is available at 80% of AMI or lower.
- Generally, those families who earn over 120% of AMI have enough disposable income to have housing choices both in quality and cost.
- The missing middle are those families who earn 80-120% of AMI – this is generally referred to as “workforce” housing, keeping in mind that many families who are below 80% of AMI work several jobs to be able to afford housing and work in industries that are vital to our communities, such as accommodations, food service and retail.

The top chart shows the number of owner occupied units by price range and the associated estimated monthly payment. The bottom chart shows the number of rental units by bedroom size and the estimated average monthly cost.



\*No cost figure represents no data available.

[3] Dept. of Employment: 2017 Wyoming Inter-County Commuter Report

[4] datausa.io: Housing and Living Data (Derived from Census Data)

# Housing Stock



Uinta County  
average housing age<sup>[5]</sup>  
**40 Years**

Wyoming's average  
housing age  
**42 Years**

**42%** of housing in  
Uinta County was  
built before 1980

*Pre-1980 housing may not meet current construction standards.*

Uinta County ranks seventh in the state for new housing stock. Older housing stock sometimes brings with it maintenance and aesthetic challenges.

How does Uinta County's housing mix compare to other counties? <sup>[6]</sup>		
Unit Type	Number of Units	Percent of Mix/Rank
Single Family	4,879	65.04% (20)
Duplex	32	.43% (22)
Tri or Four Plex	228	3.04% (9)
Apartment	606	8.08% (7)
Trailer/Other	1,757	23.42% (3)

Age of Housing <sup>[7]</sup>		
Year Built	Value* (Rank by County)	Percent of Mix
<1939	\$162,300 (8)	11%
1940-49	\$123,700 (9)	2%
1950-59	\$184,400 (4)	4%
1960-69	\$150,200 (11)	4%
1970-79	\$150,900 (11)	21%
1980-89	\$182,600 (9)	33%
1990-99	\$172,800 (11)	13%
2000-09	\$285,000 (4)	12%
2010-Present	\$300,000 (2)	1%

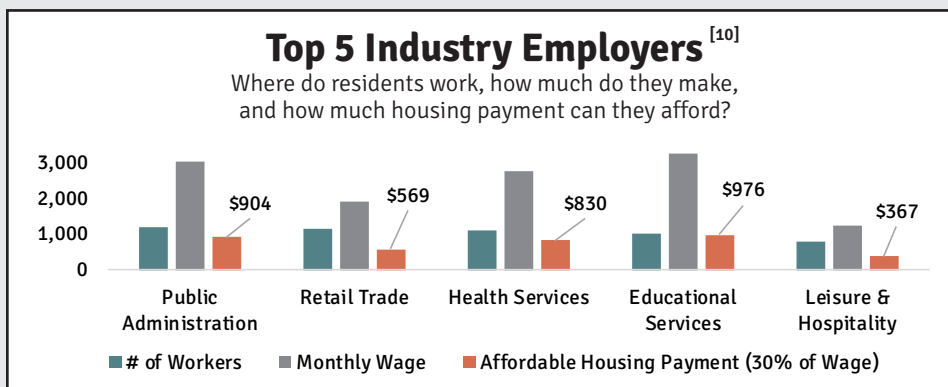
*\*Data only available in 14 counties. 2010-Present available in 10 counties.*

## Careers and Cost Burden

9% of Uinta County households spend more than half their income on housing and 16% spend 31-50% of their income on housing. 75% have affordable housing (less than 30% of income spent on housing). Uinta County ranks sixteenth in the state for those having affordable housing.

How does Uinta County's household cost burden compare to other counties? <sup>[8]</sup>	
Percent of Area Median Income	Percent of Household (Rank by County)
0-30%	75% (16)
31-50%	16% (6)
Above 50%	9% (13)

How much can households afford? <sup>[9]</sup>	
Max Monthly Payment	Number of Households
\$0-313	907
\$314-563	814
\$564-813	520
\$814-\$1,063	717
\$1,064-1,375	1,001
\$1,376-2,188	1,886
\$2,189-3,438	1,185
\$3,439-5,000	472



[5] [6] [7] [8] Wyoming Housing Database Partnership: Uinta County Housing Profile

[9] datausa.io: Housing and Living Data (Derived from Census Data)

[10] Dept. of Employment: Quarterly Census of Employment and Wages

# Community Demographics



One adult needs to make  
**\$1,460 a month**  
to live without assistance.

## How much monthly income does my family need to live without assistance? <sup>[11]</sup>

County Rank	20
One Adult	\$1,460
Two Adults	\$2,409
Two Adults, 1 Child	\$3,766
Two Adults, 2 Children	\$4,894



Vulnerable populations are populations that are at a disadvantage and include the elderly, the poor, minorities, and children in single-family homes to name a few. This chart depicts some of the vulnerable populations in Uinta County. Higher unemployment could be indicative of a volatile housing market.

## Vulnerable Populations <sup>[12]</sup>

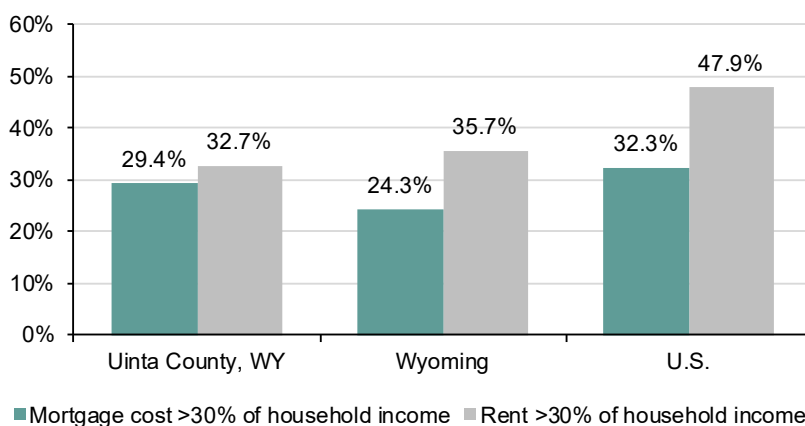
Metric	Percent/Number of Households or Individuals (Rank)
Supplemental Security Income (SSI)	4.6%, 342 Households (5)
Cash public assistance income	1.69%, 127 Households (6)
Food Stamp/SNAP	7.3%, 549 Households (10)
Children in single-parent families	22% of Children (17)
Total Low Income Tax Credit Units	1.6%, 119 Units (8)
Assisted Living Beds	.43%, 32 Beds (13)
Nursing Home Beds	.80%, 60 Beds (19)
Population over 65	12.6%, 2,617 Persons (20)
Unemployment	5.8%, 546 Persons (7)

Uinta County has a higher share of unaffordable housing than Wyoming, but less than the United States at 29.4%.

Uinta County has a lower share of renters with unaffordable housing than Wyoming and the United States at 32.7%.

\* ACS five-year estimates used.  
2015 represents average characteristics from 2011-2015; 2010 represents 2006-2010.

## Housing Costs as a Percent of Household Income, 2015\* <sup>[13]</sup>





## PERFORMANCE

**BRC FUNDING**  
\$19,711,734

**LOCAL MATCH FUNDING**  
\$18,670,721

**PRIVATE INVESTMENT**  
\$250,000

**JOBS CREATED**  
140

**BUSINESSES ASSISTED**  
21

## BASIC INFRASTRUCTURE

**BUSINESS READY ACRES**  
82

**WATER AND SEWER LINES**  
25,693 LINEAR FEET

**BUSINESS ACCESS ROADS**  
52,010 LINEAR FEET

**BUSINESS READY BUILDINGS**  
154,336 SQUARE FEET

*Jobs, private investment and infrastructure data are monitored until project evaluation closeout, which is generally three to five years after construction is complete. Performance data for projects still under evaluation are based on projections.*

UINTA COUNTY	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Haystack Coal County Access Road</b> Construct a 2.3 mile county road for the expansion of the Kiewit Mining Group, Haystack Coal Company (HCC). <i>Jobs: 9; Status: Complete</i>	2011	\$1,496,907	\$3,938,701

BEAR RIVER	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Bear River Multi-Functional Community Space</b> Demolish an existing building and build a new community facility on the site. <i>Status: Construction</i>	2016	\$380,000	\$412,000
<b>Infrastructure for Regional Water Line</b> Install water lines branching off of a new water transmission line between the town of Bear River and Evanston along Highway 89. The project distributed water into a series of industrial areas along Highway 89. <i>Status: Complete</i>	2007	\$1,500,000	\$7,958,582

EVANSTON	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Evanston Roundhouse - Remaining Sections</b> Stabilize and partially rehabilitate the remaining three sections of the historic railroad roundhouse building (47,000 square-feet). <i>Status: Construction</i>	2016	\$3,000,000	\$619,499
<b>Bear Meadows Enhancement Project</b> Excavation, irrigation, the purchase and installation of top soil, sod and some access/service road construction and improvements. <i>Status: Evaluation Period</i>	2014	\$490,840	\$741,756
<b>Evanston Rail Property</b> Purchase an available transloading rail site that consists of approximately 8 fenced acres and 2 rail spurs. <i>Status: Evaluation Period</i>	2013	\$1,480,919	\$265,639
<b>Medical Speculative Building</b> Purchase 3 acres and construct a 9,000 square-foot building. The building will have three separate sections with common space that can be used by all prospective tenants. <i>Jobs: 16; Status: Evaluation Period</i>	2012	\$1,000,000	\$1,409,838
<b>Commerce Drive Expansion</b> Construct a quarter-mile extension of Commerce Drive along with water and sewer mains, curb, gutter and sidewalks. <i>Status: Complete</i>	2008	\$904,959	\$911,644
<b>Bear River Rehabilitation</b> Remove debris from the river channel, make vegetative enhancements and place in the river 5,000 tons of basalt rock ranging in size from 4 to 8 feet in diameter. <i>Status: Complete</i>	2006	\$410,850	\$758,192
<b>Building (Everett Graphics)</b> Construct a 62,500 square-foot building on 11.5 acres in the municipally-owned Union Center Business Park. <i>Jobs: 60; Status: Complete</i>	2005	\$3,000,000	\$819,700

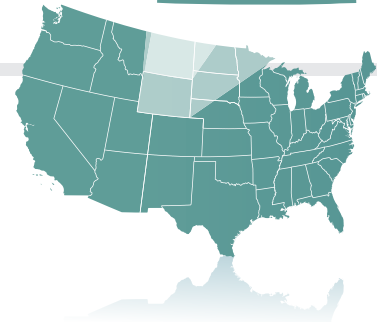
LYMAN	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Heritage Barn Landscaping and Parking Lot Project</b> Completion of the Heritage Barn Landscaping and Parking Lot Project. Grant funds will be used for landscaping the Heritage Barn grounds, signage and paving additional parking spaces for facility visitors. <i>Status: Complete</i>	2012	\$118,023	\$118,488
<b>Lyman Retail Service Center</b> Construct an 8,730 square-foot building on three downtown lots to provide usable space for four to five businesses from the Bridger Valley area. <i>Jobs: 13; Status: Complete</i>	2010	\$1,482,897	\$186,663

MOUNTAIN VIEW	DATE AWARDED	BRC FUNDING	LOCAL MATCH
<b>Valley Children's Center</b> Construct a building for the Valley Children's Center, an expansion of the Evanston Child Development Center, located in Mountain View. <i>Jobs: 23; Status: Complete</i>	2009	\$1,666,462	\$201,425
<b>Park View Place Development-Phase II</b> See Park View Place Development Phase I. <i>Status: Complete</i>	2006	\$904,877	\$120,261
<b>Park View Place Development-Phase I</b> Complete Parkway Drive, purchase the property, construct the bank and clinic buildings to be owned by the town and complete service connections. <i>Jobs: 19; Status: Complete</i>	2005	\$1,875,000	\$208,333

INCREASING  
**WYOMING'S**  
PROSPERITY

# INCREASING WYOMING'S PROSPERITY

GDP GROWTH  
**2X**



## VISION

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

## STRETCH GOAL

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

## STRATEGIES

### THINK BIG

Industrial Development

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

### THINK SMALL

Business Development

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

### THINK NEW

Technology Development

- Wyoming is a technology center of the high plains

### THINK LOCAL

Community Development

- Increase livability of communities

### THINK GLOBAL

International Development

- Increase investment in Wyoming
- Increase international trade

## TARGETS

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

- Rank first in number of new business starts per 1,000 employees
- Achieve 1-gigabit-per-second internet service in 75% of municipalities

- Double number of patents awarded
- Grow technology to be the fourth largest economic sector
- Double SBIR grants awarded
- Increase score on diversity index by 10%

- Increase total property and sales tax collections by 35%
- Rank in the top five for well-being
- Increase lodging and tourism related sales tax revenue generated by 35%

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

## BUILDING BLOCKS

### KEY INITIATIVES

#### LEADERSHIP/CIVIC DEVELOPMENT & THE ROLE OF PUBLIC POLICY

Wyoming communities leverage policies and partnerships in an efficient regulatory environment.

