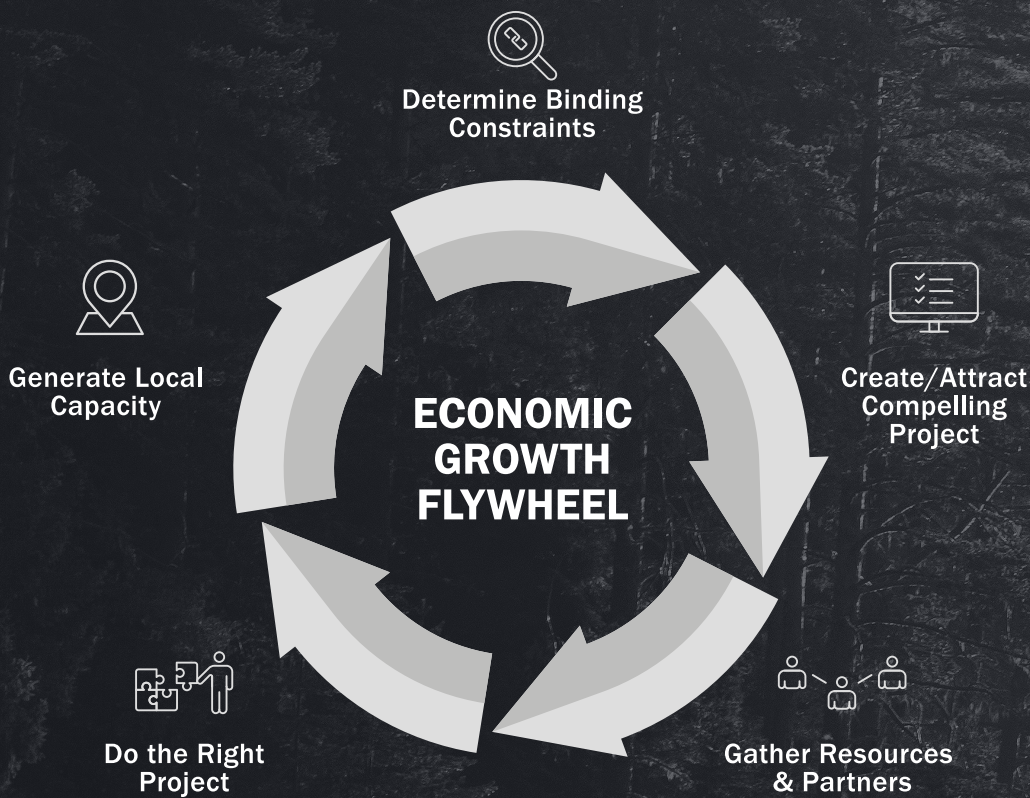


2024

ANNUAL REPORT



PROBLEM-FOCUSED, LOCALLY DRIVEN ECONOMIC GROWTH FLYWHEEL



IF THE FLYWHEEL IS JUST SITTING IDLE, IT CAN'T CREATE MOMENTUM OR CHURN. TENSION IS NECESSARY TO GET THINGS MOVING.

RISK AND OPPORTUNITY



**JOSH
DORRELL**

-
CEO
*Wyoming
Business Council*

The future is always uncertain. This is especially true in business and economic development. But one thing is certain: Leadership is essential.

We are in a time of enormous opportunity, and realizing opportunity requires taking bold action. To keep the communities we love thriving, we must build resilience, equip our communities and businesses with tools to innovate and grow, and secure Wyoming's future.

That is why, at the Wyoming Business Council (WBC), we are not defending the past, we are honoring it by always working to get better. We are not committed to our current ways of doing things, we are committed to growing Wyoming's economy. We are not waiting for someone or something to save our communities, we are acting now to encourage self-reliance. We have made progress by focusing on these things and are ready to keep growing our impact.

This approach requires trying things that might not work initially and learning from our actions to get them right. This might seem

risky, but, in reality, it is more responsible and efficient than continuing the status quo.

In Wyoming, we know this. Our great state was built by people who learned to adapt to changing seasons and harsh conditions. By pioneers who assembled teams and families to head for greater opportunities. By wildcatters who bet it all on a new industry for the chance to build something great.

Now, the risks look a little different. We are losing more than two-thirds of our young people, which means our businesses are struggling to find workers and our families are spread farther and farther apart. As Wyomingites have for generations, it is time to work together to take the risks to build resilience and create opportunities to keep our communities thriving.

It will not be easy, but it has to be done. Join us in building a future full of opportunity in Wyoming.

A handwritten signature in white ink, appearing to read "JDorrell", positioned below the text.

IDENTIFYING THE PROBLEM

THE CURRENT COMPOSITION OF WYOMING'S ECONOMIC ACTIVITIES CANNOT SUSTAIN A HIGH QUALITY OF LIFE ACROSS ALL PARTS OF THE STATE.

