



# WYOMING COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

SUBMITTED 2024







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**WYOMING COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**





# INTRODUCTION



# EXECUTIVE SUMMARY

A [Comprehensive Economic Development Strategy](#) (CEDS) is a strategic planning tool used to guide economic development efforts. The CEDS is intended to guide decision-makers in their pursuit of economic and community development activities. The Wyoming Business Council has developed this CEDS to cover the entire state in lieu of smaller, organized [economic development districts](#) (EDD) because Wyoming does not have specified districts at this time for reasons explained in the [Economic Development District section](#).

**OVERALL, WYOMING'S ECONOMIC STRUCTURE HAS PROVIDED A HIGH QUALITY OF LIFE FOR MANY RESIDENTS AND AN ENVIABLE LEVEL OF EQUITY AND SOCIAL MOBILITY. HOWEVER, ITS RELIANCE ON FOSSIL FUELS LEAVES IT VULNERABLE TO ECONOMIC SHOCKS.**

Losses of jobs, income, access to opportunity, and funding for vital public goods and services like K-12 education could threaten Wyoming's ability to maintain a high quality of life - especially in smaller communities

which have borne the brunt of a shrinking population. **If left unaddressed, these issues could catalyze cycles of economic decline and negative impacts on health and community wellbeing that could become difficult to reverse.**

For a remote, sparsely populated state like Wyoming, it is imperative that its economic diversification strategies be carefully evaluated. **Wyoming must incorporate strategies and policies to create, support, and attract industries that are compatible with the state's small population**, as industries that occur in large metro areas are unrealistic to pursue. This CEDS highlights policy inputs that could address barriers to economic growth and quantitatively investigates community-specific opportunities ([See Appendix](#)).

To create the Wyoming CEDS, the WBC partnered with the [Growth Lab](#) at the John F. Kennedy School of Government at Harvard University (hereafter referred to as the Growth Lab) and employed current data and stakeholder feedback to create a three-pronged approach ([See Section I](#)) utilizing:

1. EXPERTISE
2. EDUCATION
3. EXPERIENCE

This approach to economic development focuses on identifying problems and breaking down barriers that obstruct the path to a more resilient economy. This approach also encourages collaboration while following a test, adapt, and repeat process to develop locally crafted solutions.

## KEY FINDINGS

Through various meetings, surveys, and listening sessions with statewide stakeholders, the CEDS team developed an economic development **SWOT Analysis**. Key findings are listed below and detailed in [Section I](#).

- **Strengths:** Tourism, Energy Industry, Low Tax Climate, Agriculture, and K-12 Infrastructure
- **Weaknesses:** Workforce, Housing Development, Geographic Challenges, Dependence on Energy Industry, and Low Population
- **Opportunities:** Tourism and Outdoor Recreation, Entrepreneurship, Technology and Innovation, Existing Infrastructure, and Education and Training Opportunities
- **Threats:** Resistance to Change, Housing Challenges, Tax Structure, and Infrastructure Challenges

## BARRIERS TO GROWTH

Based on extensive data and outreach, the WBC and its partners are focusing on five barriers to growth (goals):

1. **ECONOMIC DIVERSIFICATION**
2. **HOUSING**
3. **WORKFORCE AVAILABILITY**
4. **ACCESS TO CAPITAL**
5. **RESILIENT INFRASTRUCTURE FOR BUSINESS AND COMMUNITY GROWTH**

Each barrier to growth has a corresponding problem statement and potential action items to start working toward solutions. Each goal also includes an evaluation framework with short, medium and long-term measures ([See Section III](#)).

Finally, resources have been identified and included to support communities so they can utilize the CEDS to work toward their individual economic development goals.

**THIS CEDS REPRESENTS A SNAPSHOT IN TIME OF WYOMING'S ECONOMY, INCLUDING CHALLENGES AND OPPORTUNITIES, AND COMMUNITIES REFERENCING THE CEDS SHOULD ENSURE DATA AND DETAILS ARE CURRENT AS THEY PURSUE ANY FUNDING OPPORTUNITIES, SERVICES, OR OTHER RESOURCES.**

# HOW TO USE THIS CEDS

A [Comprehensive Economic Development Strategy](#), or CEDS, is a strategic planning document required to qualify for [U.S. Economic Development Administration](#) (EDA) funding assistance under its Public Works and Planning programs.