#### INFRASTRUCTURE DEVELOPMENT

Wyoming is connected and business ready.

#### WORKFORCE DEVELOPMENT

Wyoming's workforce is educated and ready for the future.

#### QUALITY OF LIFE

Wyoming's communities are destinations where people want to live and work.

#### ENTREPRENEUR DEVELOPMENT

Wyoming's entrepreneurs innovate, create, and compete in the global market.

#### EXISTING BUSINESS DEVELOPMENT

Wyoming businesses are growing and thriving.

#### NEW BUSINESS RECRUITMENT

Wyoming attracts world-class companies through its extensive networks.



## WHAT DRIVES US

We communicate and we are a team.

We are flexible, collaborative and get the work done.

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

We make change happen and we are leaders.



# SECTION A

## ADVISORY COMMITTEE

March 14-15, 2018 · Evanston, Wyoming





## Advisory Committees

March 15, 2018

### CONTENTS

Business Development . . . . .	A-3
Business Recruitment. . . . .	A-4
Sector Strategies . . . . .	A-6
Community Development . . . . .	A-9
Housing Toolbox. . . . .	A-10
ENDOW Community Amenities . . . . .	A-11
TravelStorys GPS . . . . .	A-12
Placemaking . . . . .	A-14
Industrial Development. . . . .	A-15
Business Development & Innovation Zones . . . . .	A-16
Opportunity Zones . . . . .	A-18
Upstream Oil & Gas Diversification . . . . .	A-20
Wind Energy Website. . . . .	A-21
Financial Mechanisms. . . . .	A-22
Technology Development . . . . .	A-23
In-State Purchasing Preference . . . . .	A-24
Broadband Solutions . . . . .	A-25
Market Development . . . . .	A-27
National/International Trade & Investment . . . . .	A-28
In-State Food and Agriculture . . . . .	A-30



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# **BUSINESS DEVELOPMENT**

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March 15, 2018 · Evanston, Wyoming



# Business Recruitment

**Business Recruitment: Wyoming attracts world-class companies through its extensive networks.**

## Scope

- Leads generated through trade shows and other events, direct contact, site selection consultants, regional directors, referrals.
  - *We pared down the number of shows we attend so that we can have a better presence than the "hope-for-a-one-hit-wonder" approach. We know that showing up and hoping someone will stop by is not a successful way to exhibit. With less shows, budget is freed up to make a larger push for meetings with qualified prospects at shows. These meetings are qualified and arranged by third-party contractors experienced in locating companies looking for relocation or expansion. We've had success in this method recently with the Shooting Hunting and Outdoor Trades (SHOT) show, and will continue to employ it at our other remaining shows. SHOT show is a perfect example of the effectiveness of a sustained presence over time. We've attended the show for over 25 years, and are well known there, leading to common knowledge of Wyoming as a top location for companies in the firearms and outdoor industries.*
- WBC obtains business plan, vets company.
- WBC obtains project criteria and requests site proposals from communities – statewide or according to geographic specifications of company.
- WBC visits company.
- Company selects list of communities for site visits; WBC coordinates tour with communities.
- Company determines short list, enters negotiation.
- Company announces project.

## Issues to be resolved

- Identify and increase pipelines.
- Establish protocols with Wyoming Economic Development Association.

## Team

- Tom Johnson, Brandon Marshall, Will Hardin, Ron Gullberg, other Business Development and Community Development division staff, regional directors, Communications Division.

## Partners

- Local economic developers, cities, counties, utility providers, workforce development.

## Current Quarter

### FY18 Q3 Accomplishments

- SHOT Show
  - 15 arranged meetings
  - 9 Active Prospects following show
  - 1 directly related to Weatherby relocation
- Contacts Generated
  - Approximately 1,300 via Gazelle, EMSI, and shows/direct inquiries.
- FAM Plan
  - Planning with Mid America EDC to discuss Jackson Conference, which will double as site selector FAM Event.
- IWA Planning
  - March 9-12, Nurnberg, Germany
  - Follow-up appointments for recruitment while at the show
  - Primarily SHOT Show prospects.
- Customized information portfolios for companies
  - Employed for Agricultural Technology company, and in process for Project Thunder

# Business Recruitment

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## Looking Ahead

### FY18 Q4 Goals

- Connection to companies contacted through the sales funnel efforts.
  - Approximately 1,300 companies on the list at this point, with trade show additions to come
  - Email marketing efforts, LinkedIn Connection (Will Hardin)
  - Picking up the phone
    - High-value targets, qualified leads, or connection to UW
    - UW Foundation and UW Alumni Association Outreach Letter

### Spring Recruitment Prospecting Mission

- Meetings arranged with at least 5 companies in a selected community
- Target TBD, but likely firearms or outdoor equipment manufacturing

### Spring Site Selector Mission

- Chicago, May 2018
- Centered around timing of the AWEA Windpower Expo

### Wind Energy Development – Recruitment efforts

- Attend WindPower Expo, May 2018, Chicago
- Converse County EDC is also attending
- Invite other EDOs to attend
- Arranged meetings at the show, but no booth presence

### SHOT Show prospect follow-ups

### In-state tours with Companies

- Project Thunder
- Project Join
- Project Picasso
- Project Two Cities

## Current Project Updates

- Computing / Programming Center (Project Cloud) – 400 employees, above-average wages
  - Company has been in contact with the Governor's Office; no project progress past November Report
- Agricultural Technology Company R&D Facility Attraction (No project name) – 20 jobs initially, grow to 100
  - Short List of communities accomplished – company has purchased expansion property in Laramie, though no announcements have been made for R&D Facility.
- Machinery Manufacturing Company Relocation (Project Two Cities) – 30 initial jobs, expansion to 400 in year 5
- Wood Joinery Manufacturing Facility (Project Join) – 40,000 sft facility
  - Site visit in Cheyenne Feb. 2, 2018
- Aviation Interiors Manufacturing Facility (Project Aviate) - 19 jobs initially, 60 in year 5. 15,000 sft
  - Cheyenne LEADS is point of contact for company – no recent update.
- Art and School Supply distribution company – 20 Jobs, 40,000 sft.
  - Laramie Site Visit, Feb. 13, 2018
- German Industrial Equipment Manufacturer; seeking first US location
  - Planning April 2018 visit to multiple states; anticipate short list soon
- Project Thunder – transportation equipment manufacturer – major project – up to 2,000 jobs (over 5 yrs), multiple 90-120k square foot facilities
  - Received regional proposals from communities
  - Held conference call with company representative in early March
  - WY presentation to company in April at HQ

# Sector Strategies

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## Scope

- Relationship building
- Data gathering
- Develop strategies around intelligence
- Incorporate workforce development

## Background

- Workforce Development background:
  - The Workforce Innovation and Opportunity Act (WIOA) was written to amend the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training and education programs.
  - Formation of local Workforce Advisory Groups (WAGs):
    - As part of WIOA, the Wyoming Workforce Development Council (WWDC) created a Statewide Unified Plan. The creation of local workforce advisory groups was identified in this plan. The WAGs are charged with collecting data on business needs within an identified sector.
    - WWDC Staff Support Team tasked at October 2017 meeting to create a proposal to assist the WAG efforts.
- Next Generation Sector Partnerships Framework:
  - An approach with goals of strengthening regional economies and connecting people to jobs
  - Industry-led, community-supported partnerships

## Issues to be Resolved

- Carry out tasks identified in Next Generation Sector Partnerships Proposal for sector strategy approach in conjunction with:
  - Workforce Development Council and regional advisory groups (WAGs)
  - ENDOW
  - Business Resource Network
  - Local economic development organizations and other community partners
  - Industry Advisory Groups/Task Forces
- Work with local economic developers and other strategic partners on:
  - Local and State business retention and expansion (BRE) strategies
  - Gathering business data
  - Incorporating BRE strategies into Next Generation Sector Partnerships model

## Team

- Noelle Reed, Shawn Reese, Ron Gullberg, Brandon Marshall, Tom Johnson, Shaun Jones, Kayla Kler, Jackie Westhusing, regional directors

## Partners

- Wyoming Workforce Development Council (WWDC)
- Department of Workforce Services
- Community College Commission
- WAGs (*local employers; Department of Workforce Services; adult education director; community college; K-12 representation; local economic development group; Chamber of Commerce; community partners; etc.*)
- Local economic developers
- Business Resource Network

# Sector Strategies

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## Current Quarter

### FY2018 Q3 Accomplishments/Goals

- Next Generation Sector Partnerships Framework
  - Created proposal regarding Next Generation Sector Partnerships approach
  - WWDC unanimously approved Next Gen Proposal on 1.31.18
  - Develop RFP and hire third-party facilitator
  - Work with Pilot Regions on launching approach
- BRE Strategies
  - Continue to work with local EDOs on state and local BRE strategies
  - Discuss Outdoor Recreation economy with WEDA members at WEDA Conference
  - Begin drafting Report & Recommendations for Technology Sector

## Looking Ahead

### FY2018 Q4 Goals

- Next Generation Sector Partnerships Framework
  - Continue working with Pilot Regions
  - Facilitate a State Sectors Summit/Academy to launch partnerships throughout rest of state
- BRE Strategies
  - Develop proposal with local EDOs on BRE strategies in Wyoming
  - Coordinate with Next Gen approach and partnerships.
  - Work with pilot region on launching approach with technology sector.
  - Work with local EDOs who have identified outdoor recreation as a focus.
  - Finalize Technology Sector Report & Recommendations.

## Past Accomplishments

### FY2018 Q2

- Began drafting proposal regarding Next Generation Sector Partnerships approach
  - Regional sector strategy pilots in combination with WAG efforts
  - ID pilot regions for Next Generation Sector Strategies approach
- Presentation at October WWDC meeting
- Outdoor Recreation Industry Report released
- Interviews conducted within Technology Sector around State





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# COMMUNITY DEVELOPMENT

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March 15, 2018 · Evanston, Wyoming



# Housing Toolbox

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## Background

- Wyoming has been gathering data from communities about their needs through community assessments, Tour 23 and other assessment venues for more than 15 years. Many themes are continuous and recurring across the state, such as affordable housing and workforce development and attraction. The purpose of the toolbox is to help communities successfully address common struggles by developing tools and a team that can provide resources, information and a map leading to action.

## Scope

- Develop tools to address workforce housing challenges
- Develop a consolidated plan to provide people of low and moderate income decent housing, a suitable living environment and expanded economic activities
- Checklist for communities before embarking on a housing study
- County Housing Need Report by income
- Success stories – toolbox manual
- Employer Assisted Housing Benefit
- Focus on older housing stock – how to fix up what towns already have – do we need to consider absentee ownerships laws? Identify opportunities.
- Statewide housing plan in conjunction with HUD Consolidated Plan
- Zoning for housing – outdated or hindering
- How to help communities with enforcement so buildings are used/taken care of before they get to the condemnation stage

## Issues to be Resolved

- Need voice of contractors/Bankers

## Team

- Kim Porter, Kim Rightmer, Heather Tupper, Shaun Jones, Andy Greenman

## Partners

- WCDA, UW, WHN, HUD, USDA RD, WFHOP, WEDA, WAM, WY Realtors, Volunteers of America, WYONAHRO, Casper Housing Authority

## Current Quarter

### FY18 Q3 Accomplishments

- Housing Report by County and Income Level complete
- Roll out of Housing Toolbox at WEDA

## Looking Ahead

### FY18 Q4 Goals

- Statewide housing summary report w/ comparisons
- Community Builders Grant to complete housing toolbox with a resource to help communities
- Education about importance of housing, issues, etc.
- Success Stories – WYFHOP
- Success Stories – Jackson plan

## Past Accomplishments

### FY17 Q2

- Housing Needs by County & Income Level Report
  - Will be done by Sept. WEDA conference
- Guernsey Success Story
  - Working on video, write-up
- Statewide Housing Plan to coincide with Consolidated Plan

# ENDOW Community Amenities

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## Background

- The ENDOW initiative calls for studies to identify services, facilities and amenities that are attractive to businesses and their employees seeking to relocate, but are substantially lacking or deficient in Wyoming, and identify potential solutions to address those deficiencies to create working and community life climates attractive to a modern-day workforce.