EXPLORE

*the Wyoming Comprehensive
Economic Development
Strategy (CEDS) Report*





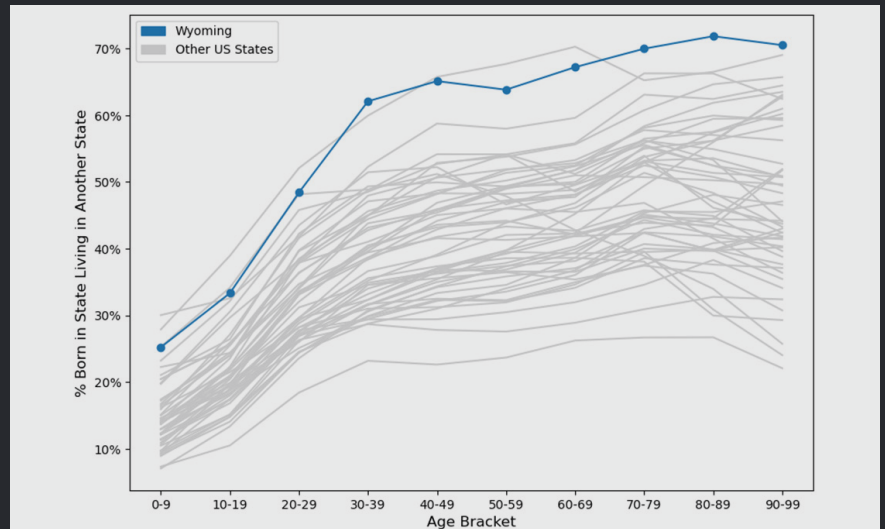
OUR CHALLENGE

LOSS OF KNOW-HOW

Wyoming faces a critical challenge: retaining the people our communities need to thrive. These are individuals who possess the passion to innovate and the knowledge to bring new ideas to life. When they leave, Wyoming loses their skills and potential to contribute to local industries.

Maybe more important is the effect this has on families. Through time, regardless of whether our core industries are booming or busting, our kids have been leaving for different opportunities elsewhere at a higher rate than almost any state. Some come back, but it's rare.

As a state, we must create an environment where innovators and professionals young and old see Wyoming as a place to build careers, start businesses, and invest in long-term growth. By fostering supportive ecosystems through programs, infrastructure, and economic incentives, we can keep and attract talent, ensuring diverse experiences, education, and approaches that can fuel our state's progress.



KEY TAKEAWAY

At almost any age bracket, Wyoming has the highest overall out-migration rate of any state. However, research conducted in 2022 shows that people tend to leave before they are 40 years old. This is especially noteworthy given how much Wyoming spends educating its youth. (Source: American Community Survey)



SHAPING WYOMING'S FUTURE

Daljit Kaur (center) and fellow University of Wyoming students share their perspectives about Wyoming and its future during a recent WBC-led panel discussion.

“The University of Wyoming has taught me to recognize and use the opportunities around you. My dad was able to see the opportunity here in rural Wyoming to grow and build a business, and we are still a state where hard work and taking a chance on your ideas can pay off.”

- Daljit Kaur, UW Accounting and Economics Student

This fall, the WBC and a core group of University of Wyoming (UW) students hosted “Shaping Wyoming’s Future: A UW Student Panel” at the College of Business. More than 100 attendees gathered to understand the needs and goals of young people and explore how Wyoming can retain young talent. The discussion featured UW students who shared their perspectives on what influences their decision to stay in the state, including job opportunities, competitive wages, and quality of life factors.

limited availability of “third spaces” – community-oriented spots like cafes, theaters, and bookstores where people can gather and connect outside work and home.

The event underscored that retaining Wyoming’s next generation requires a balanced approach, addressing multiple factors that affect quality of life and career potential. By listening and working together in our communities, we can continue to build environments where young professionals feel they can grow, thrive, and build lasting careers within the state.

Insights from the panel, along with a survey of more than 200 UW students, highlighted Wyoming’s strengths in entrepreneurship and potential for business growth. However, participants also pointed out challenges, particularly the

WATCH NOW!

*Shaping Wyoming’s Future:
A UW Student Panel*





Development is underway at Union Center Business Park in Evanston, Wyoming.

BOLD ACTION

Leadership is critical and required of all of us. Leadership calls for bold action and a willingness to step into the unknown.

Wyoming faces unique challenges, and sticking to our “comfortable lane” won’t drive the necessary progress. If we do only what is familiar, we miss out on opportunities. With the right approach and mindset, failures in the moment can allow progress to be made. The real failure is not trying. Without a willingness to experiment and adapt, we limit our potential.

SPOTLIGHT: AVALON PROJECT IN EVANSTON

Taking bold action often means facing more failures than successes, but each setback is essential to the journey. In December 2020, the City of Evanston was awarded a Business Ready Community (BRC) Business Committed grant and loan package to support the expansion and relocation of Avalon International Aluminum from Oregon. In 2023, Avalon pulled out of the project due to market uncertainties and other factors.

While the Avalon project did not ultimately land here, Evanston’s focus on installing critical, publicly-owned infrastructure allows another business – APEX Performance from Park City, Utah – to relocate and expand on the site. A crucial component to success was the community’s willingness to keep moving forward and adapting to change, the hallmark of a resilient community.

