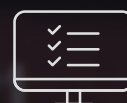


2023 ANNUAL REPORT

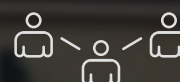




Determine Binding Constraints



Create/Attract
Compelling
Project



Gather Resources
& Partners



Do the Right
Project



Generate Local
Capacity



CREATING A TEAM OF THOUSANDS

Twenty-five years ago, forward-thinking state leaders created the Wyoming Business Council (WBC) to focus public and private efforts on stimulating economic development across Wyoming. Today, the WBC has grown to a team of diverse members, working hand-in-hand with communities, businesses, and individuals in every corner of the state to realize diverse, broad, and lasting growth so Wyoming can prosper regardless of the economic climate or status of individual sectors.

With that important goal in mind, we are thinking bigger than surface-level solutions. What do we want Wyoming to look like 25 years from *now*? How can we, today, lay the foundation for that future? What is standing in our way?

These questions have led the Business Council on a journey of discovery focused on inviting others into our statewide community of economic leaders and providing the tools they need to make positive economic change happen in their communities. At the heart is understanding the unique problems that affect Wyoming communities and how they, in turn, affect economic growth.

In other words, Wyoming has a growth problem: our economy is not positioned to sustain a high quality of life for all.

Throughout this report, you will learn more about the Economic Growth Flywheel (see opposite page) and how our people, programs, and resources are collaborating with partners across the state to generate flywheels at the community level. This problem-focused, data-driven, iterative approach focuses on understanding the barriers to growth and creating a broad team to break down those barriers. Our communities define, test, adapt, and repeat this process to develop solutions that will generate capabilities at a local level.

We're not looking for short-term wins – although they may naturally occur through this work.

Rather, we aim to stay lean and build a team of thousands that can work together to design policies, programs, and systems to unlock long-term, sustainable change. We are building the team and the know-how that Wyoming can use to create prosperity – not just today, not just tomorrow, but well beyond another quarter-century.

Our problem-driven approach doesn't mean we are pessimistic – quite the opposite. Throughout Wyoming's history, we have had reasons to be concerned about our economic future. At times, this has left us paralyzed by pessimism, throwing our hands up and waiting for the tide to turn our way again and leaving it to others to determine our destiny. There are and always will be plenty of economic drivers we cannot control from our small state, reasons we feel like there is a target on our back, and unique challenges to overcome. But now, as we look with our eyes wide open at a very different global economy coming our way, are we brave enough to do the hard, uncomfortable work of recognizing what we really can control and acting in ways that make a lasting difference? I think we are. Because now, on top of the guts and grit we've always had in Wyoming, we are building the systems, processes, and – most importantly – the team that will help us do it. And we must do it. Because only when we choose to take hold of our own future do we find our freedom.

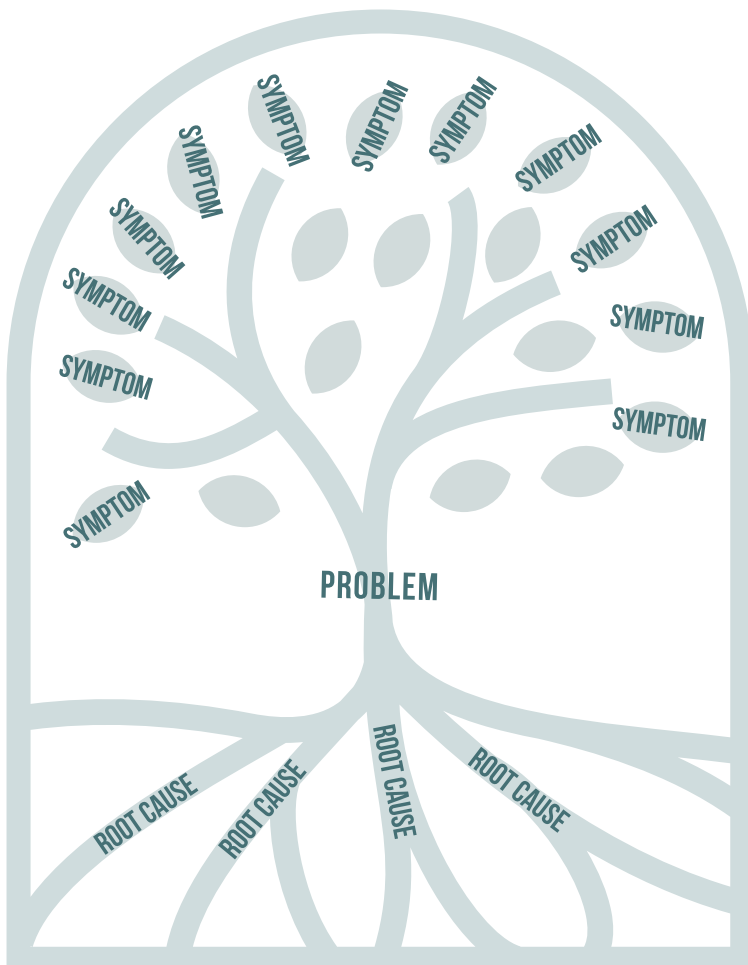
Instead of being paralyzed by pessimism, we are powered by possibility. **Thank you for being part of the team.**



JOSH DORRELL

–
CEO
Wyoming Business Council

DETERMINE BINDING CONSTRAINTS



Some of Wyoming's constraints to growth are new problems, and others are problems we've been dealing with for a hundred years. Above the surface, we see symptoms. Dig a little deeper, and you'll find the root causes that must be addressed to relieve those symptoms. The WBC and our partners employ various methodologies, including interviews, data collection, and analysis, to repeatedly ask and answer "Why?" – revealing deeper and deeper insight into these complex problems.