## THIS DOCUMENT:

- Details a statewide strategy
- Represents local economic development needs and priorities
- Recommends a regional approach to achieving sustainable economic development
- Provides additional information detailing strategic directions and action plans in [Section III](#) and the [Appendix](#) to support local economic development organizations and communities as they tackle their own unique challenges





## HOW IS THE CEDS DEVELOPED?

The CEDS was developed by reviewing current demographic and economic data, conducting outreach to communities and partners, and utilizing research and data from the Growth Lab.

## WHAT IS THE PURPOSE OF THE CEDS?

The CEDS is intended to guide decision-makers in the pursuit of economic and community development activities. The CEDS outlines the priorities that residents, businesses, nonprofits, and others have identified and provides a plan with goals, strategies, and action steps for growing and strengthening the state economy. Local governments, businesses, and other organizations can utilize the CEDS as a tool for planning and implementing new projects.

## HOW TO LEVERAGE THE CEDS?

- **Communities can seek funding** through federal, state, and local grants; public-private partnerships; and other sources to support priority projects and initiatives identified in this CEDS.
- **Allow for adaptability and flexibility.** Economic conditions and community needs may change over time. Allowing for adaptability and flexibility ensures that economic development efforts remain relevant and responsive to emerging challenges and opportunities.
- **Effectively communicate your goals, strategies, and progress** in relation to the CEDS to gain support from stakeholders and the broader community.

# ECONOMIC DEVELOPMENT DISTRICT: STATE OF WYOMING

THIS CEDS HAS BEEN DESIGNED TO COVER THE ENTIRE STATE. WHILE ORGANIZED DISTRICTS HAVE BEEN ACTIVE IN THE PAST, **THERE CURRENTLY ARE NO ACTIVE ECONOMIC DEVELOPMENT DISTRICTS (EDD) IN WYOMING** DUE TO WYOMING'S UNIQUE DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS.

## POPULATION DENSITY

Wyoming is the least populous state in the United States with vast expanses of rural and sparsely populated areas. This dispersed population makes it challenging to define traditional [economic development districts \(EDD\)](#) boundaries.

## STATEWIDE COORDINATION

Wyoming tends to coordinate economic development efforts at the state level through agencies such as the Wyoming Business Council.

## LIMITED URBAN CENTERS

Wyoming has few large urban centers compared to other states. EDDs often encompass multiple counties or municipalities to coordinate and leverage resources for economic growth. In Wyoming, the few urban areas do not cover enough population or economic activity to justify the establishment of EDDs under traditional criteria.



# HOWEVER, THERE IS AN OPTION FOR COMMUNITIES TO FORM AN ECONOMIC DEVELOPMENT DISTRICT.

## REGIONAL COLLABORATION

Identify towns, cities, or counties with sufficient economic synergies and shared interests and build connections. EDDs are designed to represent multi-county areas.

## REGIONAL ECONOMIC CENTERS

While Wyoming lacks large metropolitan areas, small regional economic centers could potentially anchor an EDD.

## DIVERSE ECONOMIC SECTORS

EDDs could help facilitate collaboration to promote growth in emerging sectors such as tourism, technology, renewable energy, etc.

## STATE AND FEDERAL SUPPORT

Establishing an EDD requires support and collaboration with state and federal partners.

## COMMUNITY ENGAGEMENT AND LEADERSHIP

Successful EDDs rely on active participation and leadership from local governments, businesses, educational institutions, and community organizations. Engaging stakeholders early in the process and fostering a shared vision for economic growth and prosperity is crucial.