## Scope

- Determine the team
- Determine resources to start gathering the data about desired services, facilities and amenities
- Create an inventory of key amenities per town/county
- Develop a plan to increase desired services, facilities and amenities

## Issues to be Resolved

- Identifying key amenities for economic development

## Team

- Kim Porter, Brandon Marshall, Sara Fitz-Gerald, Will Hardin, Shaun Jones

## Partners

- Wyoming Cultural Trust Fund, Arts Council, municipalities, local economic developers, UW Community Development Extension

## Current Quarter

### FY18 Q3 Accomplishments/Goals

- Determined a course of action on what to focus WBC efforts on in the upcoming quarter
- Participated in ENDOW subgroup to get more direction and provide input

## Looking Ahead

### FY18 Q4 Goals

- Millennial Livability
  - Come up with a plan
- Commuter Survey
  - Prepare survey with 3-5 questions, where we need to focus on community development
  - Determine how to get the survey out
  - Complete survey

## Past Accomplishments

### FY18 Q2

- Use information for ENDOW subgroups working on quality of life
- The subgroup is especially interested in health care as part of quality of life; we are being brought into health care discussions and initiatives.

# TravelStorys GPS

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## Background

- TravelStorys is a Jackson-based startup company that designs and creates mobile apps that provide audio walking tours.
- TravelStorys has clients in a handful of states, including Wyoming. Clients include downtown development associations, chambers of commerce, national and state parks, museums, etc.
- TravelStorys approached the Wyoming Business Council in 2016 about the possibility of collaborating on Wyoming “main streets” audio walking tours.
- The project addresses a Business Council strategy to grow local and state sales tax revenue by steering the traveling public into Wyoming communities. It also enhances the opportunity for local community marketing and awareness.
- Business Council and participating communities will receive quarterly analytics reports (i.e. number of app downloads, audience session time, number of unique users, etc.)
- It was determined the first-year pilot project would work like this:
  - Receive commitments from no less and no more than seven Wyoming communities before going forward with the project. Project is open to all Wyoming Main Street program members and non-members.
  - Each community would pay \$1,500 for a total of \$10,500.
  - The Business Council would provide \$24,500 in matching funds (\$3,500 per community).
  - In first quarter 2017, the seven participating communities were fully secured: Gillette, Sheridan, Casper, Rawlins, Goshen County, Meeteetse and Greybull. Gillette, Sheridan and Rawlins are Wyoming Main Street program members.

## Issues to be Resolved

- Future funding.

## Team

- TravelStorys staff; Wyoming Business Council Communications Division; Kim Porter, WBC Community Initiatives Director; representatives from the seven participating communities.

## Partners

- Wyoming Office of Tourism

## Current Quarter

### FY18 Q3 Accomplishments/Goals

- CCasper fully joined WY Tour.
- Sheridan posted two new sites on its tour app.
- Year Two:
  - No WBC funding, but continued marketing/storytelling support.
  - \$270 annual subscription for current participants. TravelStorys expects all seven current WY Tour members to renew.
  - TravelStorys seeking tour sponsor. Possible side benefits: Open another avenue for tour exposure and hopefully motivate communities to sell their own local advertising.
  - Considering integration of all Wyoming-based TravelStorys project into WY Tour.
  - Expect new communities to come on board. TravelStorys is working with the Wyoming Community Foundation for \$10,000 grant opportunities. Applications in for Fossil Basin and a second tour in Casper (art tour). Adbay sponsoring Casper grant application. Grant approval expected by March 15.
- TravelStorys launched a website plugin allowing communities to showcase their tours to more users by adding the ability to use their PCs and laptops.
  - The cost to license the website plugin is \$500.
  - Big demand from members to have something to showcase on their websites. Also creates additional advertising opportunities.
  - Big goal in year two: Increase TravelStorys apps downloads. Website plug-in should help drive that.
  - Analytics: Downloads remain low; however, vast majority of users who download are going on full tours – i.e. impressive audience statistics. Average session duration on WY Tour is about 25 minutes, compared to overall TravelStorys duration, which is 6.5 minutes.



- Plug-in Example:
- <http://travelstorys.com/web-plugin/demo.php?5>
- The Android overhaul is on track to be finished by April – ahead of the tourist season. The Android will then be up to date with the new iOS, which launched last fall.

## FY18 Q4 Goals

- TravelStorys define process/cost for communities interested in joining tour.
- Determine whether to integrate other Wyoming tours into WY Tour.
- Secure WY Tour-wide sponsor.
- Present website plug-in opportunity to stakeholders/partners - i.e. Tourism Department.
- Further define and implement strategy (quarterly call?) for TravelStorys detailed report to participating communities and WBC on what analytics are saying and how to drive downloads. Learn and share best practices from WY Tour Goshen County. Goshen has 44 percent of WY Tour traffic. Rawlins is next at 17.43 percent.
- Develop Year 2 marketing strategy.

## Past Accomplishments

### FY18 Q2

- Casper project is 85 percent complete.
- Advertising co-op was presented to participating communities. No takers yet.
- Marketing strategy: Large posters going up in the state-run visitor centers to promote the app and all of our Wyoming tours.
- Marketing strategy: TravelStorys created new, customizable marketing templates for:
  - Rack cards
  - Table tents
  - Posters
  - On-site signage
- TravelStorys just released its new iOS platform, which makes tours easier to find, has a beautiful new user interface and makes the WY Tours searchable by state or tour name. Users can also now search for tours using the search bar - i.e. if you want to see all WY Tours, you can type in "WY Tour" and all six will populate; however, if you search "Gillette," then WY Tour Gillette will pop up. And so on and so forth if you search for "Wyoming" - all of TravelStorys' Wyoming tours will pop up.
- TravelStorys created a WY Tour Report to document project goals and successes.
- Communities received analytics reports. Key takeaways:
  - WY Tour Goshen had the most usage, followed by Rawlins and Gillette.
  - From July 1 to Sept. 30, 2017, the six WY Tours combined to attract 10,227 page views. Goshen accounted for 29.08 percent of views.
  - There was a spike in usage before the Aug. 21 eclipse, corresponding with the marketing initiative.
  - Average session durations are long, meaning that once someone gets into a tour, they are there for a while.

# Placemaking

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## Background

- Placemaking is a global movement that inspires people to collectively reimagine and reinvent public spaces as the heart of every community.
- With community-based participation at its center, an effective placemaking process capitalizes on a local community's assets, inspiration and potential.
- It results in the creation of quality public spaces that contribute to people's health, happiness, safety and well-being.
- Lighter, quicker, cheaper
- Address common problems
  - Traffic-dominant streets
  - Little-used parks
  - Isolated or underperforming development projects
- Common vision evolves quickly into an implementation strategy
- Benefits both the space and the people who use it

## Scope

- Small grants to communities that received training in May
  - Up to \$40,000 for communities that received training: \$5k per project with a 10% match, fast-track grants up to \$2,450 – from Main Street Funds
- Training and grants to be rolled out to all communities in 2018

## Issues to be Resolved

- None

## Team

- Kim Porter, Linda Klinck, Michelle Shellhart

## Partners

- Communities, National Main Street Center, Project for Public Spaces

## Current Quarter

### FY18 Q3 Accomplishments

- New Grant application complete
- Planning for regional training
- Website complete

## Looking Ahead

### FY18 Q4 Goals

- Overview training and getting the word out at WAM Meeting
- Regional trainings in partnership with WAM at their regional meetings
- Community technical assistance
- Getting the word out

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# INDUSTRIAL DEVELOPMENT

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March 15, 2018 · Evanston, Wyoming



# Business Development and Innovation Zones

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## Background

- ENDOW legislation calls for defined geographic areas within the state in which local, state and federal permitting and other regulatory requirements will be met for all or significant segments of industry located in the zone, or in which industries or businesses would substantially benefit as a result of being located in proximity to each other.
- In establishing these zones, the ENDOW Executive Council is tasked with considering industries including, but not limited to, agriculture and agricultural business, renewable energy sources, advanced clean coal technologies, nuclear fuel processing and enrichment, hybrid energy sources, enhanced oil recovery, inland distribution ports, international trade, food and beverage industry distribution, promotion, marketing and development of the international trust and fiduciary business and related sectors, emerging research and technological development, existing, new and emerging economic sectors and subsectors, and value-added manufacturing involving Wyoming resources.
- Local outreach and incorporation of local perspectives are important to this effort. This is being accomplished through a continuous outreach effort, including the ENDOW Regional Assessment, which provided opportunities for communities to suggest areas for business development and innovation zones, identify specific focus industries, and inventory infrastructure and amenities in their areas.

## Scope

- Create inventory of infrastructure, resources, amenities and locally defined areas
- Map statewide inventory with buffers for each two-digit NAICS code as first step toward defining business development and innovation zones
- Create a BDIZ strategy
  - Zone types
  - Zone criteria
  - Delineation process
- Delineate specific business development and innovation zones
- Continuous local outreach

## Issues to be Resolved

- What is a business and development innovation zone?

## Team

- Sarah Fitz-Gerald, Ben Avery, Kim Porter, Sam Mallory (independent contractor), regional directors

## Partners

- Governor's Office, University of Wyoming, ENDOW Executive Council, DEQ

## Current Quarter

### FY18 Q3 Accomplishments/Goals

- Developed specific draft criteria for each of the three zone types:
  - Why
  - What
  - Where
  - Who
  - What's already being done?
  - Policy considerations
  - Investment Focus
  - Qualifications for Becoming a Zone
  - Delineation Process
  - Metrics for Success
  - Funding
  - Timeline
- Presented draft specifics to ENDOW Executive Council at January meeting. See the presentation [here](#).

# Business Development and Innovation Zones

- In their January meeting, the ENDOW executive council identified five main economic engines on which to focus: Advanced Manufacturing, Next Generation Agriculture, Outdoor Recreation and Tourism, Knowledge and Creative Industries and Value Added Energy and Natural Resources.
  - Working committees made up of several members of the council were created for each economic engine. These committees are working within a standard but flexible framework created by the WBC to develop strategies for growing their sector. Draft strategies are expected March 21st.
  - Business Development and Innovation Zones will be custom-designed to be effective tools for implementing these strategies. Therefore, further specificity around BDIZs will be developed after the draft strategies are created.

## Looking Ahead

### FY18 Q4 Goals

- Facilitate feedback and council-wide consensus from the Executive Council on BDIZ criteria
- Gather feedback from local stakeholders
- Facilitate Executive Council delineation of example/pilot zones
- Incorporate criteria and example/pilot zones into August 1st ENDOW report
- Rough Timeline:





# Opportunity Zones

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## Background

### Opportunity Zone Criteria

Criteria for opportunity zones are the same as for New Market Tax Credits. In general, they must be considered low income communities, meaning that they must be census tracts that have income at or lower than 80 percent of state median income or poverty greater than 20%.

For states with more than 100 low income census tracts, governors may designate up to 25 percent of the total number of low income census tracts. For states with less than 100 low income census tracts, the governor can designate up to 25 tracts. Wyoming has less than 100 qualifying tracts, so may designate up to 25 as Opportunity Zones.

A population census tract that is not a low-income census tract may be designated as a qualified opportunity zone if the tract is contiguous with a low-income census tract that is designated as a qualified opportunity zone, and the median family income of the tract does not exceed 125 percent of the median family income of the low-income census tract with which the tract is contiguous. Not more than 5 percent of the population census tracts designated in a state as a qualified opportunity zone may be designated under this qualifying adjacent tract criteria.

Designations are good for 10 years.

### Effects

A taxpayer can defer capital gains taxes by reinvesting gains in a qualified opportunity zone fund.

A qualified opportunity fund is any investment vehicle which is organized as a corporation or a partnership for the purpose of investing in qualified opportunity zone property that holds at least 90 percent of its assets in qualified opportunity zone property.

Qualified opportunity zone property includes:

- Property within an opportunity zone
- Stock or equity in a qualified opportunity zone business

A qualified opportunity zone business is a trade or business whose owned or leased property is in a qualified opportunity zone.

Qualified opportunity funds can have other investments, but they will not qualify tax payers for the tax deferments.