DIGGING DEEPER

Strategic Workstreams

When we began to unpack what has contributed to Wyoming's economic challenges, several areas emerged as barriers. After speaking with communities around the state, additional key problem areas jumped out. To address these barriers, the WBC has led the creation of workstreams and sub-workstreams with dedicated teams that meet regularly and are focused on understanding these particular challenges so we can begin to solve them collaboratively. Between December 2022 and December 2023, we expanded from our initial five workstreams to 18 active groups and counting, partnering with more than 26 statewide organizations.

**INTERESTED IN
LEARNING MORE?**

*Check out A Growth
Perspective on Wyoming*



“As the Grant Coordinator for Senator Lummis, it has been revolutionizing to be involved with the grants workstream. The in-depth research and thoughtfulness this team has put into discovering the hardships Wyoming communities face while trying to compete in the grant world are staggering. Not only have the issues been discovered, but a wide variety of solutions have been presented to the leaders of our state to help them make impactful decisions for the future.”

- KATHY LENZ
Grant Coordinator for US Senator Lummis' Office

“The workforce committees serve as a collaborative platform to unite experts from various sectors, including industry, education, workforce, and business development. This approach of having diverse stakeholders at the table has proven instrumental in addressing Wyoming’s complex challenges by fostering consistent collaboration and communication. Our workforce teams come away from these meetings with fresh perspectives, which further encourages improved solutions tailored to the unique needs of Wyoming.”

- ROBIN COOLEY
Director, Wyoming Department of Workforce Services

RAPID EVOLUTION OF THE WORKSTREAMS

Overall Challenge: The composition of economic activities is not positioned to sustain a high quality of life across all parts of the state.



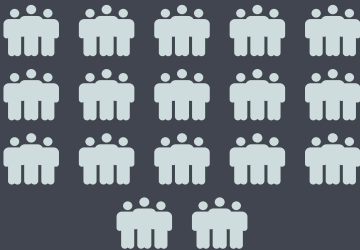
DECEMBER 2022
5 TEAMS

- Workforce
- Housing
- Complexity
- Energy
- Fiscal System



SEPTEMBER 2023
9 TEAMS

- Workforce
- Housing
- Complexity
- Energy
- Fiscal System
- Grants
- Assessment to Action
- Research & Development
- Entrepreneurship



NOVEMBER 2023
17 TEAMS + 26 PARTNER
ORGANIZATIONS

- Out-of-state workers
- Justice-involved workers
- Childcare-constrained workers
- Higher education
- Limitations on access to electricity
- Riverton
- Shoshoni
- Lander
- Hudson
- More to come...



ATTRACT A COMPELLING PROJECT

The constraints to economic development across Wyoming are as unique as our communities, so collaboration with local leadership is crucial. While we are developing the systems and tools to help Wyoming grow, it is the communities that will guide what levers have the potential to alleviate constraints to growth.

Given the diversity of Wyoming communities' resources, capacities, and needs, the Business Council is creating programs and processes that will help each community identify where they are, where they want to go, what they need, and how to achieve their goals. Together, we test our plans and adapt and repeat the process.

"The goal of Assessment to Action is to build a community's capacity for local development, creating a sense of momentum as they work toward their goals and address the constraints to their growth – it's the flywheel in action!"

- AMBER POWER

WBC Community Leadership & Engagement Manager




DIGGING DEEPER

Assessment to Action (A2A)

We developed the Assessment to Action (A2A) program to support local leaders, both elected officials and community leaders of diverse backgrounds, to realize their local economic development goals and initiatives. A2A introduces the concept of the economic growth flywheel and problem analysis to communities to help them identify specific barriers that have been obstructing their ability to attain local economic development goals.

In the fall of 2023, our team piloted A2A in Fremont County with five communities. Broken down into two phases of work, the first part of the program helps communities identify a problem statement, develop a short-term project, and craft an action plan for 90 days. The second part of the program is a more in-depth process in which the WBC supports a community as they take a specific project through the economic flywheel over a six to nine-month period.



"I attended the A2A Community Planning Workshop in Riverton with the hopes of getting a few nuggets of information regarding how I can better serve my community through economic development, and I am so thankful I attended. The benefits of learning to identify specific needs and tasks are immeasurable but, in a nutshell, I walked through the door of the workshop in the morning with a mental snapshot of my community in the future, and when I left the workshop, I held a cache of tools at my disposal, including an inventory of improvements, an itemized strategic plan to achieve the improvements, and a timed set of achievable goals for each improvement."

- SHERRY OLER

Mayor of the Town of Hudson

GATHER RESOURCES & PARTNERS



After identifying constraints and creating a plan or project, we need to bring together the appropriate partners and resources to expand our impact. Every project involves a community of people collaborating, along with different sets of resources from different sources. It's crucial to consider all the different resources and people necessary to bring to the table to be successful, building a coalition to understand how we all can help solve these problems.