SECTION ONE

# PROCESS & PROBLEM DEFINITION

# OVERVIEW: A THREE-PRONGED APPROACH WAS USED TO CREATE THE CEDS.

## PRONG 1 - EXPERTISE APPROACH

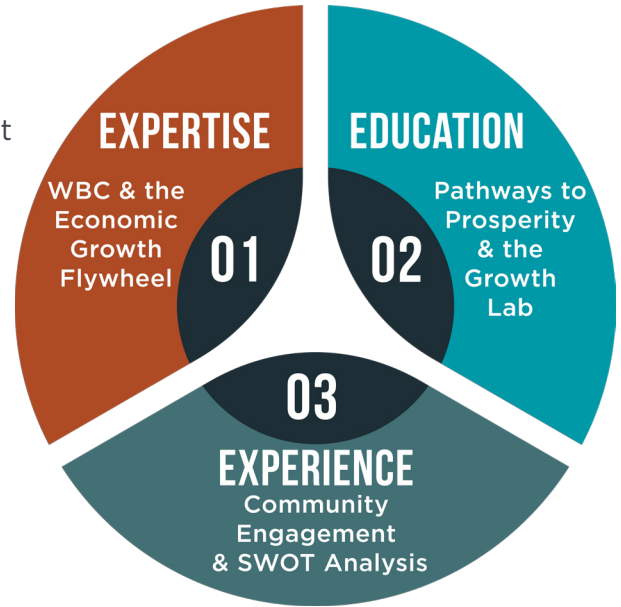
The WBC developed the Economic Growth Flywheel to generate local economic development momentum by focusing on the right projects and bringing the right people and resources together to address binding constraints.

## PRONG 2 - EDUCATION APPROACH

The WBC collaborated with the Growth Lab to investigate the significant barriers to growth that Wyoming is facing.

## PRONG 3 - EXPERIENCE APPROACH

The WBC engaged communities, businesses, nonprofits, and local leaders to gather qualitative and quantitative data as these partners are the most experienced in their respective communities.





# PRONG 1 - EXPERTISE APPROACH

## WBC & THE ECONOMIC GROWTH FLYWHEEL

As the economic development agency for the state of Wyoming, the WBC supports the development of self-reliant systems that can catalyze economic growth to build resilient communities and create opportunities for communities and people to thrive.

Through leadership, policy, and investments, the WBC stands firmly upon Wyoming's heritage while advancing entrepreneurship, business creation, recruitment, and diversification. The WBC envisions a future where traditional Wyoming values and innovation go hand-in-hand to create opportunities so communities can confidently withstand economic uncertainties and continue to thrive for generations to come.

The WBC considers growth synonymous with prosperity. Together with the Governor's Office and other state and local stakeholders, a focus has been placed on establishing economic systems that put more dollars into the pockets of the people of Wyoming by creating opportunities, opening markets, and building an environment where people, businesses, and communities are able to prosper.

## THE CEDS TEAM

### WBC TEAM



Heather Tupper



Amy Quick



Kiley Ingersoll



Noelle Reed



Brandi Harlow



Kaley Holyfield

## HARVARD KENNEDY SCHOOL GROWTH LAB



Eric Protzer

## TACKLING COMPLEX ISSUES & BUILDING LOCAL CAPABILITY

The WBC’s approach to economic development focuses on identifying problems and breaking down barriers that obstruct the creation of a more resilient economy. This approach encourages collaboration and a test, adapt, and repeat process to develop locally crafted and sustainable solutions.

This approach is a foundational shift in how economic development is executed in Wyoming. It is action-oriented and utilizes data to identify and break down barriers to economic growth. The WBC is focused on identifying policies and/or systematic

limiting factors that constrain state and local economies. This approach is not focused on short-term wins, but rather focuses on unlocking long-term systematic change through policies, investments, programs, services, and leadership.

### THE ECONOMIC GROWTH FLYWHEEL IS A CYCLICAL PROCESS DESIGNED FOR COMMUNITY AND STATE PARTNERS TO IDENTIFY CHALLENGES AND TEST SOLUTIONS.

It targets specific needs and involves working with communities on unique and complex issues while mobilizing local resources and partners to build self-reliance.



**Figure 1: The Economic Growth Flywheel** is not a WBC program or project, but rather a way of working that focuses on collaboration between state and local partners to build a “team of thousands” committed to breaking down barriers to growth.