### Qualified Zones in Wyoming

- **There are 33 low income census tracts in Wyoming.**  
*Census tracts where poverty rate > 20% or median family income < 80% of statewide income.*
- **There are 23 qualified adjacent tracts in Wyoming**  
*Census tracts that are adjacent to a qualified low income community and where the median family income of the tract does not exceed 125 percent of the median family income of the low-income community with which the tract is contiguous.*

On February 8th, the U.S. Department of the Treasury and the Internal Revenue Service (IRS) provided guidance to states, on designating Opportunity Zones, including lists and maps of qualified zones:

IRS Revenue Procedure: <https://www.cdfifund.gov/Pages/Opportunity-Zones.aspx>

### Scope

- Develop strategy for delineation
- Recommend strategy and designations to the Office of the Governor

### Team

- Sarah Fitz-Gerald, Ben Avery, Brandon Marshall, Will Hardin, Ron Gullberg, Janet Marschner, WBC Regional Directors

# Opportunity Zones

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## Current Quarter

### FY18 Q3 Accomplishments/Goals

- Developed strategy for delineation
- Made draft designations
- Provided draft designations and draft recommendations to the Office of the Governor
  - WBC draft designations
    - Maps
    - List
  - Recommendation for Governor to request 30-day extension
  - Recommendation for Governor to send letter to counties with qualified census tracts requesting a list of their qualified and adjacent census tracts in order of most potential for investment
  - Make draft designations considering local ranks and WBC draft designations
- Collaborate in drafting letter to communities – draft created
- Follow up and iterate with Governor's office as needed

# Upstream Oil & Gas Diversification

## Background

- One of the goals outlined in the Wyoming Business Council's strategic plan is to expand value-added opportunities for at least 3 resource bases.
- This effort has been focused primarily on the downstream expansion of resources, such as making products from coal.
- There may be an opportunity to leverage Wyoming's advantages—especially our surplus of graduates in this area, and proximity to emerging plays—to diversify in the upstream direction as well by including more exploration, research, development, and optimization in our natural resource value chain. This could be accomplished via recruitment of upstream oil and gas offices. See more here.

## Scope

- Test the idea
  - Explore utility of this strategy for WBC and Wyoming
  - Gather feedback from experts and stakeholders
  - Can we create a case for energy companies to locate upstream offices in Wyoming?
- Develop recruitment strategy
  - Target companies
    - Wyoming presence (production, field offices, etc.)
    - Reason to relocate, expand to Wyoming (e.g. ramping up production in Wyoming, high cost of doing business in current location, part of HR strategy in downturn)
  - Recruitment techniques
    - Personal, targeted toward specific companies
    - Leveraging networks
  - Gather feedback from experts and stakeholders
- Implement recruitment strategy

## Team

- Brandon Marshall, Will Hardin, Ron Gullberg, Kayla Kler, Sarah Fitz-Gerald, Ben Avery

## Current Quarter

### FY18Q3 Accomplishments/Goals

- Testing the idea
  - Gathering feedback from experts and stakeholders
  - Meeting with Wold Energy Partners.
- Refine and improve recruitment strategy based on stakeholder input

## Looking Ahead

### FY18 Q4 Goals

- Implement recruitment strategy, continuous
- Explore upstream expansion opportunities in other energy subsectors
- Timeline to the right

## Past Accomplishments

### FY18 Q2

- Tested the idea
  - Explored whether this is an effective strategy for WBC, with emphasis on oil & gas
  - Developed notional pitch deck (See it here.)
- Developed target company list
- Developed draft recruitment strategy

Upstream Oil and Gas Recruiting Timeline

ACTIVITY	START	END	RESPONSIBLE
Project Start	11/1/2017		
Present Concept to WBC Staff and Board, Get Feedback	11/1/2017	12/6/2017	Sarah
Create Target Company List	11/15/2017	11/30/2017	Sarah
Wyoming Contacts Within Target Companies	12/18/2017	12/31/2017	Will and Kayla
Schedule Exploratory Concept Meeting with Wold	1/1/2018	2/1/2018	Sarah
Exploratory Concept Meeting with Wold	2/1/2018	2/15/2018	Sarah, Team
Schedule Meetings with Peers of Prospectives	2/15/2018	2/28/2018	Sarah
Meetings with Peers of Prospectives	3/12/2018	4/13/2018	Sarah
Meet with C-Suite Executives of at Least Two Prospective Companies	4/16/2018	6/15/2018	Sarah, Team
Prepare a Report on Efficacy of Plan to Date	6/15/2018	6/30/2018	Sarah
Evaluate Recruitment Results, Determine Next Steps	6/30/2018	7/15/2018	Team

# Wind Energy Website

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## Background

- Wind energy development activity has increased since Rocky Mountain Power announced their plan to build their Gateway West transmission line in southeast Wyoming.
- The WBC is developing an online toolbox to accomplish the following objectives.
  - Increase Wyoming business expansion due to the anticipated upcoming increase in wind energy development activity
  - Predict and prevent potential shortages in workforce or materials
  - Send an "open for business" message to the wind industry
  - Future recruiting potential?
- Published on the WBC website, the Wind Energy Toolbox will serve as resource for wind energy developers and service companies. It aims to encourage local business expansion by connecting developers with service companies. It also increases transparency in workforce and service needs by presenting compiled timelines, and signals that the State of Wyoming is helping wind energy succeed here.

## Scope

- Content
  - Service Directory
  - Directory of Wyoming service companies
  - Publicized to service companies and developers
  - Service companies sign up and populate directory with their information
    - Contact
    - Expertise
    - Experience
    - References
- Compiled Timelines for Resources (data from Industrial Siting Council submissions)
  - Construction workforce by specialty
  - Materials (concrete and aggregate)
  - Housing needs?
  - Water use?
  - Law enforcement and fire protection services?
  - Schools?

## Team

- Sarah Fitz-Gerald, Ben Avery, Ron Gullberg, Brandon Marshall, Andy Greenman

## Partners

- CRG, Wyoming Infrastructure Authority, Department of Environmental Quality, Wyoming Contractors Association, Petroleum Association of Wyoming, wind developers, service companies

## Current Quarter

### FY18 Q3 Accomplishments/Goals

- Developed webpage concept
- Built draft service company directory built
- Compile timelines
- Gather feedback on beta site
- Develop publicity strategy
- Public launch to developers, service companies and communities
- Develop metrics of success

## Looking Ahead

### FY18 Q4 Goals

- Continued promotion to developers, service companies and communities
- Maintain and update timelines as new submissions are made
- Track metrics of success

# Financial Mechanisms

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## Background

- The 2017 Joint Minerals, Business and Economic Development Committee interim study will review state financial programs available to public and non-public entities. The committee will report and consider any associated legislation that the ENDOW committee may request

## Scope

- Create a list of all existing state finance programs
- Identify possible new or recommend changes to existing finance programs to support large project financing

## Issues to be Resolved

- Constitutional authority
- State budget constraints

## Team

- Ben Avery, Josh Keefe

## Partners

- Investment banking firms (Wells Fargo Advisors, Kaiser Wealth Management, etc.)
- Wyoming Banking Association

## Current Quarter

### FY18 Q3 Goals

- Educate legislature on participation benefits for Large Loan program
  - Meet with Mineral committee chair February 12 to discuss legislative changes
- Legislation is passed / Governor signs into law
- Explore uses of Industrial Development Projects Act

## Past Accomplishments

### FY18 Q2 Accomplishments

- Complete recommendations for additional and/or changes to existing finance programs
- Present the financial information to the ENDOW Executive Council
- \$100m Industrial Development Revenue Bond volume cap allocation for a large value added coal related project
- Continue research on WS 15-1-701 thru 15-1-710, Industrial Development Projects Act



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# TECHNOLOGY DEVELOPMENT

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March 15, 2018 · Evanston, Wyoming



# In-state Purchasing Preference

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## Background

- Wyoming technology companies In-state preference is an initiative to leverage Wyoming companies when the state lets a request for proposal (RFP) for work. Recommendations for state technology procurement policies to favor in-state companies

## Scope

- This survey is specific to IT vendor preferences for state government contracts
- Determine if the state of Wyoming's IT procurement policies are competitive compared to other states

## Team

- Will Hardin – lead; Ben Avery, Noelle Reed, Ron Gulberg, Brandon Marshall regional directors

## Current Quarter

### FY18 Q3 Goals

- Take out the three in there and put this
- RFP templates for anything IT related can be found on the state procurement website (they are suggestions; agencies tend to tweak them for their uses)
- 5% preference points is not a very large factor in the grading rubric. Highest grade for in-state preference was 30 points out of 100.
- Three suggestions:
  1. Get better at sub-contracting in-state
  2. Chunk into smaller bids for smaller companies
  3. Bigger company gets bid, has to submit a letter to the Governor explaining why (only submitted quarterly, no good on short term contracts)
- Rules/guidelines on RFP's- you can grade/develop a grading rubric how you want.
- Lead by example

## Looking Ahead

### FY18 Q4 – Goals

- Investigate a technical assistance program for other state agency directors to educate them about how to be more inclusive of Wyoming companies. Identify # of in-state companies registered with WY Procurement
- Get list of bids, who bid, who won the bid (tech companies)
- Invitation to Procurement to attend Gro-Biz

## Past Accomplishments

### FY18 Q2

- Plan for moving ahead
- Research on A&I Procedures
- Meeting with A&I, WBC, PTAC to open lines of communication

# Broadband Solutions

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## Background

- The WBC's role is to find private sector-based broadband solutions, and advocate for and build awareness of broadband in Wyoming.

## Scope

- The Wyoming Business Council (WBC) has a contract with the Wyoming Business Alliance (WBA) for several items, as they relate to follow-up from the Tour 23 process in 2016. Tour 23 raised several themes across all communities. Broadband was just one of several items of note.
- The WBC's specific task to the WBA was to identify seven private sector-driven strategies around broadband. For so long, we have seen governments try and take a crack at resolving these issues in Wyoming with mixed results. We feel that industry could do a better job than the public sector.
- Although we did not specify how the WBA would come up with these private sector solutions, we indicated that it had to come from the private sector with input from industry.
- As part of the process of coming up with private sector solutions, the WBA believes a survey is a good first step in getting a baseline assessment of the broadband situation in Wyoming.
- The WBA drafted a survey and asked for our input, which we gave, along with members of the WBC's board who work in the telecommunications sector. The WBA sent the survey about a month ago. At last count, I believe the response rate was very high--more than 600 responses. We have indicated to the WBA that the survey will not be used as a tool to criticize any specific providers in the state.
- The survey will only serve as a basis from which to get a baseline assessment and as a point of discussion for those private sector-driven solutions.
- The idea that this will hurt Century Link, Charter, or any other telco in the state is not correct. To the contrary, we believe these solutions that are developed (not the survey) should help the industry as a whole in Wyoming. That's because they will come from the industry itself and the private sector.

## Issues to be Resolved

### Team

- Kim Porter, Tom Johnson, regional directors

### Partners

- Wyoming Business Alliance
- Telecoms

## Current Quarter

### FY18 Q3

- Secured Utah's database fields to use as a template for mapping Wyoming's Broadband information
- Agreed upon contract deliverables with WY Business Alliance
- Gannet Peak working on mapping broadband
- In conjunction with WBA, calls with Utah and Colorado Broadband people to see how they have furthered their broadband efforts.

## Looking Ahead

### FY18 Q4 – Goals

- Re-work map using FCC Data
- Sign Contract with WBA and manage contract, continue to be part of working group
- Job description for possible Broadband Coordinator position, using Utah and Colorado as a template, run by working group

## Past Accomplishment

### FY18 Q1

- Promote the "Broadband easily explained"
- Start gathering download speeds from telecoms
- Contract for solutions from Wyoming Business Alliance



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# MARKET DEVELOPMENT

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March 15, 2018 · Evanston, Wyoming





# National/International Trade and Investment

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## Background

- Exports bring new wealth into the state. Wyoming's current exports are predominantly soda ash. The Wyoming Business Council is trying to grow and diversify Wyoming's export activity.
- The WBC is investigating other avenues to increase foreign direct investment (FDI) in Wyoming. The key will be attraction of corporate headquarters.
- Wyoming received a State Trade Export Program (STEP) award from the U.S. Small Business Administration for the period Oct. 1, 2017 through Sept. 30, 2018. It marked the second consecutive year the agency received a STEP award.
- Export Readiness means: Training in international trade show and other marketing opportunities, international shipping and logistics, how to finance exports, manage currency exchange risk, and preparing the business to meet the projected volume of orders in quantity and quality to succeed.
  - The 2017-18 STEP award is \$221,431 with a \$78,811 State cash match. The 2016-17 award was in the amount of \$158,400, with a \$52,800 state cash match.

## Scope

- Wyoming ag businesses that are export-ready or currently exporting should be fully utilizing the Western United States Agriculture Trade Association (WUSATA) benefits, such as the export education offerings, international trade missions and the FundMatch program.
- The WBC is investigating other avenues to increase foreign direct investment in Wyoming.

## Issues to be Resolved

- Reliable, appropriate FDI contact.
- Understanding of FDI contact costs and benefits.

## Critical Success Factors

- Long-term relationships.
- Increased exporting by selected mature exporting companies.
- Increase in companies becoming export-ready.