DIGGING DEEPER

Cluster Development

Currently, the activities in Wyoming's economy are not positioned to sustain a high quality of life into the future. In contrast, healthy economies are made up of economic clusters. Clusters are geographic concentrations of companies and institutions that connect around a particular field. Economic clusters span across multiple areas, including workforce training and education, jobs, research and development, and manufacturing.

Wyoming is exploring cluster development in the areas of energy, technology, and controlled environment agriculture (CEA). In October 2023, the WBC organized a research and alignment trip to the Kansas City Metro area to observe and learn what cities, organizations, and businesses in the region are doing to enhance economic growth through industry cluster development, regional collaboration, and policy-making. More than 25 participants from the WBC, the University of Wyoming, the Wyoming State Legislature, plus members of the Governor's office and local economic development organizations met over several days with individuals from the Kansas City Area Development Council (KCADC), the Animal Health Corridor, economic development organizations, policymakers, electric utilities, and entrepreneurs.

The trip was a unique opportunity to see how the Kansas/Missouri region was able to use the traditional asset of cattle stockyards to grow the single largest concentration of animal health interests in the world. The Wyoming contingent spent time understanding how a collaborative vision drove the development of policy, higher education, and local economic development across an area of more than two million people to unite in creating this cluster.





“The Kansas City cluster development research trip was educational and inspirational. It helped UW to learn from a successful example of driving an innovative economic development engine through collaboration among economic development agencies, local community organizations, and educational institutions. The lessons learned will allow UW to improve some of its own programs and will strengthen our collaboration with the Wyoming Business Council in developing a cluster in the Cheyenne-Laramie area in industries of the future, such as controlled environment agriculture.”

- PARAG R CHITNIS

*UW Vice President for Research
and Economic Development*

“The trip provided a valuable perspective on economic development, particularly relevant to the state of Wyoming. One of the key takeaways for me was understanding how the Kansas City regional leadership successfully navigated and transcended the traditional adversarial dynamics that often exist due to state borders, like those between Kansas and Missouri. Their development of the livestock corridor is a prime example of transforming a traditional industry into a world-class economic ecosystem. This initiative not only reinforced the foundational economic structures but also spurred growth in other clusters such as architecture and technology.”

- MARK LAW

WBC Board Member



DO THE RIGHT PROJECT

Building a resilient economy is a complex problem, and too often, we focus on the symptoms of the problem rather than the root of it. Through the flywheel approach, we are focused on supporting projects that have gone through the steps of identifying their constraints, creating a plan, gathering partners and resources, and are ready to implement and test what they've learned. This way, the right project can make a big impact.

One project alone will not create resilience, but the right project can build local capacity and continue the flywheel process to spur economic development through the reinvestment of time, resources, and money.

DIGGING DEEPER

Housing Workstream

One of the most visible constraints to Wyoming's growth pertains to the lack of access to housing. Compared to similar economic markets, the housing market in Wyoming is more constrained



due to a variety of factors, including restrictive regulations.

While the state recognizes how critical a constraint housing is, individual communities are working to address regulatory issues that hinder development. And it's this focus at the local level that has the power to significantly move the needle on this growth challenge.

The City of Cheyenne is one community that recognized housing was going to be a problem and created an affordable housing task force to explore the issue. The task force, comprised of a diverse set of

community members, spent more than a year looking at codes and putting together recommendations that the city planning and

"(Task force members) truly are our community advocates and are going above and beyond what we asked them to do in order to help move these recommendations forward."

- CHARLES BLOOM

*Cheyenne Planning and Development
Department Director*



DAYTON, WY

development department has since been working to implement.

The task force was appointed with an end date in mind but continues to convene voluntarily as a “sounding board on the ground” to inform and advise the city.

In turn, the city has expanded its outreach efforts to capture input from various community stakeholders as they move forward with these initiatives. They are talking to contractors, local businesses, and individual homeowners to understand the challenges they face and what could be changed.

“The key for us was putting together an affordable housing task force and making sure everybody was at the table. People were really willing to get into the weeds. It’s the local development committee that’s going to make things happen. Our role was to understand the challenges and see how we can remove barriers to that development. We’re doing everything we can to reduce the cost of development so that we have more supply available, more options for people, which will also hopefully help with the cost of that supply.”

- PATRICK COLLINS
Mayor of Cheyenne



GENERATE LOCAL CAPACITY



Ultimately, every step of this approach involves building capacity on a local level in our towns and cities. In economic development terms, capacity is the amount an economy can produce with its current resources – growing capacity means increasing the capability of an economy.

In 25 years, we've grown our team from just those with WBC in their title to partners and stakeholders focused on the same goal in every corner of our state. We are connecting with leaders who are building resilient communities across Wyoming, ultimately building a team of thousands.

DIGGING DEEPER

The Wyoming Academy

The Academy was developed in collaboration with Leadership Wyoming to connect and grow leaders who are building resilient communities in Wyoming. The thirty-member inaugural cohort kicked off in June 2023.