“Economic development is a process that requires calculated risk, and the only guaranteed outcome comes from doing nothing at all. Complacency poses a far greater threat than the risk of a project not unfolding as envisioned.

“Every project brings unique challenges. We rely on sound judgment, thorough due diligence, and careful evaluation of potential outcomes. If the projected net impact is positive, we move forward. I’d rather face criticism for taking risks than settle for maintaining the status quo. Mayor Williams and the City Council have given us a clear mandate to bring target industries to our community. These companies don’t get a blank check; they get an invitation to invest in Evanston. We promise that the infrastructure will support that investment.

“Though it didn’t turn out exactly as we envisioned, the Avalon project was a success. The city and WBC’s investment in infrastructure created a shovel-ready site that ultimately attracted APEX Performance. This Union Center Business Park expansion lays the groundwork for future industrial growth.”

- Rocco O’Neill, Economic Development Director at the City of Evanston

BE WILLING TO FAIL

Failure teaches us valuable lessons that fuel future success and innovation.

OVERCOMING CHICKEN & EGG PROBLEMS

Wyoming investors and startup community builders gathered for the inaugural WYVC Summit in Casper, Wyoming.

In Wyoming, we frequently encounter “chicken-and-egg” challenges, especially in economic development where growth hinges on resources that need growth to flourish. The role of government is not to “fix” things outright, but to bridge critical gaps when no one else can or will, to empower our communities, people, and businesses to innovate and grow on their terms.

Leadership, policy, and strategic investments are three tools in our toolbox we can use to affect change and support resilient communities, in addition to public awareness and education.

SPOTLIGHT: WYOMING VENTURE CAPITAL (WYVC)

Until recently, Wyoming faced the challenge that there was almost no venture capital available for Wyoming companies. Investors told us they could not invest here

because there was no deal flow. However, companies told us they could not grow or stay here because there was no access to equity capital to help them scale and provide introductions to other capital outside the state.

In 2021, the US Treasury made funds available to every state through the State Small Business Credit Initiative (SSBCI) to promote small business stability, growth, and success. Wyoming was eligible for the minimum amount of any state and we had a choice to use these funds for debt or equity financing. Small business debt financing was available in Wyoming’s private markets, but equity capital was stuck in a vicious cycle with deal flow. So, we chose to use the opportunity to add capital into the system to learn whether that might crack the chicken-and-egg challenge.

The WBC stood up the Wyoming Venture Capital (WYVC) fund to provide essential capital to Wyoming entrepreneurs and support burgeoning sectors such as technology, wildfire defense, healthcare, and energy. In just over a year, this experiment has increased both capital and deal flow in Wyoming. (See Page 17 for more info about WYVC)

By breaking the negative feedback loop between deal flow and capital, our goal is to unlock the private sector so capital markets can thrive on their own in Wyoming. Then, we will find the next vicious cycle that only outside intervention can break. We will apply the same strategic and surgical approach so Wyoming stays business-friendly and the government plays the appropriate role.



MEET WYVC RECIPIENT

Language I/O, in *Breaking Through* Episode 6

BUILD ON WHAT WORKS + RELATIONSHIPS

The opportunity to learn from each other and foster relationships has ripple effects.



Team Wyoming members from the WBC, University of Wyoming, Wyoming Department of Agriculture, and Cheyenne LEADS, talk about transforming ag-tech innovation through public-private partnerships at the World Agri-Tech Innovation Summit in London, England.

ROOM TO TAKE RISKS

Our state’s economy has been shaped by pioneers who embraced risk, faced challenges head-on, and often failed before they succeeded. Today, as we strive for resilient communities in every corner of the Cowboy State, we must embrace that same pioneering spirit, knowing that the path forward requires us to try new things, take risks, and oftentimes fail.

Providing room to take risks is essential to driving innovation and economic growth. When businesses and communities are free to experiment and take calculated risks, they are more likely to discover new approaches and solutions that lead to long-term success.

SPOTLIGHT: AG-TECH AND CLUSTER DEVELOPMENT

As a legacy industry, Wyoming agriculture is booming with innovations in technology, crop science, engineering, and data analytics – all of which require some degree of risk-taking to realize opportunities. Today, agricultural technology (ag-tech) is a booming global sector and we are keying on these innovations in the private sector and in conjunction with higher education.

Controlled Environment Agriculture (CEA) is a driving force behind the WBC’s cluster development strategy, which focuses on co-locating ag-tech firms to foster business relationships and boost productivity. Wyoming’s ag-tech cluster is a hub of possibilities where universities, governmental entities, agricultural associations, research institutions, technology pioneers, and visionary entrepreneurs converge. This partnership-driven approach cultivates the exchange of knowledge, harvests research breakthroughs, and facilitates the seamless transfer of cutting-edge technologies from the lab to the field.

Team Wyoming is providing strategic support, from trade missions to market expansion, so Wyoming’s businesses can thrive while remaining true to the state’s values and strengths.