## Team

- Briana Tanaka, John Henn, Ron Gullberg, Brandon Marshall, Luana Krause, Terri Barr, Shawn Reese, regional directors, WBC Communications staff.

## Partners

- Western United States Agricultural Trade Association, Manufacturing-Works, Small Business Development Center, Wyoming Department of Agriculture, Governor's office.

## Current Quarter

### FY18 Q3 Accomplishments/Goals

#### *Project Pacific*

- John Henn and Kim Rightmer are spearheading efforts in pursuing potential site locations for an Asian company interested in beef exports. The WBC has a non-disclosure agreement with the company.
- Assist Asian company in securing financing through New Market Tax Credits and EB5.

#### *State Trade Export Program (STEP)*

- Recruited 52 companies into the STEP program.
- Launched training related to export readiness for companies new to exporting.
  - First in-person training was held on Feb. 1 in Douglas. Six companies registered but because of inclement weather, illness and family matters, only two companies (three people) were able to attend. Thunder Beast Arms (Cheyenne) and Herbadashery (Casper) attended.
  - Second in-person training scheduled for April 3 in Worland.

# National/International Trade and Investment

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- Targeted areas of improvement for mature exporters.
  - Conducted interviews with each company participating in STEP program to determine what their current exporting strategies are, where they have challenges.
  - Developed solutions for ways the WBC's STEP program can address their issues.
- Four STEP member companies participated in SHOT Show in Las Vegas the week of Jan. 22, 2018.

Some companies signed up through U.S. Commercial Services to talk with foreign trade embassies during the trade show. Unfortunately, because of the federal government shutdown, some meetings were canceled. However, Briana Tanaka has been working with those companies to put them in contact with our regional U.S. Export Access Center (USEAC) in Denver. USEAC is under the U.S. Department of Commerce and helps states with export activities.
- Some STEP member companies will attend Natural Products Expo West (Anaheim, California) or IWA (SHOT Show-style international firearms and outdoors trade show in Nuremburg, Germany) in March. Some members will also attend NPEW for Western United States Agricultural Trade Association activities.
- Three companies have submitted STEP Trade Incentive Grants for NPEW as of Feb. 2, 2018.
- Two companies have submitted STEP Trade Incentive Grants for IWA. One company is considering applying as of Feb. 2, 2018.
- Survey STEP member companies interested in international trade missions to determine locations for the two missions that will be held this summer or fall.
- Survey STEP member companies to determine webinar training topics and dates. Four webinars will be scheduled.

## ***Taiwan Trade Representative***

- Developed report on potential Taiwan trade representative for Wyoming.
  - WBC researched costs for a trade representative in other states, and estimated Wyoming's cost to be \$400,000.
  - Gov. Matt Mead allocated \$400,000 for a Wyoming Taiwan trade representative in his 2019-20 biennium supplemental budget request to the Wyoming Legislature on Dec. 1, 2017.
  - WBC further conducted a side-by-side comparison of its estimate with an estimate from Taiwan's Seattle trade office. It was determined Wyoming's original \$400,000 estimate was accurate based on the scope of work.

## **Looking Ahead**

### **FY18 Q4 Goals**

- Continue working with Asian company on site location.
- Assist Asian company in securing financing through New Market Tax Credits and EB5.
- Conduct training related to export readiness for companies new to exporting.
  - Second in-person training scheduled for April 3 in Worland.
- Conduct trade missions (unless scheduled for fall).
- Conduct webinar trainings.
- Develop task force to implement strategy for opening Trade Show Incentive Grant program to service companies.

## **Past Accomplishments**

### **FY18 Q2 Goals**

- Meetings held with Asian firm discussing large-scale value-added processing facility.
- Created Wyoming-Canada exports report.
- Began implementation of 2017-18 STEP grant plan:
  - Focusing on identifying Wyoming companies with ranges of experience, or no experience, in exporting, and in customizing training and trade missions based on their needs: Ongoing
- Researched possibility of contracting with an international trade representative.

# In-state Food and Agriculture

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## Background

- Implemented a state-branded program for locally-grown food and fiber called "Grown in Wyoming."
- The Grown in Wyoming program consists of many educational components including an informative website, a slide deck for regional directors/organizations to use, and various educational opportunities such as farmers markets, state fairs and conferences.
- The program will play off of "eat local" market trends.

## Scope

- The branded program is available to producers who grow the majority of their products in-state, as well as to retailers and farmers markets. The program is available online.

## Critical Success Factors

- Increased awareness by public consumers.
- Increased market penetration by Wyoming food companies.
- Integrated strategic relationship among food companies, consumers, restaurants, grocers and retailers.

## Team

- Briana Tanaka, Ron Gullberg, Brandon Marshall, John Henn

## Partners

- Wyoming Department of Agriculture, Wyoming Farmers Market Association, Wyoming Farm to Plate Task Force

## Current Quarter

### FY18 Q3 Accomplishments

#### **Recruit 20 members into Grown in Wyoming.**

- Status: Grown in Wyoming has recruited 22 members as of Feb. 2, 2018. Briana Tanaka is using conferences, social media and B2B phone calls to continue recruitment efforts.

#### **Build out the GIW program structure for restaurants, farmers markets, retailers and grocery stores.**

- Status: Ongoing. Grown in Wyoming secured its first restaurant member in Quarter 2. It is working with that member to pioneer the program for those specific markets. Briana Tanaka created a market development report for restaurants to help find locally sourced foods, and a report for producers to place product.

#### **Work with strategic partners on cohesively marketing and moving the local food initiative forward.**

- Status: Ongoing. Briana Tanaka is working with the Wyoming Farmers Market Association and the Wyoming Department of Agriculture in targeting and developing opportunities.
- Contracted with the Wyoming Department of Ag for a \$12,250 Specialty Crop grant to send Wyoming producers to Natural Products Expo West trade show in Anaheim, California, in March.

#### **Completed a report requested by Sen. Driskill and Rep. Sommers seeking requirements needed to expand the Grown in Wyoming program.**

**Held initial discussion about expanding downtown Laramie farm wall project into a statewide initiative. Discussions include Plenty, Inc.; Wyoming Main Street Alliance and Wyoming Department of Ag.**

## Looking Ahead

### FY18 Q4 Goals

- Continue Grown in Wyoming membership recruitment efforts.
- Continue to strategically market Grown in Wyoming to restaurants, farmers markets, retailers and grocery stores.
- Provide the annual Wyoming Farmers Market Association grant to all farmers markets.
- Implement farm wall project.
- Continue working with Wyoming Department of Ag and Wyoming Stock Growers Association on meat processing/marketing strategy.

# In-state Food and Agriculture

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## Past Accomplishments

### FY18 Q2

- Recruit 20 members into Grown in Wyoming.  
Status: Ongoing. Grown in Wyoming has recruited nine members as of Nov. 16, 2017. Briana Tanaka has conferences, social media challenges and B2B phone calls to make to continue recruitment efforts.
- Build out the GIW program structure for restaurants, farmers markets, retailers and grocery stores.  
Status: Ongoing. Grown in Wyoming recently secured its first restaurant member, and will work with that member to pioneer the program for those specific markets.
- Work with strategic partners on cohesively marketing and moving the local food initiative forward.  
Status: Ongoing. Briana Tanaka recently attended the annual Wyoming Farmers Market Association meeting where she was able to connect and strategize with the strategic partners in attendance. Marketing initiatives and specialty crop opportunities were the main focus of the conversation.