Through four in-person visits to eight different diverse economies and locales around the state, leaders are exposed to local economic approaches, challenges and opportunities, diverse methods for creating capacity in a community, economic principles, and building skills to lead growth.

Wyoming Business Council CEO Josh Dorrell, University of Wyoming College of Business Dean Scott Beaulier, and Leadership Wyoming Executive Director Mandy Fabel introduce principles, challenge thinking, and provide new ways of looking at our Wyoming communities, the problems they face, and the solutions they are pursuing.



Photos Courtesy of Leadership Wyoming/The Academy



"In many aspects, I have already benefitted from The Academy experience. The contacts and the valuable knowledge from my new colleagues are not only helpful but a great way to gain energy and momentum to work harder to find solutions for tough problems within the city of Powell. Economic development is a long game, and takes time to build the foundation for success. Discussing these challenges during each session has provided better direction and conversation within the city already."

- JOHN WETZEL

Powell Mayor, Impact307 Business Counselor and member of The Academy's inaugural class

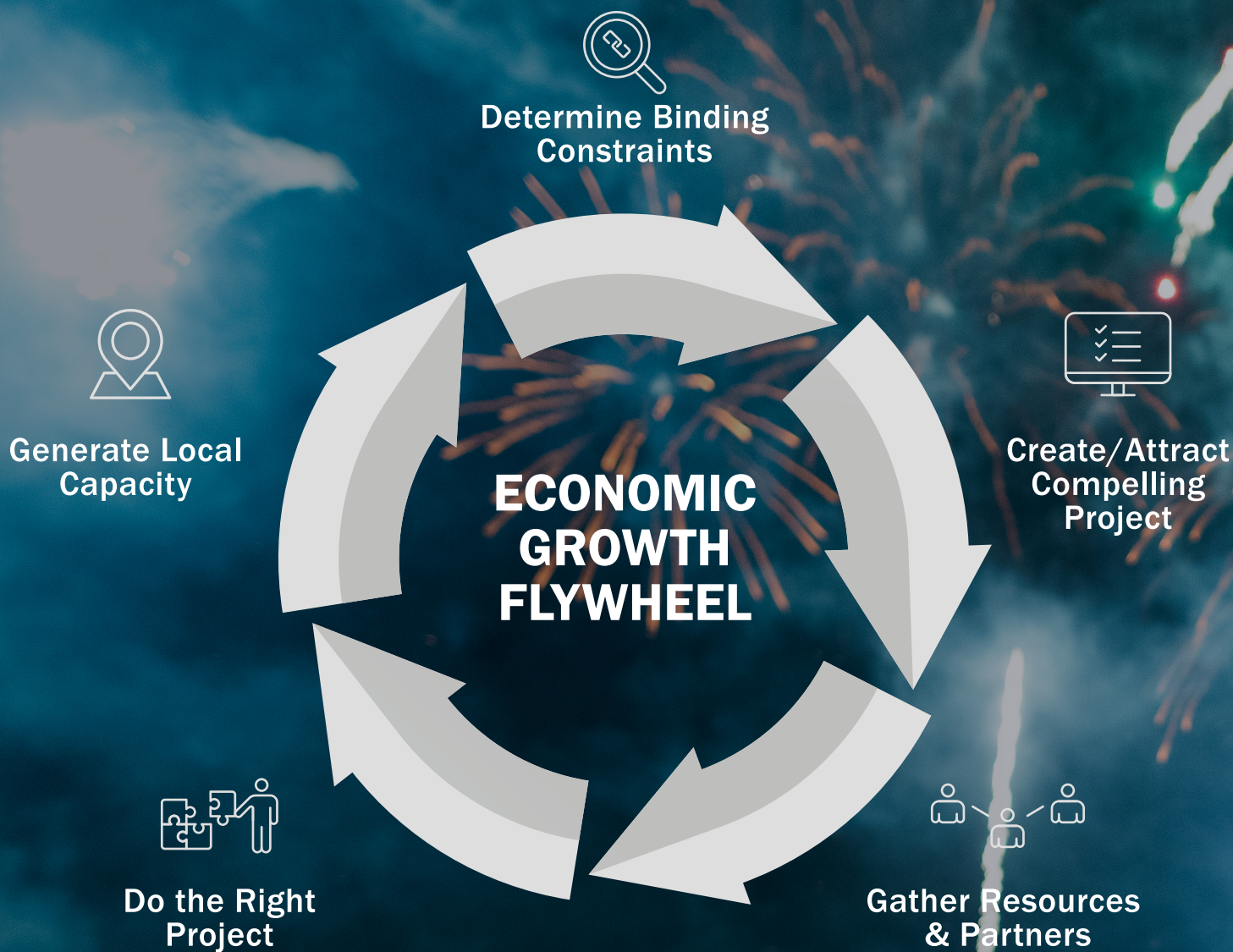


"The Academy takes the strengths of the Leadership Wyoming program and enhances it with valuable lessons in community and economic development. This line of work demands a slightly different set of tools, and through this experience, I've come to appreciate the talent and passion present across our state. It has instilled in me a real sense of optimism and gratitude for the impactful work accomplished and being undertaken by individuals in the past and today. I am confident that this program will contribute to strengthening community development across Wyoming and create a pipeline of talent for years to come."