-  **DETERMINE BINDING CONSTRAINTS**
-  **CREATE/ATTRACT COMPELLING PROJECT**
-  **GATHER RESOURCES & PARTNERS**
-  **DO THE RIGHT PROJECT**
-  **GENERATE LOCAL CAPACITY**

# PRONG 2 - EDUCATION APPROACH

## PATHWAYS TO PROSPERITY & THE GROWTH LAB

The WBC and various in-state partners began working with the Growth Lab in 2022 to identify and deeply understand the complex constraints to economic growth and to implement a problem-driven methodology that addresses Wyoming’s barriers to growth. These efforts are commonly known as “Pathways to Prosperity.”

## STAKEHOLDER MEETINGS

As a part of this work, the team held stakeholder meetings and conducted surveys to thoroughly understand the problems communities and businesses face and identify contributing causes. These stakeholder meetings took place between September 2022 and February 2024.

### TIMELINE OF THE STAKEHOLDER MEETINGS





SECTION ONE

TIMELINE OF THE STAKEHOLDER MEETINGS (CONTINUED)

FEBRUARY 2023

- **PARK COUNTY:** Local Economic Development, Businesses, Outdoor Recreation
- **WIND RIVER INDIAN RESERVATION:** Leadership, Wind River Development Fund
- **FREMONT COUNTY:** Local Community Leaders, Businesses, Community College, Elected Officials, Local Economic Development
- **CASPER:** Businesses, Local Economic Development

MAY 2023

- **CHEYENNE:** Governor's Office, Local Government, State Agency Partners
- **LARAMIE:** University Partners, University of Wyoming Students

JUNE 2023

- **SHERIDAN:** Grant Summit: Federal Partners, Local leadership from around Wyoming, Nonprofits
- **CASPER:** Local Government
- **GILLETTE:** Local Government, Contractors, Community Partners, Community College, Business
- **HULETT:** Local Government, Businesses, Community Leaders
- **CHEYENNE:** Housing Group, Local Government, State Elected Officials
- **LARAMIE:** Local Government

FEBRUARY 2024

- **SWEETWATER, SUBLETTE, & LINCOLN COUNTIES:** Childcare Discovery: Providers, Employers, Local Leaders



## SURVEYS AND LISTENING SESSIONS - SWOT ANALYSIS

After these meetings were held, additional surveys and listening sessions were conducted to collect more feedback and refine the problem.

### THESE INCLUDED:



#### **DECEMBER 2023** WEDA SURVEY

Survey conducted through the Wyoming Economic Development Association (WEDA). This survey focused on a Statewide Economic Development SWOT Analysis, as well as community-specific data needs.

#### **JANUARY 2024** LISTENING SESSIONS

Four (4) listening sessions were held virtually to further understand local challenges and refine the complex economic problem facing Wyoming.



#### **FEBRUARY 2024** PUBLIC REVIEW

The CEDS team conducted a SWOT Analysis with the WBC Board of Directors, WBC team members, and other stakeholders during a public work session.

# PRONG 3 - EXPERIENCE APPROACH

COMMUNITY ENGAGEMENT & STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

**A KEY COMPONENT TO THIS PROCESS WAS CONDUCTING EXTENSIVE OUTREACH TO COMMUNITIES AND PARTNERS AS OUTLINED IN THE EDUCATION APPROACH ABOVE.**

## IN-DEPTH ANALYSIS WITH WEDA

In addition to the numerous meetings held in various communities across Wyoming in 2022 and 2023, the team also conducted a survey and listening sessions to further inform the SWOT Analysis. These were held in

conjunction with the [Wyoming Economic Development Association](#) (WEDA), a statewide association representing nearly 200 economic development members and organizations. During this process, individuals representing 50 different entities across all regions of Wyoming shared their take on the strengths, weaknesses, opportunities, and threats facing the state. **Figure 2** shows the results of that in-depth analysis.

## PUBLIC REVIEW

Finally, the CEDS document was made available for public consumption and review in September 2024 after being presented at the WBC Board of Directors public meeting.





**Figure 2: Wyoming Economic Development SWOT Analysis** shows the results of the in-depth analysis by individuals representing 50 different entities across all regions of Wyoming.