# SECTION B

## PERSONNEL, BUDGET, AND AUDIT COMMITTEE

March 14-15, 2018 · Evanston, Wyoming





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# AGENDA ITEMS

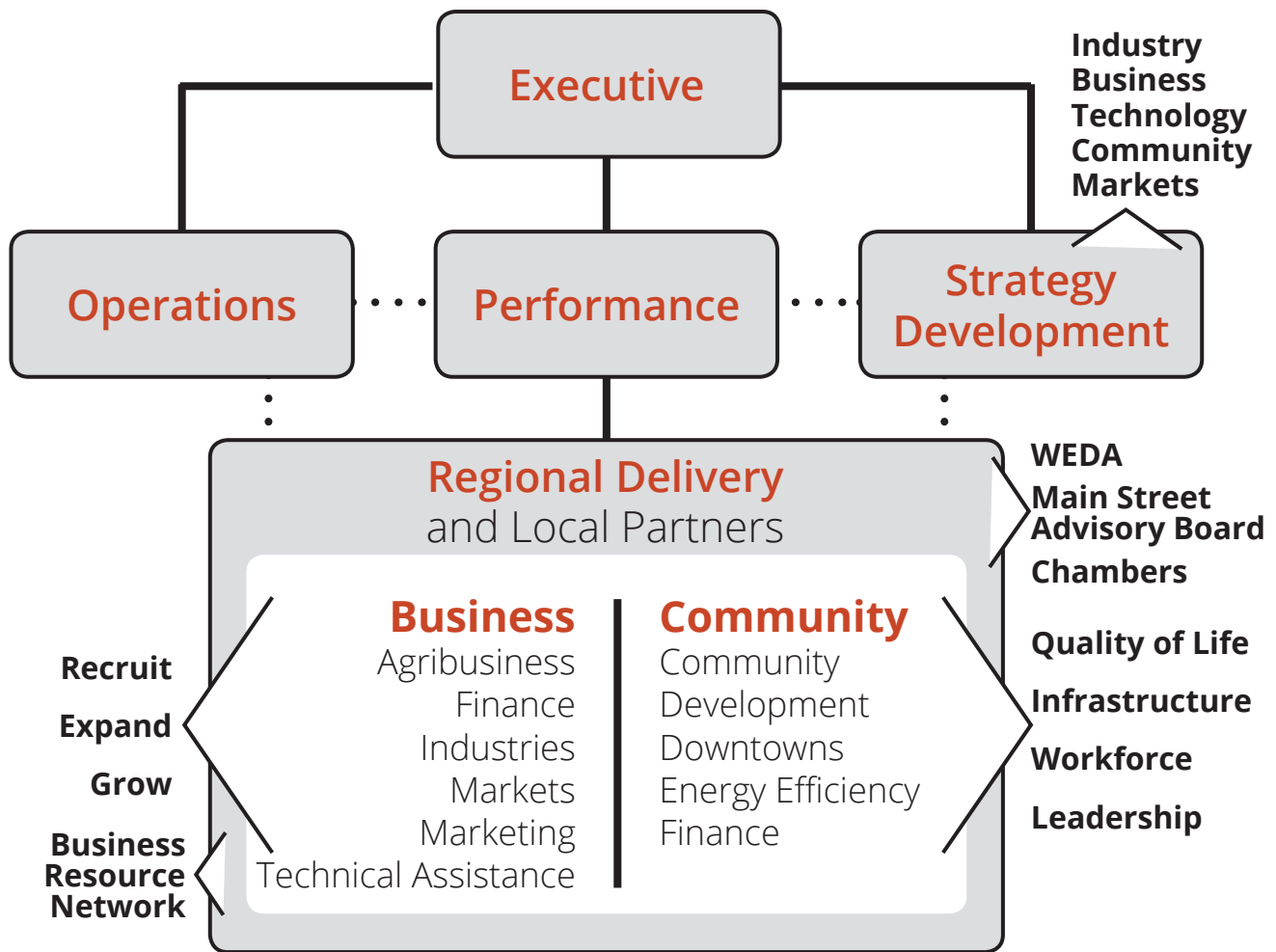
**March 15, 2018**

## **Personnel:**

B-4 Organizational Charts

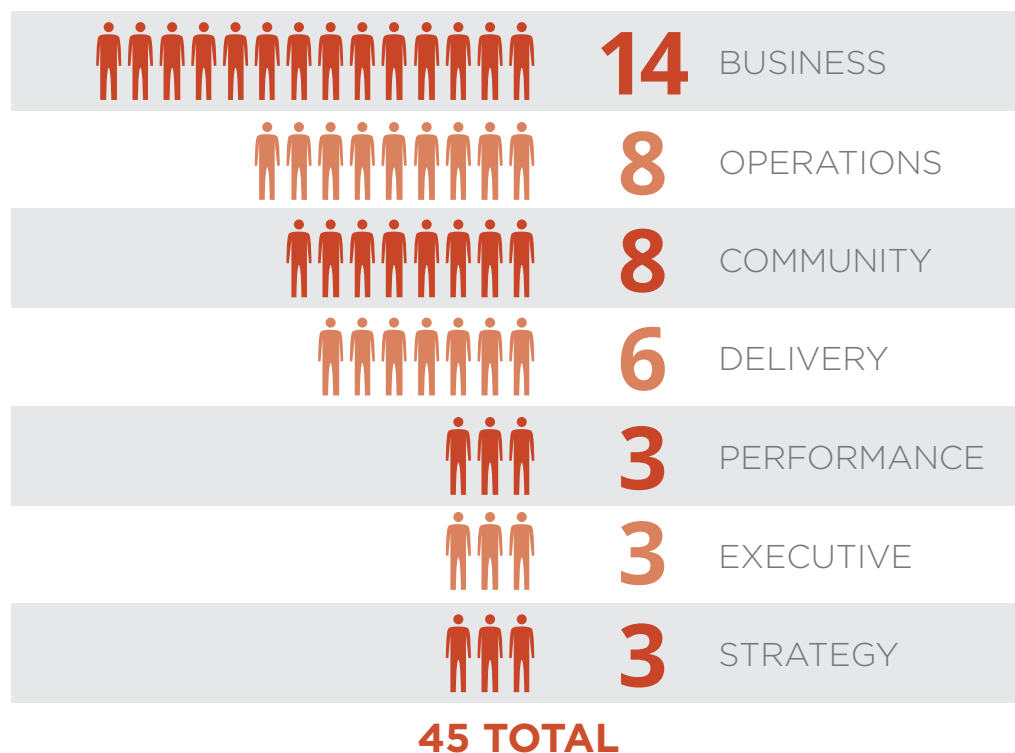
## **Financial:**

B-7 Financial Update

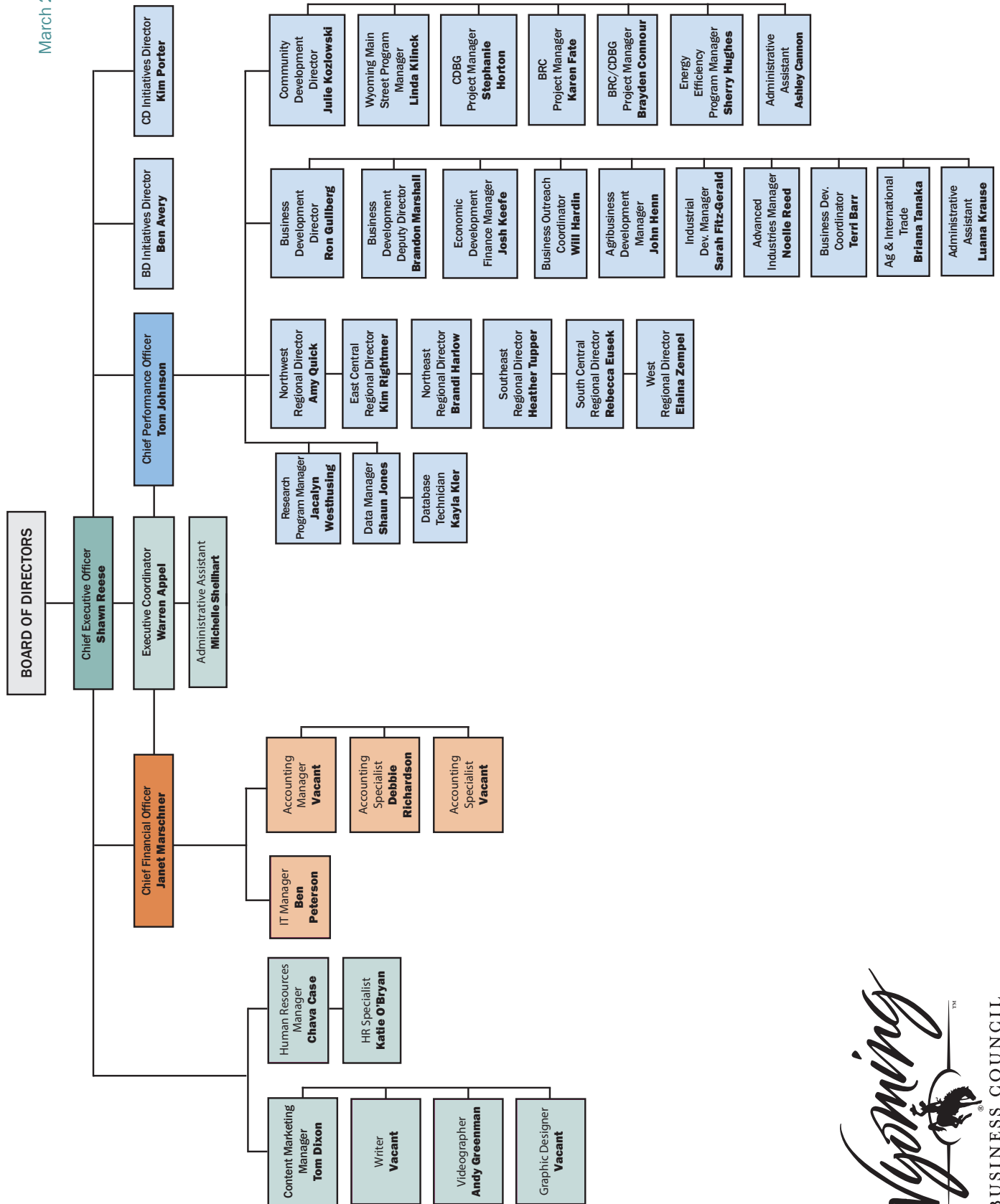


## 2017 Employees by Division

(Not including special funded positions)











**WYOMING BUSINESS COUNCIL**  
**FY2018 Comments on Financial Statements**  
**Six months ended December 30, 2017 - UNAUDITED**

**Budget Summary**

- FY2018 is the second of two years in the 2017-18 biennium which started July 1, 2016.
- General Funds – the % of expenditures and encumbrances ended the quarter at 54% of budget.
- Federal Funds - the % of expenditures and encumbrances ended the quarter at 54% of budget.
- Primary Agency Funds - the % of expenditures and encumbrances ended the quarter at 44% of budget.
- Total Community Development/BRC/Mainstreet available funds per the Financial Statements as of 12/31/17 are \$24.54 million.
- Currently, the Business Ready Community Program has \$21.27 million in projects approved by WBC board and SLIB but not yet encumbered; as those grants agreements become effective, they will be encumbered. The funds available for BRC projects is \$1.79 million.

**Available Cash Balances**

- Economic Development fund has \$24.78 million in cash after obligations; year-to-date receipts total \$294.4 thousand, which is comprised of principal and interest payments received on loans and investment income earned through the State Treasurer's office on the cash in the fund.
- Rural Rehabilitation fund has \$4.45 million in cash after obligations and year to date receipts of \$47 thousand in investment income earned through the State Treasurer's office on the cash in the fund.

**Loans Receivable**

- Total loans outstanding net of allowances, are \$19.35 million as of 12/31/17; total principal and interest received since 7/1/2017 is \$478 thousand.

**Governor's Office Funds**

- The total cash balance in the petroleum violation escrow funds is \$3.71 million.

**Budgeted Expenditures**

- Grants make up 72% of the budget, followed by non-operating expenses/loans of 14%.

**Line Item Expenditure Summary**

Grant expense and encumbrance ended the quarter at 52% of the budget, due primarily to timing of grants.

Non-operating expenses/loans and encumbrances ended the quarter at 48% of the budget, due primarily to timing of loans.



WYOMING BUSINESS COUNCIL

# Financial Update

## BUDGET SUMMARY - ALL FUNDS (BFY 17/18 appropriation)

FY 2018 - year to date for the period:		07/01/17 - 06/30/2018		OPTIMUM >>> 50%	
PROGRAM BUDGET SUMMARY	BUDGETED	EXPENDED	ENCUMBERED	BALANCE	% EXPENDED & ENCUMBERED /BUDGETED
<b>General Funds</b>					
Business Development	\$1,340,017	\$569,161	\$18,911	\$751,945	44%
Strategic Initiatives	\$3,789,754	\$643,515	\$2,812,421	\$333,818	91%
Regional Offices	\$946,848	\$421,453	\$8,055	\$517,340	45%
Community Development	\$401,832	\$194,659	\$0	\$207,173	48%
Business Ready Communities	\$50,595,397	\$9,562,697	\$16,965,521	\$24,067,179	52%
Main Street	\$510,863	\$153,377	\$91,767	\$265,719	48%
Executive & Board of Directors	\$758,070	\$386,568	\$62,817	\$308,685	59%
Performance & Planning	\$607,097	\$287,800	\$4,136	\$315,161	48%
Communications & Marketing	\$465,137	\$167,935	\$24,980	\$272,222	41%
Human Resources	\$261,367	\$111,005	\$1,375	\$148,987	43%
Finance & Administration	\$694,355	\$318,220	\$6,300	\$369,835	47%
	<b>\$60,370,737</b>	<b>\$12,816,390</b>	<b>\$19,996,283</b>	<b>\$27,558,064</b>	<b>54%</b>
<b>Federal Funds</b>					
CDBG Program	\$5,866,126	\$409,757	\$2,962,952	\$2,493,417	57%
State Energy Repurposed ARRA funds	\$374,005	\$38,444	\$108,421	\$227,140	39%
State Energy Conservation Program	\$324,544	\$111,060	\$48,405	\$165,079	49%
State Trade and Export Program (STEP)	\$327,890	\$45,052	\$21,934	\$260,904	20%
	<b>\$6,892,565</b>	<b>\$604,313</b>	<b>\$3,141,712</b>	<b>\$3,146,540</b>	<b>54%</b>
<b>Primary Agency Funds (See Terms on back for descriptions)</b>					
Economic Loan Development and Large Projects (fund 039)	\$10,506,120	\$4,749,795	\$34,576	\$5,721,749	46%
Wyoming Business Council (fund 085)	\$28,076	\$10,497	\$0	\$17,579	37%
Rural Rehabilitation (fund 499)	\$207,890	\$9,000	\$0	\$198,890	4%
	<b>\$10,742,087</b>	<b>\$4,769,292</b>	<b>\$34,576</b>	<b>\$5,938,219</b>	<b>45%</b>
<b>TOTAL</b>	<b>\$78,005,389</b>	<b>\$18,189,995</b>	<b>\$23,172,571</b>	<b>\$36,642,823</b>	<b>53%</b>

## FY2018 BALANCES

Loans Receivable	Net Balance
Balances as of 12/31/17	
Economic Disaster loans	\$5,696,331
Bridge loans	\$421,719
Mainstreet loans	\$27,498
Amendment IV loans	\$101,298
Natural Gas Infrastructure loans	\$234,863
BRC loans	\$11,894,785
ARRA SEP loans	\$1,014,085
Unallocated allowance	(\$41,924)
<b>TOTAL</b>	<b>\$19,348,655</b>



**Governor's Office Funds = \$3,707,551**  
Petroleum Violation Escrows

Business Ready Community program has **\$21.27 million** in projects approved but not encumbered, and **\$1.79 million** in available funds.



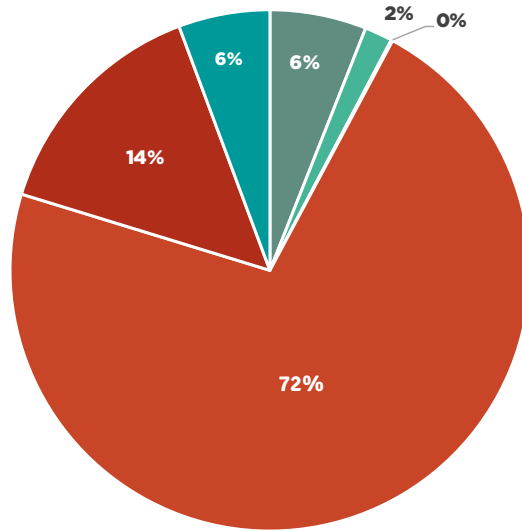
**Janet Marschner**  
Chief Financial Officer  
janet.marschner@wyo.gov | 307.777.2848









Learn more about Wyoming Business Council Financials at [wyomingbusiness.org/boardbook](http://wyomingbusiness.org/boardbook).



## BUDGETED EXPENDITURES BY FUNDING SOURCE



## LINE ITEM EXPENDITURE SUMMARY

	\$2,577,648	\$787,002	\$43,898	\$26,717,418	\$5,868,818	\$648,039
						
	\$4,686,325	\$1,347,695	\$72,544	\$56,084,522	\$11,376,338	\$4,437,965
	Personal services	Support services	Central data services	Grants	Non-operating expenses	Professional services
■ Balance	\$2,577,648	\$787,002	\$43,898	\$26,717,418	\$5,868,818	\$648,039
■ Budget	\$4,686,325	\$1,347,695	\$72,544	\$56,084,522	\$11,376,338	\$4,437,965

## TERMS

**General Fund** - Appropriated by the Wyoming Legislature on a biennium budget

**Federal Fund** - Department of Energy, Housing and Urban Development, Commerce Funds

**Budgeted** - Year two of two in the biennium budget

**Expended** - Funds have been spent

**Encumbered** - Funds are committed for a specific purpose

**Agency Funds** - Special revenue funds that carry forward year to year

- 039 Challenge Loan - Economic Development Loans
- 085 Shared with Tourism - selling Wyoming First Program and Tourism sales
- 499 Rural Rehab - Farm Home Administration Funding for rural development
- BRC - Fully obligated



**Janet Marschner**  
Chief Financial Officer  
janet.marschner@wyo.gov | 307.777.2848



Learn more about Wyoming Business Council Financials at [wyomingbusiness.org/boardbook](http://wyomingbusiness.org/boardbook).