- ROCCO O'NEILL

Director of Community and Economic Development for the City of Evanston and 2024 Academy participant





THIS WORK IS NEVER DONE.

Just when you think you've addressed a problem in one area, it's time to start on another challenge or problem. The cycle is never complete although we might get more efficient as we keep iterating. The "end" doesn't exist - this isn't for NOW ... it's much bigger than that.

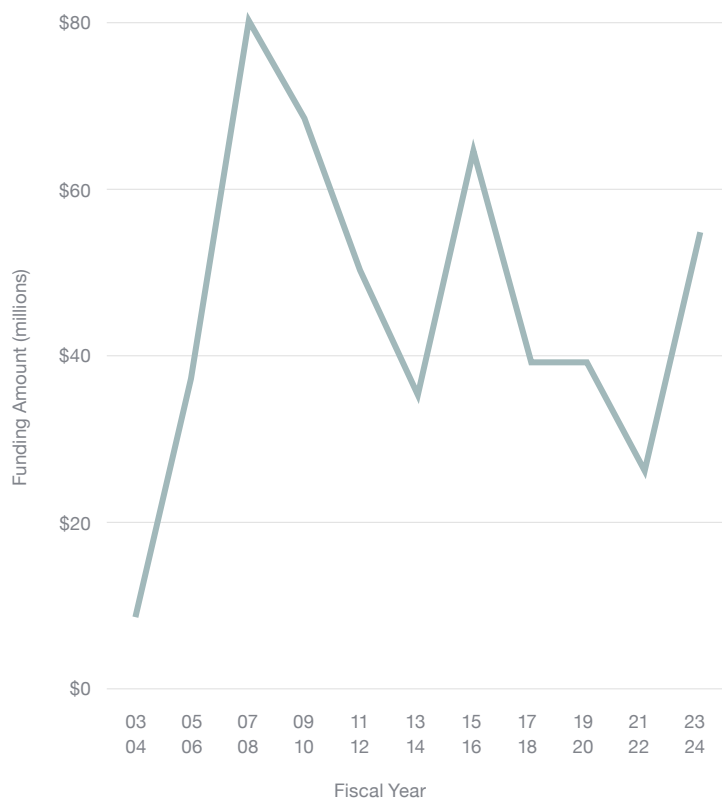


PROGRAM REPORTING

INVESTMENTS: BUSINESS READY COMMUNITIES (BRC)

The Business Ready Community (BRC) grant and loan program provides financing for publicly owned infrastructure that serves the needs of businesses and promotes economic development within Wyoming communities. The program has a lot of flexibility and application but to be effective, we must focus on opportunities that can move communities and the state forward. These opportunities move quickly so we must be prepared and agile and have enough funds available to take advantage of them when they arise.

BRC Funding Appropriation History



BRC Before and After: Better Outcomes for Communities and the State

	2016 - 2019	2020 - 2023	% Change
State Investment (grants and loans)	\$73M	\$70M	-4%
Outside Investment	\$27.6M	\$117.9M	+327%
Jobs	463	582	+26%
Average Hourly Wage	\$23.44	\$31.59	+35%
Local Economic Development Revenue	\$16.9	\$21.4	+27%
State Revenue Recapture	\$18.5M	\$22.3M	+19%

LEARN MORE
about BRC



WBC LOAN PORTFOLIO

The Wyoming Business Council's loan portfolio currently has 92 Loans totaling \$11,243,047 through Bridge Loans, Economic Disaster Loans, Natural Gas Fueling Infrastructure Loans, Succession Loans, and 50/50 Loans.

With the addition of the new Challenge Loans (Succession, 50/50, and Contract loans) in September 2022, loan inquiries have dramatically increased and the WBC Board of Directors approved three new loans in 2023.



LEARN MORE
about our loan portfolio

WYOMING VENTURE CAPITAL (WYVC)

Utilizing up to \$58.4 million approved by the U.S. Treasury's State Small Business Credit Initiative (SSBCI) program, the WBC opened applications for the Wyoming Venture Capital (WYVC) fund in April 2023. WYVC is designed to support the innovation and growth needs of entrepreneurs across the state through equity financing for Wyoming high-growth companies with an eye toward an exit in the future.

Utilizing two investment strategies – the Direct Strategy and Funds Strategy – to support the growth of Wyoming entrepreneurs, the program targets contributing 20 percent to selected funds or companies' fundraising rounds with a maximum of up to a 50 percent contribution, or \$5 million. Ultimately, both strategies are designed to support in-state companies and to help bridge the early gaps in startup equity funding.

WYVC received 68 applications for investment in 2023, totaling nearly \$150 million in investment requests, representing more than a third of a billion dollars in total financing rounds. As of early 2024, WYVC has directly invested in six Wyoming-based startups and is working to invest in Wyoming-focused venture capital funds in 2024.