EMBRACE CALCULATED RISKS

By embracing the risks and rewards of innovation, we create a landscape where failure is a step toward achieving big wins.



image credit: Mesa Solutions

INVESTMENT SPOTLIGHT

Not every project will be a success, but it's the hits that matter, not the strikeouts. Our focus is on supporting projects with the potential for significant returns that benefit communities in meaningful ways. By embracing the risks and rewards of innovation, we create a landscape where failure is a step toward achieving big wins for Wyoming's future.

We expect our investments to be catalytic, not life support. We know no amount of money can save a sinking ship. Rather than simply sustaining projects, we prioritize funding opportunities that have the potential to make a lasting impact and spark broader economic benefits and growth.

This shift has led to increased scrutiny of how we allocate resources. We're emphasizing loans over grants, setting clear expectations that investments should

remove barriers to growth and not rely on perpetual support, and encouraging shared risk-taking. We understand that with this approach, some investments will fail, and that's part of taking bold action.

Through our Business Ready Community (BRC) grant and loan program, we provide vital investment in public infrastructure – like roads and water systems – to support Wyoming's communities in meeting their development goals. These strategic investments empower towns to welcome new industries, grow existing businesses, retain local talent, and reinforce Wyoming's traditional economic strengths. However, money alone isn't enough; fostering a resilient economy requires leadership, bold decision-making, and support at every level.

Earlier this year, the WBC recommended and the State Loan and Investment Board (SLIB)

approved a \$9 million BRC grant to the Town of Evansville for public infrastructure support of Mesa Solution's expansion efforts. Mesa manufactures power generators that convert flared gas into usable energy. The company is poised to bring significant economic benefits to the Evansville/Casper area and support Wyoming's oil and gas industry.

This expansion strengthens Wyoming's foothold in traditional energy sectors and emerging industries like artificial intelligence (AI) and computing, which rely on scalable, low-cost energy solutions Mesa's generators can provide. The WBC's strategic focus on impactful, community-rooted investments reflects Wyoming's dedication to high-value economic development. By supporting homegrown businesses like Mesa Solutions, Wyoming promotes job growth and fosters long-term self-sufficiency and diversified revenue streams for



Image credit: Mesa Solutions

communities such as Evansville and Casper, ensuring a resilient future for the state.

Mesa plans to consolidate and expand its facilities into a new 220,000-square-foot plant. This project is expected to create 260 additional jobs, supporting local employment while establishing a facility that mitigates environmental impacts by utilizing flared gas as a low-cost energy source. The BRC investment enables Evansville to develop community-owned infrastructure and unlocks a 200-acre parcel surrounding the new Mesa plant, which can attract additional businesses and vendors, amplifying the economic impact. Annual economic impacts for Natrona County are projected to generate \$20 million.

“We learned a new perspective on projects. Normally, a project like this would be more of a Community Readiness project; however, our team was able to be innovative and invest less with a larger impact for both the project and the community. Evansville will now have an economic development-specific fund for future projects – a catalytic project for everyone involved with shared risk across all parties.”

- Bert Adam, Investment Director, WBC



EXPLORE
the 2024 BRC Report

NEW PERSPECTIVE ON PROJECT INVESTMENT

The Mesa Solutions project was a risk for the State of Wyoming, as the WBC had never done a Business Committed project quite like this before. Thanks to our team thinking differently about the project and outcomes, we took a calculated risk and anticipate great investment returns.





WBC PURPOSE

CREATE OPPORTUNITIES FOR NEW AND FUTURE GENERATIONS OF WYOMINGITES.

The Wyoming Business Council's approach to economic development focuses on identifying problems and breaking down barriers obstructing a more resilient economy. Collaboratively, we test, adapt, and repeat the process to develop locally crafted solutions and build self-reliance.

The WBC's talent strategy is all about individual purpose. As a team, when each of us is clear about our "WHY" and how that purpose helps the team achieve its mission, we all make greater strides together because the purpose is inherent and beyond the technical. While know-how is important in our development scaffolding, without the supporting existential pursuit of a reality greater than ourselves, a team of 40 cannot expand to a team of thousands driven to see Wyoming thrive.

As a team and individually, leading with purpose makes challenging work delightful and tough discussions necessary because there is meaning and choice.



MEET
the Wyoming Business
Council Team

OUR ASK:

BE BOLD

What risks should we prioritize next as we look toward Wyoming's future? What bold, transformative ideas should we try? We invite communities, entrepreneurs, and local leaders to push boundaries, enhance resilience, and lead meaningful change with us.

Partner with us to strengthen local problem-solving capabilities. We are not here to solve every challenge every community faces but instead, empower them to zero in on the problems THEY are working to solve before creating solutions. Building resilience starts with local initiative, vision, and the readiness to tackle tough issues head-on.

Embracing risk is essential to Wyoming's future. The highest risk we face is continuing to do what we've always done while expecting different outcomes. In economic development, there are no silver bullets. Real progress comes from trying new things, learning from failures, and adjusting our strategies. Failure is not a dead end; it's a valuable opportunity to improve, innovate, and come back stronger.