# ADDITIONAL OUTREACH

## WIND RIVER INDIAN RESERVATION

Located in the west-central region of the state, the Wind River Indian Reservation is shared by two Native American tribes – the Eastern Shoshone and the Northern Arapaho. The reservation has a population of 26,130 people.

In 2023, the Growth Lab team held meetings with reservation members to better understand the reservation’s economy and potential economic opportunities for the area. Primary revenue sources currently include ranching, gaming, and outdoor

recreation. Prevalent challenges that were identified include tension between cultural preservation and large-scale development and the geographic distance from major population centers.

### THE THREE KEY AREAS FOR ECONOMIC DEVELOPMENT ON THE WIND RIVER INDIAN RESERVATION ARE FISHING, OUTDOOR RECREATION, AND HUNTING.

The reservation offers unique economic opportunities for Wyoming, especially surrounding the outdoor recreation and tourism industries. Specialized outreach will continue to ensure coordination and alignment.

In 2024, the EDA announced the Wind River Indigenous-based Economic Recompete Plan was awarded \$36 million through their [Distressed Area Recompete Pilot Program](#) (Recompete). These funds will be used to catalyze an indigenous-led ecotourism economy on the Wind River Indian Reservation and in Fremont County. This project will look into holistic investments in ecotourism, cultural preservation, workforce development, indigenous agriculture, health care expansion, and land sovereignty.



## DATA FOCUS GROUP

An additional area of outreach focused on better understanding the current availability and use of data to inform economic development actions.

Access to relevant data is essential for communities seeking to better understand their current economic makeup, identify future economic opportunities, and inform decisions. Grant applications require the usage of accurate data, so access to data also helps increase competitiveness when pursuing funding.

Because of the importance of data access, the WBC assembled a focus group of successful, Wyoming-based

grant writers to further understand how to increase access to useful data. The WBC surveyed the group to measure the demand for data and popular data sources.

### THE FOCUS GROUP HIGHLIGHTED THE NEED FOR EDUCATION ON HOW TO ACCESS DATA AND HOW TO USE IT TO SUPPORT ECONOMIC DEVELOPMENT EFFORTS.

Additionally, the focus group expressed the need for localized and community-specific data. Furthermore, because of the state’s low population, local data is not fully available or is extrapolated from very small sample populations.

## CURRENT DATA SOURCES IDENTIFIED BY FOCUS GROUP

SOURCE	FEDERAL, STATE, OR OTHER
U.S. Census Bureau	Federal
Federal Reserve System	Federal
National Center for Education Statistics	Federal
U.S. Bureau of Labor Statistics	Federal
Pew Research Center	Other
Wyoming Department of Administration and Information	State
University of Wyoming Center for Business and Economic Analysis	State
Wyoming Office of Tourism	State
Wyoming Outdoor Recreation	State
Wyoming Department of Workforce Services, Research and Planning Division	State
Wyoming Community Foundation	Other
Scholarly Journals	Other





# DATA NEEDS IDENTIFIED BY FOCUS GROUP

## LOCAL IMPACT DATA

- Information addressing the usage of local amenities, including economic impact

## LOCAL INDUSTRY DATA

- Information regarding the current strengths, weaknesses, and future growth of local industry
- Workforce related information

## INFRASTRUCTURE INFORMATION

- Availability, location, and capacity of infrastructure

## INVENTORY OF COMMUNITY ASSETS

- Listing of all assets and amenities in a community

## LOCAL DEMOGRAPHIC & SOCIOECONOMIC DATA

- Current and historic community composition (specifically age ranges)
- Commuting patterns
- Buying habits

# PROCESS & PROBLEM DEFINITION

These meetings and surveys, paired with substantial research on economic conditions and opportunities in Wyoming, including reports under [ENDOW \(Economically Needed Diversity Options for Wyoming\)](#), informed the Growth Lab team as they crafted [A Growth Perspective on Wyoming](#). This report is a situational analysis of Wyoming's economic position in the context of an evolving national and global economy, particularly after the emergence of the COVID-19 pandemic. It focuses on drivers of economic output and jobs.