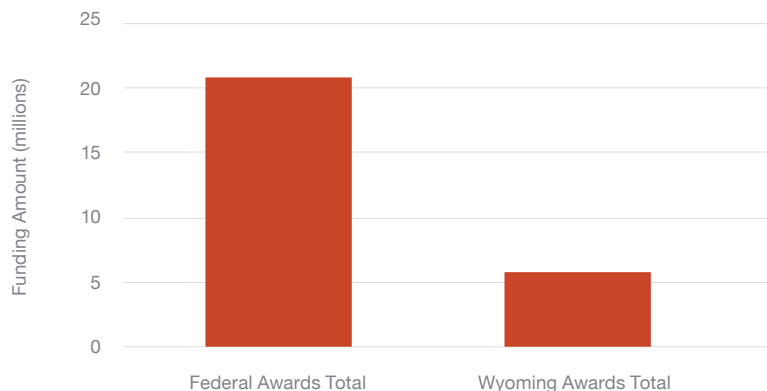
LEARN MORE
about WYVC

SBIR MATCHING GRANT

The Small Business Innovation Research (SBIR) program is a federal program coordinated by the Small Business Administration (SBA) intended to help small businesses conduct research and development (R&D). The aim is to spur technological innovation and encourage commercialization of the technology, product or service to stimulate the U.S. economy.

The Wyoming SBIR Matching grant has supported these innovation-driven companies since 2018 with the goal of further spurring economic development and diversification within state borders by matching federal grants with state funds. Since its inception, the program has leveraged just over \$20.7 million in federal investment, creating 191 high-paying jobs in Wyoming, with an average wage of \$27.65/hr (annualized salary of just over \$57,000 which includes intern and entry-level wages). As these companies continue to mature, their potential for creating additional high-paying jobs also grows.

SBIR MATCHING GRANT: LIFETIME AWARDS BY FUND



LEARN MORE
*about the SBIR
Matching Fund*

WYOMING MAIN STREET IN 2023

As a program of the Wyoming Business Council and Main Street America, Wyoming Main Street builds community capacity and fosters economic resilience by partnering with grassroots organizations to revitalize downtowns and create genuine place-based experiences.

10 
NEW BUSINESSES

\$808,200 
PRIVATE INVESTMENT

64 **64**
JOBS CREATED

 **\$183,000**
VALUE OF VOLUNTEER TIME

5,757 
VOLUNTEER HOURS



LEARN MORE
about Wyoming Main Street

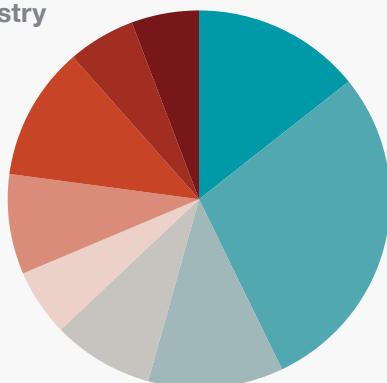
MARKET EXPANSION GRANT (MEG)

Since its inception in the early 2000s, the Wyoming Business Council's Trade Show and Market Expansion Grant (TSME) has helped local Wyoming companies explore new markets. Recently rebranded as the Market Expansion Grant (MEG), the program underwent significant changes in mid-2023 to more effectively support Wyoming businesses in accessing new, out-of-state markets. Companies may now apply for funds to cover various creative and unique market expansion activities and are not limited to attending trade shows.

The revamped MEG program offers enhanced flexibility, allowing companies to fully utilize the maximum grant award of \$4,000. This strategic shift aims to better equip businesses to overcome specific challenges related to market expansion. Since the publication of the new grant guidelines, the program has awarded 33 grants to 28 companies statewide, distributing nearly \$110,000. These funds have supported a diverse range of market expansion efforts from participating in large-scale trade shows and presenting at industry-specific conferences to improving targeted marketing strategies.

The overhaul of the MEG program reflects the Wyoming Business Council's commitment to evolving with the needs of Wyoming's business landscape, ensuring continued support for companies seeking new market opportunities.

Primary Industry 27 responses



- Retail Trade 14%
- Manufacturing 29%
- Other Services 11%
- Health Care and Social Assistance 8%
- Agriculture, Forestry, Fishing and Hunting 6%
- Professional, Scientific, and Technical Services 9%
- Arts, Entertainment, and Recreation 11%
- Information 6%
- Educational Services 6%



LEARN MORE
about MEG

BUSINESS RETENTION & EXPANSION (BRE)

Existing Wyoming businesses are the foundation of economic growth and diversification in Wyoming. The WBC recognizes that the success of these businesses supports both entrepreneurial ventures and our ability to attract new businesses. We have invested countless hours of research into issues that limit business expansion in the state and are working in group settings and one-on-one with local economic and chamber partners to provide education about the importance of BRE programming and encourage communities to include BRE efforts in their unique economic development strategies.

IN 2023, THE WBC:

33+

Funded over 33 Market Expansion Grants to Wyoming businesses to help facilitate market expansion in creative ways – from extending the shelf life of products to physically reaching new customers to pitching at industry-specific buyer matchmaking events.

15

Awarded 15 State Trade Expansion Program (STEP) grants, a program supported by the Small Business Administration and the State of Wyoming, to support Wyoming companies with expansion into export markets as close as Canada and as far away as Taiwan and Australia.

14

Supported 14 companies with WBC-provided space at large-scale trade shows such as SHOT Show, the National Restaurant Association Show, IWA OutdoorClassics, and Food Taipei.