By prioritizing calculated risks and supporting initiatives that challenge the status quo, we are setting the stage for a Wyoming where communities, businesses, and industries thrive and adapt. **Now is the time to take that next bold step.**



GRANT & LOAN PROGRAM

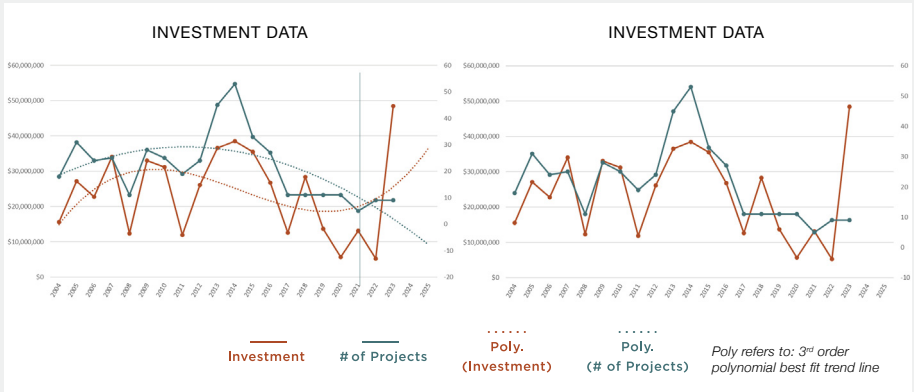
INVESTMENT PORTFOLIO

WBC LOAN PORTFOLIO: SUCCESSION FINANCING

The WBC designed the Succession Loan Program to help existing businesses transition ownership so they can continue to employ and service Wyomingites. When selling a business, there is a value to the business that is over and above the value of its current physical assets or what a bank refers to as the “blue sky” of the purchase price. This gap creates a large risk for traditional lenders and in many cases can cause financing to fall through or in the worst case, the business to eventually close.

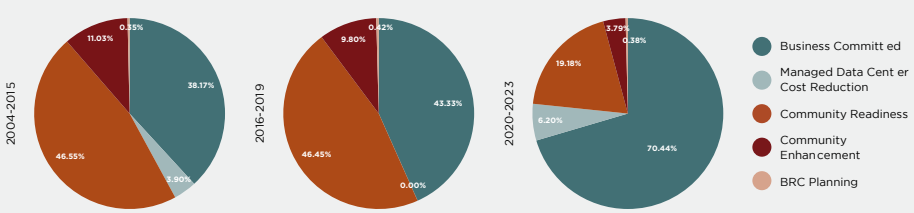
Succession Loans cover the blue sky and bring the deal together. Since the addition of the program in July 2022, the WBC Investment Team has made eight Succession Loans to support local businesses so they can continue serving their communities and employing 40 employees in the state under new ownership.

BRC INVESTMENT DATA: INVESTMENT PER YEAR



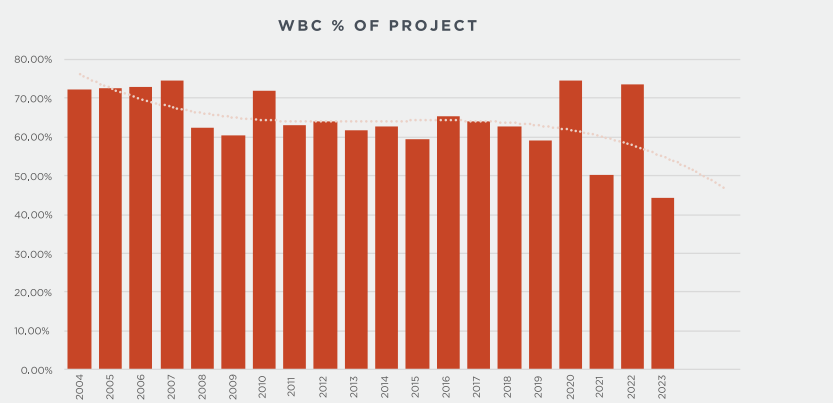
KEY TAKEAWAY: We are seeing fewer projects per year but making more substantial investments per project.

BRC INVESTMENT DATA: INVESTMENT BY TYPE



KEY TAKEAWAY: The WBC is making increased investments into communities with committed businesses instead of just “business potential”-type projects.

WBC % OF PROJECT FUNDING: OUTSIDE INVESTMENT



KEY TAKEAWAY: Outside investment from communities and businesses has increased over time while the percentage of BRC or state funding decreased, contributing to long-term sustainability

EQUITY AND STARTUP RESOURCES



COMMUNITY OUTREACH AND EDUCATION HAVE BEEN KEY COMPONENTS OF WYVC'S LAUNCH, ENSURING BOTH PROSPECTIVE PORTFOLIO COMPANIES AND PEER INVESTORS UNDERSTAND AND ALIGN WITH THE FUND'S LONG-TERM GOALS.