# SECTION C

## BUSINESS CONTRACT AND LOAN COMMITTEE

March 14-15, 2018 · Evanston, Wyoming







## AGENDA ITEMS

**March 15, 2018**

### **Business Contract and Loan Committee:**

- C-5 Challenge Loan Reporting Requirements
- C-7 Credit Memorandum: WYCO Recycling, LLC.
- C-11 Credit Memorandum: WYCO Recycling, LLC.





BUSINESS COUNCIL  
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Cheyenne, WY 82002  
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[www.wyomingbusiness.org](http://www.wyomingbusiness.org)

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## Memorandum

**To:** Wyoming Business Council Board of Directors  
**From:** Josh Keefe  
**Subject:** Challenge Loan Reporting Requirements  
**Date:** March 15, 2018

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1. **Past Due Report.** Challenge Loan Policy requires quarterly reporting of all loans 30 days or more past due.
  - There was one loan past due on December 31, 2017 for AsceNt 2000, LLC (\$16,757.42). This loan was renewed at the December Board Meeting. Auto-payments began on January 15, 2018 and loan is current.
2. **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 Wyoming Business Council did receive a total of 55 applications from the Economic Disaster Declarations for The Western Sugar Cooperative and Wyoming Sugar Company; resulting in a combined loan total of \$7,933,975.
  - The unallocated reserve is adequate with a balance of \$668,312. The allocation includes a 10% loan loss reserve for the Economic Disaster Loans originated, plus 0.5% of the total loan portfolio.
  - There are no identified credits that are not past due but could present collection problems in the future.
  - The resulting available fund balance in the Challenge Loan account is **\$24,776,319**. This is net of the \$12,000,000 intended for the increased request from Cody Laboratories (approved by SLIB in Oct. 2017).
3. **Charge off balances.**
  - None to report.

**Staff Recommendation:** Staff recommends acceptance of this report.



TM

## Credit Memorandum – Change in Terms Request

**Applicant:** Wyoming Bank & Trust

**Client:** WYCO Recycling, LLC

1938 Wyott Drive

Cheyenne, WY 82007

**Date:** February 28, 2018

**Purpose:** Change in Terms of Bridge Loan Approved in August 2017

- Participation Amount Increase of \$38,500
- Extend Term from 6 to 10 years
- Additional Collateral Pledged

**Proposal:**

Wyoming Bank & Trust (WBT) requests the Wyoming Business Council (WBC) to increase our participation amount under the “Bridge Loan Participation” provision of the Wyoming Partnership Challenge Loan program to WYCO Recycling, LLC. The previous participation was approved unanimously by the Board of Directors in August of 2017 for \$141,859. The loan has been closed and has been performing as agreed. In establishing the business, there were increased expenses involving the electrical system, equipment modifications, re-circulating HVAC system, and fire improvements required by the City of Cheyenne. The loan was used to purchase equipment for a single-stream recycling service. The loan has added 7.5 full-time employees to an existing staff of five. A new appraisal was performed on the entirety of the operation/collateral with both fair market and liquidation values. WBC’s participation will not exceed 35% of the final project cost.

	<b>Original Request (Approved)</b>	<b>Modified Request (Proposed)</b>
<b>Total Project</b>	\$425,000	<b>\$535,000</b>
<b>Total Loan</b>	\$405,314	<b>\$498,203</b>
<b>WBC Portion</b>	\$141,859	<b>\$180,359 (not to exceed)</b>
<b>Amount Refinanced</b>	\$0	<b>\$0</b>
<b>Collateral Position</b>	1st – new and existing equipment	<b>1<sup>st</sup> – new and existing equipment</b>
<b>Collateral Value</b>	\$476,840	<b>\$769,000 (Fair Market) \$508,000 (Liquidation Value)</b>
<b>LTV</b>	85.0%	<b>64% (Fair Market) 98% (Liquidation Value)</b>
<b>Loan Fee</b>	\$1,418.59 (1%)	<b>\$385 (1% of new money)</b>
<b>Interest Rate</b>	4%	<b>4%</b>
<b>Adjustment Time</b>	Fixed for first 5 years, then matches bank note to maturity	<b>Fixed for first 5 years, then matches bank note to maturity</b>
<b>Blended Interest Rate</b>	5.46%	<b>5.46%</b>
<b>Loan Term</b>	6 Years	<b>10 Years</b>
<b>Repayment</b>	Monthly	<b>Monthly</b>
<b>Guarantors</b>	Brian T. Heuer Charles L. Atchison	<b>Brian T. Heuer Charles L. Atchison</b>



**Summary:**

Although there were some unforeseen expenses (fire suppression and electrical) in establishing the business at a new location, the LTV for the credit has improved, the contract for the City of Cheyenne and collection of other recyclables, the loan is projected to have a DSCR of 2.74 once the plant is fully operational, however, for the sake of conservatism, the DSCR of the loan is at 1.1 with the historical financial information provided. Wyoming Bank & Trust has a pass rating on the credit based on positive cash flow, sufficient collateral, and guarantor support.

**Recommendation:**

**Staff recommends the Board of Directors of the Wyoming Business Council approve an increase in the loan participation with Wyoming Bank & Trust for \$38,500.00. The total loan participation amount shall not exceed \$180,359.00 (one hundred eighty thousand three hundred fifty-nine and 00/100 cents) as presented in this Credit Memorandum. This participation will be with Wyoming Bank & Trust in Cheyenne. The loan recipient will be WYCO Recycling, LLC.**

Respectfully submitted,

Joshua S. Keefe  
Economic Development Finance Manager

**Attachment 1**

- **Applicable Statute**

**Attachment 2**

- **Original Credit Memorandum (board approved August 2017)**

## **Attachment 1**

### **§ 9-12-304. Criteria for loans.**

Any business may apply to the council for bridge financing as defined in W.S. 9-12-301(a) (vi). “Bridge financing” means a provision of financing for that portion of the total project cost which is calculated by subtracting from the total project cost the sum of ownership debt and equity. The Council shall not consider a proposal in which the bridge financing component exceeds thirty-five percent (35%) of the total project cost or one million dollars (1,000,000) whichever is less; and the business does not contribute more than fifteen percent (15%) of the total project cost. The financing is intended to be a participation with a commercial lender with the lender and state sharing a proportionate first lien position on all collateral. In the event of a default the lender will restructure, or proceed with the appropriate legal remedy with proceeds received to be shared proportionately with the state;



## Credit Memorandum

**Applicant:** Wyoming Bank & Trust  
**Client:** WYCO Recycling, LLC  
1938 Wyott Drive  
Cheyenne, WY 82007  
**Date:** July 26, 2017  
**Purpose:** Fund Equipment Purchases for Creation of Single-Stream Recycling Facility

### Proposal:

Wyoming Bank & Trust (WBT) requests the Wyoming Business Council (WBC) participate under the "Bridge Loan Participation" provision of the Wyoming Partnership Challenge Loan program to provide a term loan to WYCO Recycling, LLC. The proposed loan would be used to purchase equipment for a single-stream recycling service. The proposed loan would add seven employees to an existing staff of five. There will be a two month draw period for acquisition and installation of equipment. WBC's participation will be 35% of the final project cost.

<b>Total Project</b>	<b>\$ 425,000</b>	
<b>Total Loan</b>	<b>\$ 405,314</b>	(not to exceed)
Bank Portion	\$ 263,455	
WBC Portion	\$ 141,859	(35% of the project)
<b>Amount Refinanced</b>	<b>\$0</b>	
<b>Collateral</b>	<b>1<sup>st</sup> Lien Position on New &amp; Current Equipment</b>	
<b>Collateral Value</b>	<b>\$476,840</b>	
	\$305,480 – New Equipment	
	\$171,360 – Existing Equipment Appraisal	

\*Advances on new equipment will not exceed 85% of the purchase price, as supported by invoices

<b>Fees</b>	<b>\$1,418.59</b>	<b>(1%)</b>
<b>Interest Rate</b>	<b>4% Fixed for the First Five Years, Then Increase to Match to the Bank Note Thereafter; Blended Rate is 5.46%</b>	
<b>Loan to Value</b>	<b>85.0%</b>	
<b>Loan Term</b>	<b>6 Years</b>	<b>(fully amortizing)</b>
<b>Repayment</b>	<b>Monthly</b>	
<b>Guarantors</b>	<b>Brian T. Heuer</b>	
	<b>Charles L. Atchison</b>	

**Project:**

WYCO Recycling was founded by Brian Heuer and Charley Atchison in July of 2015. WYCO then purchased the recycling assets and customer accounts from Magic City Enterprises located at 2600 Missile Drive. Both men have several years of experience in the recycle and waste industry, dating back to 1969 for Charley. Since their acquisition of Magic City Enterprises, approximately two years ago, the company has increased their recycling capacity from 150 tons per month to 900 tons per month.

The proposed project will help create a single stream processing facility. This facility will serve an area stretching from Fort Collins, CO in the south, to Billings, MT in the north, to North Platte, NE to the east and Rawlins, WY to the west. The facility will bring in recyclables from all these areas, combine them, process and ship them to markets on the west coast and overseas.

The City of Cheyenne has already signed a contract with WYCO Recycling, LLC for a three-year commitment, with the option for two, two-year renewable terms if both parties mutually agree to terms. The terms of the contract will save the City of Cheyenne \$30 per ton, in addition to saving on time, transportation, equipment, etc.

The net available balance in the Economic Development Fund is \$14,953,301.

Loan Proceeds will be used to fund some of the following equipment:

1. Sorting Screens
2. Conveyor Belts
3. Magnets
4. High-Capacity Baler

**Cash Flow:**

Based on the financials obtained from the borrower, WYCO Recycling, LLC exhibits the ability to service the proposed debt with a DSCR of 1.47 using the bank's payment amount. The cash flow will be stronger/better when the interest rate is blended with the WBC's portion of the loan and will improve the cash flow of the company.

**Bank Risk Rating:**

The loan is presented as a pass credit with Wyoming Bank & Trust, based on positive cash flow, sufficient collateral, and guarantor support.

**Recommendation:**

**Staff recommends that the Board of Directors of the Wyoming Business Council approve the loan participation in the amount of \$141,859.00 (one hundred forty-one thousand eight hundred fifty-nine and 00/100 cents) as presented in this Credit**

**Memorandum. This participation will be with Wyoming Bank & Trust in Cheyenne as the lead bank. The loan recipient will be WYCO Recycling, LLC.**

Respectfully submitted,

Joshua S. Keefe  
Economic Development Finance Manager

**Attachment 1**

- **Applicable Statute**



# SECTION D

## COMMUNITY GRANT AND LOAN COMMITTEE

March 14-15, 2018 · Evanston, Wyoming







## Community Grant and Loan Committee

### Report and Recommendations to the Wyoming Business Council

March 15, 2018

#### CONTENTS

BRC Financial Summary & Allocation Plan . . . . .	D-5
Uinta County. . . . .	D-7
Letters Received . . . . .	7



## Business Ready Community Overview

### FY18 Q3 Allocation Plan

#### Q3 Allocation pending April 12, 2018 SLIB

BRC Project Types	Priorities	% of Allocation	Q3 Allocation Available
Business Committed & Managed Data Ctr	High	45%	\$ 1,415,378
Community Readiness	Medium	39%	\$ -
Community Enhancement	Low	15%	\$ -
Planning	Low	1%	\$ -
			\$ 1,415,378

### BRC Application and Program Summary

BRC Applications Received December 1, 2017				
Applicant	Project	Type	Request	Staff Recommendation
Uinta County	SW WY Targeted Industry Study	Planning	\$ 50,000	\$ -
Total Requests			\$ 50,000	\$ -

Awards are contingent on the satisfactory execution and administration of previous grants or loans by an applicant. Other contingencies, if any, are defined in the project descriptions. The office of the Attorney General conducts a review of applications that are Business Committed, that have a loan component, or any extenuating circumstances.