4

Beginning in September, hosted four monthly meetings with local BRE-focused economic developers to discuss best practices, provide updates on trends, and share success stories.

3

Approved three loans to assist with retention and expansion costs of primary employers in core industries.

2

Approved two Business Committed Business Ready Community (BRC) projects supporting BRE efforts.

WYOMING TABLE

Wyoming is proud of our agricultural roots and we believe more buyers should have the ability to easily connect with high-quality, locally-made food and beverage producers. In August 2023, the Business Council launched Wyoming Table, an online directory designed to match Wyoming food and beverage producers with regional, national, and international buyers seeking Wyoming products.

The WBC is currently in the first phase of the project, encouraging Wyoming producers to post their products on the platform at joinwytable.com. Products can be filtered by product type or geographic location. The platform currently has more than 60 producers listed, covering every corner of the state and offering products from locally-raised beef to crisp ciders.

Stay tuned for the second phase of Wyoming Table where the directory will be made available to buyers from all over the state, country, and world.



LEARN MORE
about Wyoming Table

RECRUITMENT

Wyoming communities often lack significant funding, know-how, and marketable assets for out-of-state business recruitment. In 2023, the Business Council restructured our recruitment processes, doubling our capacity and providing increased opportunities for our communities to realize recruiting wins. In the past year, we focused our efforts on:

- Pursuing out-of-state companies through direct visits to plant sites around the country on recruitment missions.
- Bringing site selection consultants directly to Wyoming communities to promote our top-ranked business environment and our various assets for relocating or expanding companies.
- Pursuing more proactive recruitment through targeted industry visits, trade shows, conferences, and events.
- Developing relationships with decision-makers across a broad spectrum of sectors.
- Rebranding and enhancing our recruitment marketing efforts with updated materials that reflect our position as a premier destination for relocating companies.
- Honing our messaging to reflect the current operating environment and opportunities around the state.

As a result of these efforts, the Business Council recorded an unprecedented six recruiting successes in firearms manufacturing, controlled environment agriculture, and other advanced manufacturing sectors in this biennium.



LEARN MORE
about Why Wyoming



LEARN MORE
about the Breaking Through video series

COMPETITIVE SITE ANALYSIS

One barrier the WBC recruiting team continuously encounters is the availability of buildings and shovel-ready sites that are competitive in a nationwide site selection process. To address this, the WBC contracted with InSite Consulting, a nationally recognized site selection and consulting firm, to complete competitive site analyses across the state.

This year-long project offered communities the chance to put their sites through rigorous analysis using community-collected data similar to an RFI process we often see from leads and consultants. InSite provided coaching and training sessions for communities on how to build a local response team with utility partners, collect necessary data, and present it in a way that is digestible by a lead.

Approximately 25 sites applied for the program; 17 were accepted, 15 participated, and five were able to complete an in-depth study with site visits this past summer. InSite completed final deliverables with suggestions on how to assist these communities as they promote available sites, assuring the sites are truly ready for development and can be marketed for their highest and best appropriate use.

This process identified one major area of concern: many Wyoming communities do not have the necessary assets to be competitive in a national site selection process for larger-scale industrial projects.

Cheyenne is an example of a community that has built a system through partnerships with utilities, landowners, and the city, allowing it to put all the pieces together in a way that is attractive for development. However, most other communities have not been able to put those same pieces together at once.

Going forward, the WBC will continue to refine this process as we work to determine the most successful path in helping communities develop sites and be more competitive in site searches.



WYOMING BROADBAND OFFICE (WBO)

Our Wyoming Broadband team works directly with internet service providers, communities, businesses, and partners to better understand where broadband is and isn't, and we're focused on ensuring reliable, high-speed connections in every corner of the state. With support from contractors knowledgeable of the local, state, and federal broadband landscape, the WBO is planning and building a foundation of broadband programs and capacity to take advantage of state and federal funding to benefit all of Wyoming.

One example of these efforts is the **Connect Wyoming-Capital Projects Fund**. This past year, the WBO:

- Conducted a competitive grant program to distribute approximately \$70.5 million from the American Rescue Plan Act Capital Projects Fund (ARPA-CPF).
- Received 116 applications totaling \$325 million of requested funding, with an additional \$88 million in match funding.
- Funded 32 of the applications, totaling approximately \$70.5M.
- Serviced locations including 10,523 unserved and 4,494 underserved for a total of 15,017 locations. Once build-out is complete, these locations will be provided service at 100/20 Mbps download/upload.



A list of CPF applications and awards is available on the WBO website.

WBC TEAM

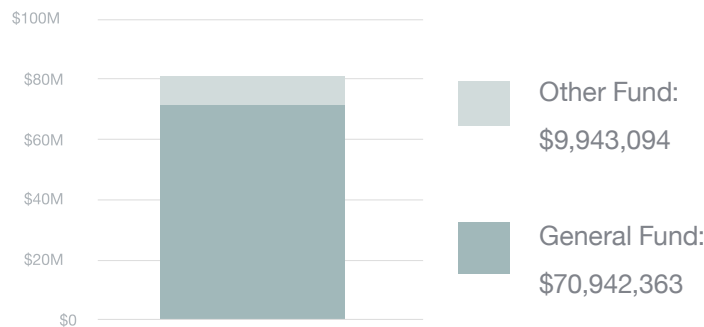
The Wyoming Business Council team is a group of nearly 40 leaders located throughout Wyoming who are identifying and breaking down barriers to a more resilient economy. We lead alongside fellow Wyomingites in the interest of locally crafted solutions. This is a long game; no shortcuts, quick fixes, or magic. To be successful requires grit, perseverance, and open mindsets.