EXPLORE
the Wyoming Deal
Flow Report



WYOMING VENTURE CAPITAL

- Anticipate direct equity investment in eight portfolio companies by year-end
- Continued efficacy in attracting private capital to the state, averaging ~20 percent participation per investment round.
- First venture fund backed (Breakthrough Venture Capital)
- Launched inaugural 2023 Wyoming Deal Flow Report
- Presented at Kansas City Federal Reserve for regional US Treasury SSBCI conference to collaborate with peer jurisdictions and drive best practices
- Received Startup Ecosystem Rising Star award
- Positive outlook: Continuation of opportunities well-suited for the investment strategy

SMALL BUSINESS INNOVATION RESEARCH (SBIR) MATCHING GRANT

- 52 matching grants made over the lifetime of the program since 2018
- \$7.5M in matching funds against \$30M in Federal funds for a 1:4 ratio
- Contributed to funding 187 jobs, with an average annual salary of \$80,000
- Creation of WBC role to support growth and expansion of the program
- The overall goal for the path forward is to continue to support innovative companies within the state, encouraging R&D efforts into new industries and markets for the state

BUSINESS RETENTION AND EXPANSION-BRE

Existing 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 resources to better understand factors limiting business expansion in the state so we can work on the right problem. Through group settings and one-on-ones with local economic, Chamber, and Main Street partners, we are educating about the importance of BRE programming and encouraging communities to include BRE efforts in their unique economic development strategies.

FIND
locally-sourced
food & drink through
Wyoming Table



MARKET EXPANSION GRANT

Approved 32 Market Expansion Grants to Wyoming businesses to help facilitate market expansion in creative ways – from assisting with certification costs required to reach a certain customer segment to helping companies travel to industry-specific buyer matchmaking events.

STATE TRADE EXPANSION PROGRAM (STEP)

Awarded 13 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, Germany, and the United Arab Emirates.

ACCESS TO NEW MARKETS

- Supported nine companies with WBC-provided booth space at large-scale trade shows such as SHOT Show, Modern Day Marine, and IWA OutdoorClassics.
- Launched the buyer-facing phase of Wyoming Table in September 2024 and engaged food industry partners to assist with the continued onboarding of Wyoming-based food producers.
- Utilized partnerships with the Colorado Department of Agriculture, New Mexico Department of Agriculture, and the Western United States Agricultural Trade Association (WUSATA) to provide three Wyoming companies exposure to European food markets via an inbound trade mission.
- Continued to provide export support to the Asia Pacific Region through the Wyoming Asia Pacific Trade office in Taipei, Taiwan.



The Wyoming Business Council led a European trade and investment mission to the United Kingdom and Italy to learn more about global opportunities in agri-tech, entrepreneurship, and firearms manufacturing.

RECRUITMENT & SITE READINESS

Our WBC team is leading in recruitment and market expansion efforts. Thanks to bold action from the Wyoming Legislature that allowed us to increase our budget and team, we are pursuing unique initiatives that set Wyoming apart. We have taken risks to try big things that help communities be prepared for recruitment projects plus promoting Wyoming as a place where businesses can find success connecting with a more global audience.

EUROPEAN TRADE AND INVESTMENT MISSION

In the fall of 2024, the WBC recruitment team expanded its efforts on a global stage. While foreign direct investment has been in limbo in recent years, our team led a delegation of partners, from local economic developers, the University of Wyoming, and the Wyoming Department of Agriculture, to expand outreach to target industries across Europe. The focus of this is to continue creating an environment of innovation and research in

controlled environment agriculture, and advanced manufacturing in the firearms industry.

Wyoming was the first state to bring together firearms companies in Italy, connecting with industry leaders and learning from their expertise. This pioneering approach allows Team Wyoming to build relationships, attract industry insight, and strengthen our firearms and outdoor recreation sectors, a testament to our innovative spirit.



MEMBERS OF THE BUSINESS COUNCIL TOUR A SUSTAINABLE GREENHOUSE AT BRUSHCREEK RANCH IN SOUTHEAST WYOMING TO LEARN MORE ABOUT OPERATIONS, OPPORTUNITIES, AND ONIONS.

MEMBERS OF TEAM WYOMING VISIT WITH ITALIAN GUNMAKERS TO WITNESS THE ART FIRSTHAND AND UNDERSTAND THEIR VISION FOR POSSIBLE EXPANSION TO THE UNITED STATES DURING A RECENT EUROPEAN TRADE AND INVESTMENT MISSION.

ECONOMIC DEVELOPMENT READINESS AND SYSTEM PLANNING

In 2023, the WBC team worked with InSite Consulting to complete industrial site analyses across the state to help determine how competitive Wyoming's industrial and business parks would be in a nationwide site selection process. This project identified serious deficiencies in infrastructure and community capacity to be competitive for a major manufacturing project.

In 2024, we launched a second phase to help address the problems that were revealed during the

original work. The program will help communities with economic development readiness and system planning. Program outcomes include asset mapping to determine a community's resources, strengths, and capacities that can contribute to economic growth, and execution of development initiatives.

By systematically mapping these assets and resources, participating communities will gain a comprehensive understanding of their strengths and capacities for economic development. This understanding serves as a foundation for putting strategic education and systems in place to leverage assets to spur community growth and sustainability.