Business Ready Community Grant and Loan Program

## SOUTHWEST WYOMING TARGETED INDUSTRY IMPLEMENTATION PLAN

**\$50,000 BRC Regional Targeted  
Industry Planning Grant Request**

Staff Recommendation: Do Not Fund

### Project Description

Uinta County requests a \$50,000 Business Ready Communities (BRC) Planning grant for the Southwest Wyoming Targeted Industry Implementation Plan, a comprehensive and strategic blueprint to recruit and cultivate identified target industries in the region of Uinta and south Lincoln counties, including the communities of Bear River, Diamondville, Evanston, Kemmerer, Lyman and Mountain View. The region presently has two economic development organizations – Uinta County Economic Development Commission/Uinta County Industrial Development Commission (UCEDC/UCIDC) and the South Lincoln County Economic Development Corporation (SLCEDC). These two entities agreed to form both functional and financial partnerships for the mutual benefits this regional implementation plan will ultimately deliver. The planning process will determine a regional image, assess the economic base and define competitive advantages. The plan will also create a comprehensive marketing strategy to attract a more diverse spectrum of targeted industries, and strengthen and retain existing businesses.

The final implementation plan will encompass a regional perspective regarding workforce, transportation, supply chains, sales, capital access, education, resources, property availability, telecommunications, cost of living, utility rates, raw materials, etc. The plan's primary deliverables will include target industry priorities; a high-level, detailed prospects list with North American Industry Classification System (NAICS) codes; regional internal (strengths/weaknesses) and external (opportunities/threats) evaluations with informed recommendations, brand and marketing strategies, sustainable recruitment tools, proposal/ad/website templates to help attract new industries, and an overall regional economic landscape description and assessment. The plan will consist of a thorough implementation approach, complete with schematics and cost estimates of practical application.

## Public Benefits and Goals

There will be several public benefits resulting from the Southwest Wyoming Targeted Industry Implementation Plan:

1. Provide economic development organizations and citizens with a better understanding of the region's economic environment, especially in terms of unique assets, challenges and opportunities.
2. Grow and develop the identified target industries in the region, as well as recruit companies that have the best chance for success.
3. Enhance southwest Wyoming's brand and ability to market itself toward specific industries.
4. Position the region to attract new businesses and prepare the region to help existing businesses expand.
5. Gain a greater and more diverse business foundation by generating new and retaining existing primary jobs.
6. Improve the overall tax base, employment levels, quality of life and economic prosperity for years to come.

The Southwest Wyoming Targeted Industry Implementation Plan goals include:

1. Improve, strengthen and grow the Southwest Wyoming economic climate.
2. Recruit at least two primary sector industry businesses to the region within seven years.
3. Generate 50 to 100 new jobs within the seven years.

## Timeline

A comprehensive targeted industry plan is expected to take six months to a year to complete. If funded, requests for proposals will be advertised starting in June 2018 followed by the selection and hiring of a consulting firm soon after. A plan completion is estimated between January and June 2019.

## Funding

BRC funding represents 75% of the total eligible project costs. The BRC Planning grant funds are matched with \$14,417 from UCEDC/UCIDC, \$2,000 from SLCEDC and \$250 from the town of Bear River.

Sources	
BRC amount	\$ 50,000
Cash Match	\$ 16,667
<b>Total eligible project cost</b>	<b>\$ 66,667</b>
BRC % of total eligible project costs	75%
Local % of total eligible project costs	25%
Uses	
<b>Planning/Consulting Costs</b>	
Planning & Consulting fees	\$ 66,667
<b>Total Uses</b>	<b>\$ 66,667</b>

## Staff Recommendation

Staff does not recommend funding due to lack of funding in the BRC allocation plan's planning category. However, staff recognizes the regional approach and applauds the parties involved for being interested in improving the regional economy.

# TOWN OF LYMAN

*Lyman - A Great Place to Grow*

P.O. Box 300  
LYMAN, WYOMING 82937  
(307) 787-6595

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne WY 82002-0204

November 22, 2017

RE: Uinta County Application for a Regional Targeted Planning Grant

Dear Members of the Wyoming Business Council:

The Town of Lyman is pleased to support the Uinta County Economic Development Corporation in its application for a Regional Targeted Industry Planning Grant. This approach to economic development will ensure grant monies are a benefit to all of Southwest Wyoming.

We encourage the Business Council to approve the Uinta County's grant application. Thank you for your consideration and assistance of this project.

Regards,



Town of Lyman  
Mayor Bronson Berg

# TOWN OF BEAR RIVER

81 Elk Drive  
Bear River, Wyoming 82930  
307-789-2800

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002-0240

November 16, 2017

Re: Uinta County Application for a Regional Targeted Industry Planning Grant

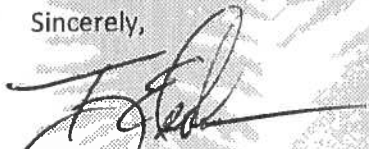
Dear Members of the Wyoming Business Council:

The Town of Bear River is pleased to support the Uinta County Economic Development Corporation in its application for a Regional Targeted Industry Planning Grant. The regional approach to economic development planning not only results in deliverables, but ensures scarce grant dollars are maximized across southwest Wyoming.

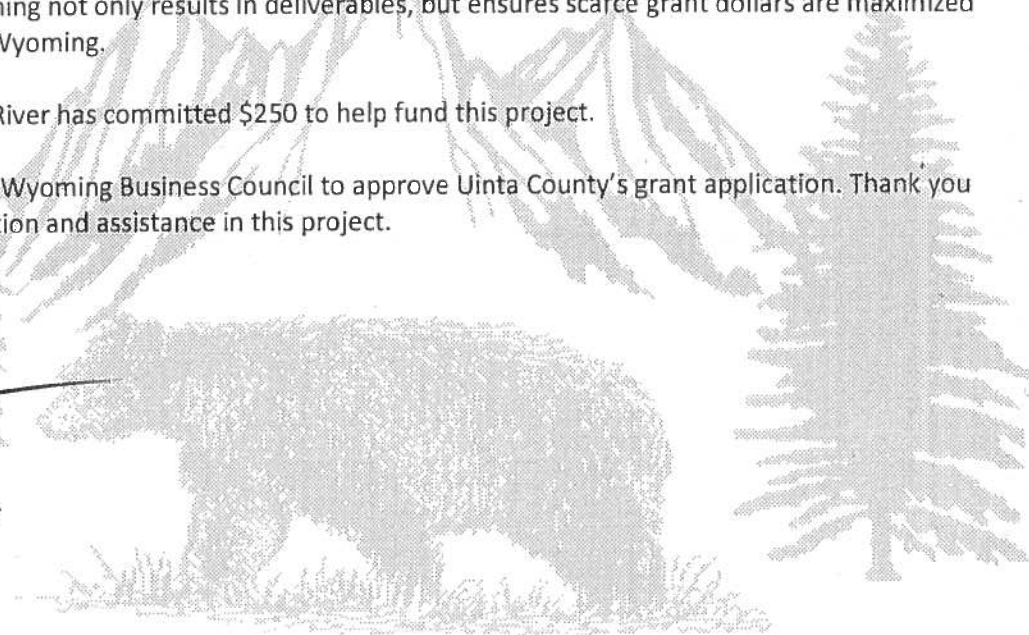
The Town of Bear River has committed \$250 to help fund this project.

We encourage the Wyoming Business Council to approve Uinta County's grant application. Thank you for your consideration and assistance in this project.

Sincerely,



Troy E. Nolan  
Mayor  
Town of Bear River



Est. 2001

Uinta County, Wyoming

**Kemmerer City Hall**  
220 Highway 233  
Kemmerer, WY 83101



(307) 828-2350  
[www.kemmerer.org](http://www.kemmerer.org)

*Make it Matter – Make it Better – Make it Happen*

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002-0240

November 13, 2017

RE: Letter of Support

Dear Members of the Wyoming Business Council:

The City of Kemmerer is pleased to support the application for a Regional Targeted Industry Planning Grant by Uinta County Economic Development Corporation (UCEDC) with partnership of South Lincoln County Economic Development Corporation (SLCEDC). The planning and execution for economic growth, business retention and industry recruitment is essential to the southwest region of Wyoming, as well as the City of Kemmerer.

We encourage the approval of Uinta County's grant application. Thank you for your consideration and continued support.

Sincerely,

A handwritten signature in cursive script that reads "Anthony G. Tomassi".

Anthony G. Tomassi, Mayor  
Kemmerer City Council

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002-0240

November 9, 2017

RE: Letter of Support

Dear Members of the Wyoming Business Council:

The Town of Diamondville is pleased to support the partnership between Uinta County Economic Development Corporation (UCEDC) and South Lincoln Economic Development Corporation (SLCEDC) in their application for a Regional Targeted Industry Planning Grant. The plan shared by the two counties will be vital to economic growth, business retention and industry recruitment not only in the southwest region of Wyoming but the Town of Diamondville as well.

We encourage the approval of Uinta County's grant application. Thank you for your consideration and continued support.

Sincerely,

A handwritten signature in cursive script that reads "Eric Backman". The signature is fluid and extends to the right with a long, sweeping underline.

Eric Backman, Mayor  
Diamondville Town Council





**UINTA B.O.C.E.S. #1**  
Uinta County School District #1  
Western Wyoming Community College  
Evanston Campus

1013 W. Cheyenne Drive, Suite A  
Evanston, WY 82930  
P: 307.789.5742  
F: 307.789.7975  
[www.uintaeducation.org](http://www.uintaeducation.org)

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November 7, 2017

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002-0240

RE: Uinta County Application for a Regional Targeted Industry Planning Grant

Dear Members of the Wyoming Business Council:

The Uinta B.O.C.E.S. #1 supports the Uinta County application for a Regional Targeted Industry Planning Grant. By supporting this grant, the Wyoming Business Council will assist our region in developing a diversified economy which will benefit not only our region but the State of Wyoming.

The Uinta B.O.C.E.S. #1 is willing to work with the regional economic development organizations once the targeted industries for recruitment are designated in developing and providing necessary workforce development training to ensure success for business entities who chose to come to our region.

Sincerely,

Michael A. Williams  
Executive Director

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**South Lincoln County Economic Development Corporation**  
(307) 828-2350  
20 U.S. Hwy 30/189  
Diamondville, WY 83116

Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002-0240

October 10, 2017

RE: Uinta County Application for a Regional Targeted Industry Planning Grant

Dear Members of the Wyoming Business Council:

The South Lincoln County Economic Development Corporation (SLCEDC) is pleased to support and partner with the Uinta County Economic Development Corporation (UCEDC) in its application for a Regional Targeted Industry Planning Grant. Though separated by county lines, South Lincoln County and Uinta County share a similar economic profile and objectives. This regional approach to economic development planning not only results in deliverables that benefit both entities, but also ensures scarce grant dollars are maximized across southwest Wyoming.

To this end, the SLCEDC has committed \$2,000 to help fund this project and will serve on the steering committee as the plan progresses. We are excited to partner with our neighbors in Uinta County in achieving our common goals of business retention, recruitment of new industries, and diversification of our local economy.

We encourage the Business Council to approve Uinta County's grant application. Thank you for your consideration and assistance as we undertake this cooperative project.

Regards,

A handwritten signature in cursive script that reads "Teresa Frommel".

Teresa Frommel  
President  
South Lincoln County Economic Development Corporation



1200 Main Street, Evanston, WY 82930

Ph:307.783.6300 Fax:307.783.6390

Web: [www.evanstonwy.org](http://www.evanstonwy.org)

Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002

RE: Uinta County Application for a Regional Targeted Industry Planning Grant

Dear Wyoming Business Council Members:

The City of Evanston, WY is pleased to support the Regional Targeted Industry Planning Grant application submitted by Uinta County and its primary partners—the Uinta County Economic Development Commission (UCEDC) and the South Lincoln County Economic Development Corporation (SLCEDC). As the Uinta County seat and the largest municipality in the region, the City of Evanston recognizes any economic development which may transpire in the area will have a concentrated effect within our community.

The City is enthused to be a part of this regional economic development planning and implementation effort, as we seek to retain and expand our current businesses, recruit compatible, new companies and further diversify our region economically. If funding should be approved by the Wyoming Business Council, the City is committed to participating in the implementation portions of the project.

As we collectively forge ahead to attract new industries and strengthen our existing ones, an accurate roadmap to achieving greater economic prosperity is essential. We hope you will strongly consider funding the planning grant application put forth by Uinta County and its partners.

We appreciate your time and attention to this important matter.

Respectfully Yours,

A handwritten signature in black ink, appearing to read "Kent H. Williams", is written over a horizontal line.

Kent H. Williams  
Mayor—City of Evanston, WY