PURPOSE: Our people and performance practices anchor solidly on aligning individual purpose with the organization's mission. This effort, however, is just the beginning of the journey that it is to work at the Wyoming Business Council.

PRINCIPLES: Knowledge and expertise are important, but mindset is essential for creating systems and solutions that can adapt and respond to ever-changing economic conditions. As a team, WBC leaders embody ambitious, resilient, and curious qualities.

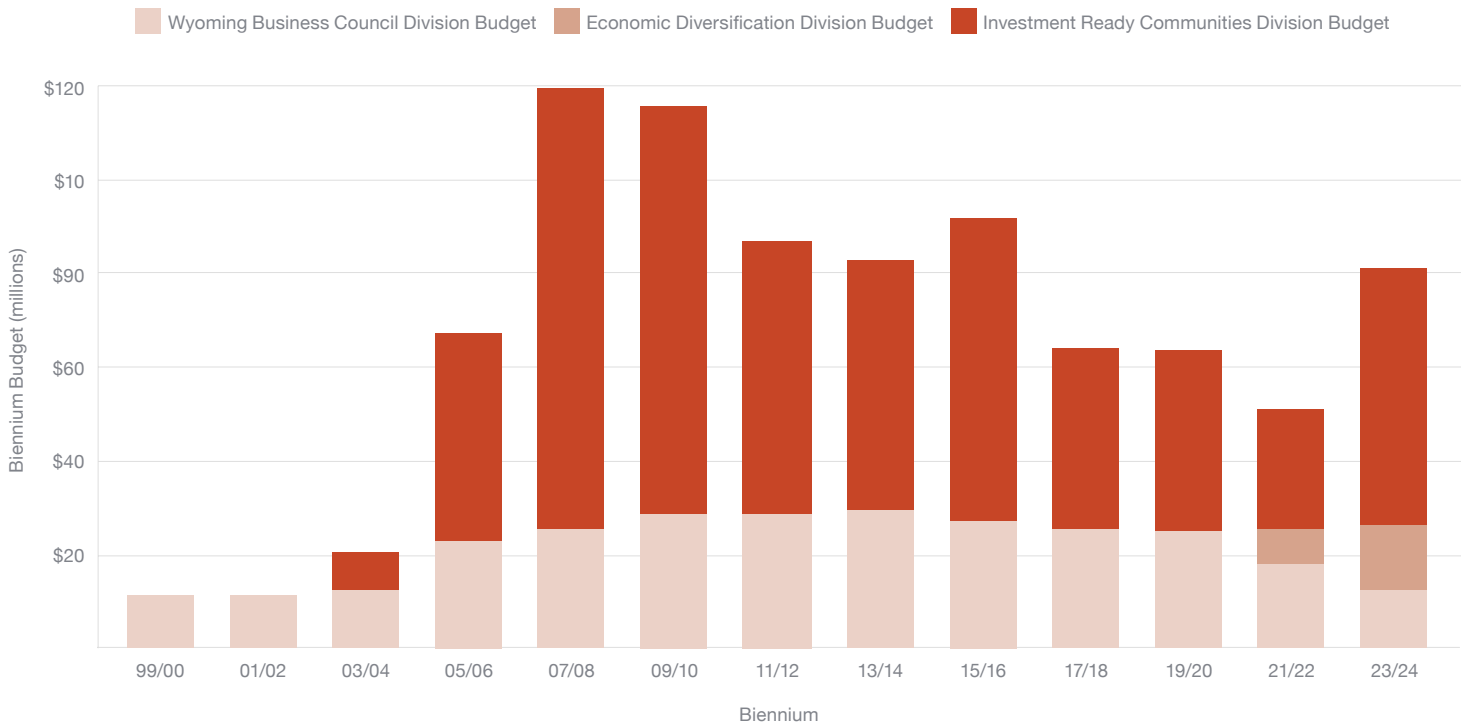
PERFORMANCE: The WBC is a growth-oriented organization where ongoing investment in professional development is the norm. To complement traditional educational opportunities, the WBC embraces continuous improvement ideals that are delivered internally through an Enlightenment Series where outdated leadership principles are busted, and opportunities to trailblaze are inspired.

23/24 BIENNIUM STANDARD BUDGET



WYOMING BUSINESS COUNCIL BIENNIUM BUDGETS

(Excludes One-time Appropriations through Other Legislation)







2023 Board of Directors

Governor Mark Gordon, Co-Chair

Kathy Tomassi, Co-Chair (Kemmerer)

Erick Arens (Laramie)

Chuck Brown III (Wheatland)

Kim Devore (Casper)

Elaine Harvey (Lovell)

Cindy Johnson (Green River)

Chuck Kenyon (Torrington)

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Mark Law (Sheridan)

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Derek Smith (Gillette)

Pam Thayer (Rawlins)

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