BREAKING THROUGH - STORIES FROM WYOMING PIONEERS

In December 2024, we released the latest video in our popular video series spotlighting Wyoming's exceptional businesses, innovators, and trailblazers. We are pleased to continuously market Wyoming through the perspective of successful businesses and communities.



MEET

the businesses, innovators, and trailblazers that bridge Wyoming's rich heritage with its bright future.

COMMUNITY & DOWNTOWN DEVELOPMENT

WYOMING MAIN STREET IN 2024

- Celebrated 20 years as a statewide program.
- Launched the “Wyoming Blocks” pilot program with a partnership between the WBC and Downtown Rock Springs that combined problem-driven iterative adaptation (PDIA) and a physical location to create more spaces for residents and visitors to enjoy downtown.
- Hosted a Best Practices Workshop in Alabama. The innovative, two-day mobile workshop placed Wyoming downtown leaders in new communities to learn about successes and lessons in implementing the Main Street Approach. Wyoming is a leader as the only state that hosts this workshop.

15
NEW
BUSINESSES



\$49.2M
PUBLIC INVESTMENT



40
JOBS CREATED



MAIN STREET IN FY2024

8,896
VOLUNTEER HOURS



\$12.8M
PRIVATE FUNDS FOR
BUILDING IMPROVEMENTS



Numbers are self-reported from nine Main Street communities' downtown districts, spanning July 2023 to June 2024.

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.



LEARN MORE
about Wyoming Main Street



COMMUNITY LEADERSHIP AND ENGAGEMENT

WBC’s Community Leadership and Engagement supports cities, counties, economic development, and business organizations in achieving their goals through tailored strategic planning services. We provided board training and coaching to strengthen governance and offer leadership and team development programs. We recently revised Rural Development Leadership and Community Grants to better focus on impactful economic development projects.

This revision included designing incentives for local leadership groups to integrate economic development into their programming by offering customizable economic development curricula. We focus on continually improving our programming to empower individuals and organizations to collaborate effectively, take meaningful action, and drive lasting change in their communities.

ASSESSMENT TO ACTION (A2A)

Perhaps our most recognizable, and newest program is Assessment to Action (A2A). A2A is a dynamic program designed to help communities and industries across Wyoming identify challenges, remove obstacles, and build resilient local economies. Launched as a pilot, A2A has proven its effectiveness by fostering collaboration, enhancing skills, and delivering tangible results.

The program engages participants in a 10-week process, starting with

a foundational workshop. Teams learn the economic growth flywheel approach to problem-solving, focusing on root causes and iterative solutions. A2A emphasizes planning, testing, and refining actions to drive sustainable economic growth and build local leadership capacity. With plans to scale, refine, and diversify the program, A2A is poised to make an even greater impact in the coming years.

OUTCOMES AND IMPACTS FROM A2A PARTICIPANT SURVEY:

Meaningful Change: Teams moved the needle on key issues, addressing root causes rather than symptoms.

- 100% said A2A was “very effective or effective in helping identify a root problem”.
- 100% said A2A was “very effective or effective in helping [teams] craft a project that directly impacts and makes progress” on the root problem.
- 80% said that they made “valuable headway on the problem”.

Increased Collaboration: The program fostered stronger relationships and teamwork, a critical foundation for future efforts.

- 100% said the A2A program “significantly improved or improved collaboration.”

Scalable Results: The A2A framework is repeatable, equipping communities and industries with tools to tackle ongoing challenges.

- 60% said they would use the A2A process to address other problems or issues; 40% were not sure.
- 60% said they definitely would participate in A2A if they had to “do it over again”; 20% probably would.

BROADBAND

Expanding broadband access across Wyoming is essential. Reliable internet connectivity allows our local businesses to compete, supports remote work opportunities and educational possibilities, and makes rural areas more viable for new ventures. By leveraging three distinct federal funding sources, the Wyoming Broadband Office (WBO) is making significant strides to strengthen broadband connectivity and infrastructure statewide, directly strengthening Wyoming's businesses and communities.

CAPITAL PROJECTS FUND (CPF)

This year, the WBO administered \$70.5 million from the American Rescue Plan Act (ARPA) funded by the US Department of Treasury's Capital Projects Fund for broadband development. These federal funds facilitated the connection of 15,017 locations in 16 counties with high-speed broadband access. Seven Wyoming-based broadband providers participated in the program.

BROADBAND EQUITY, ACCESS AND DEPLOYMENT (BEAD)

Wyoming was awarded \$348 million for rural broadband connectivity through the National Telecommunications

and Information Administration's (NTIA) BEAD program. Utilizing this funding, by 2030 over 47,000 Wyoming locations will be connected to reliable high-speed internet.

DIGITAL ACCESS

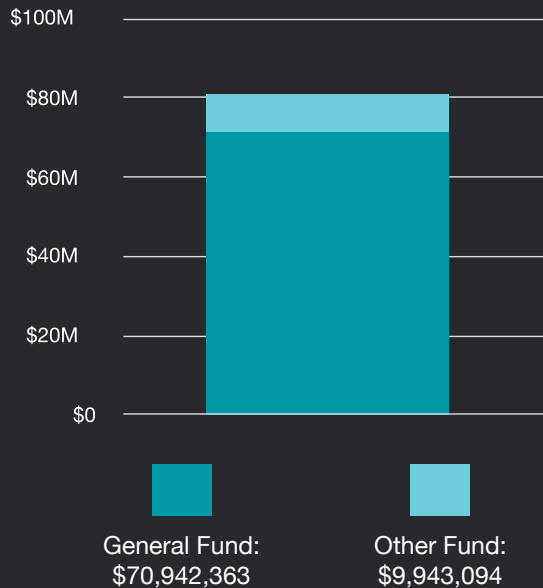
The WBO is partnering with the Wyoming Community College Commission (WCCC) to roll out the state's Digital Access Plan. The partnership with the WCCC will allow the WBO to focus the program directly on its core objectives of serving hard-to-serve populations and areas.

Wyoming's Digital Access Plan aims to increase digital literacy development at schools, libraries, workplaces, community colleges, and the University of Wyoming;

- Enhance online delivery of government services, particularly for covered populations such as veterans, people living in rural areas, people with disabilities, people with low literacy, English learners, racial and ethnic minorities, incarcerated individuals, and aging individuals; and
- Enables safe and secure online environments for Wyoming's citizens.

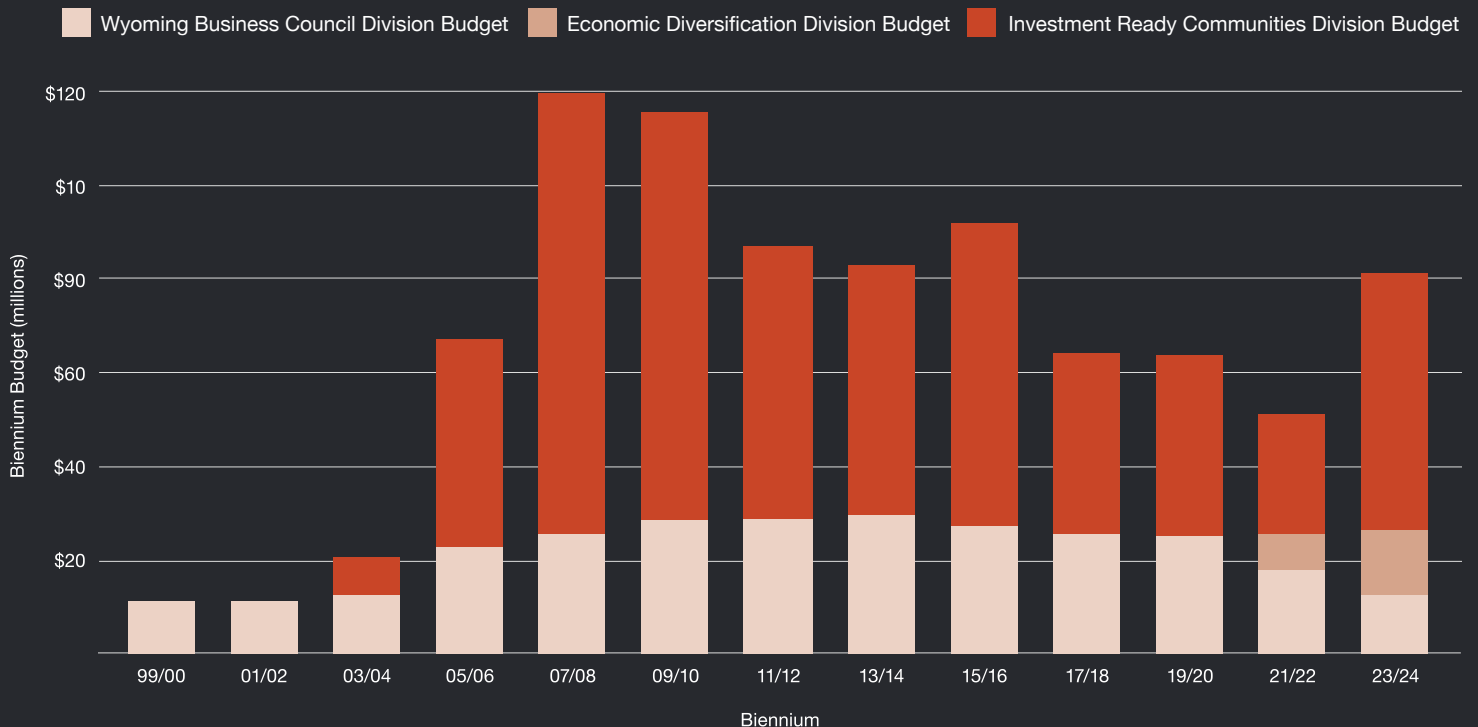
WBC BUDGET

23/24 BIENNIUM STANDARD BUDGET



WYOMING BUSINESS COUNCIL BIENNIUM BUDGETS

(Excludes One-time Appropriations through Other Legislation)





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