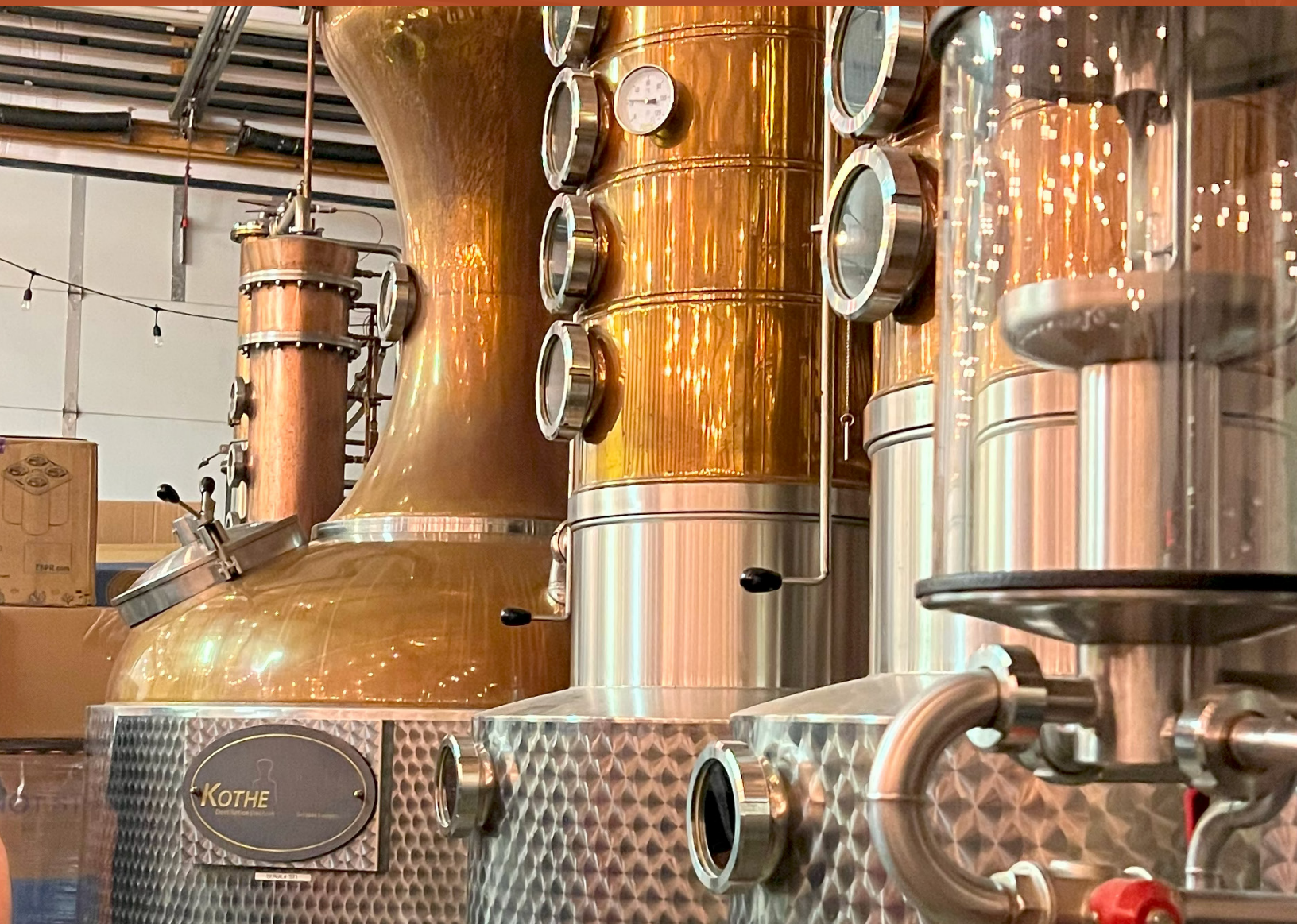
## THE CURRENT COMPOSITION OF WYOMING'S ECONOMIC ACTIVITIES CANNOT SUSTAIN A HIGH QUALITY OF LIFE ACROSS ALL PARTS OF THE STATE.

Additional growth engines will be necessary to support high quality of life across Wyoming and insulate against shocks. The routes to those new, additional industries will likely vary considerably by location.

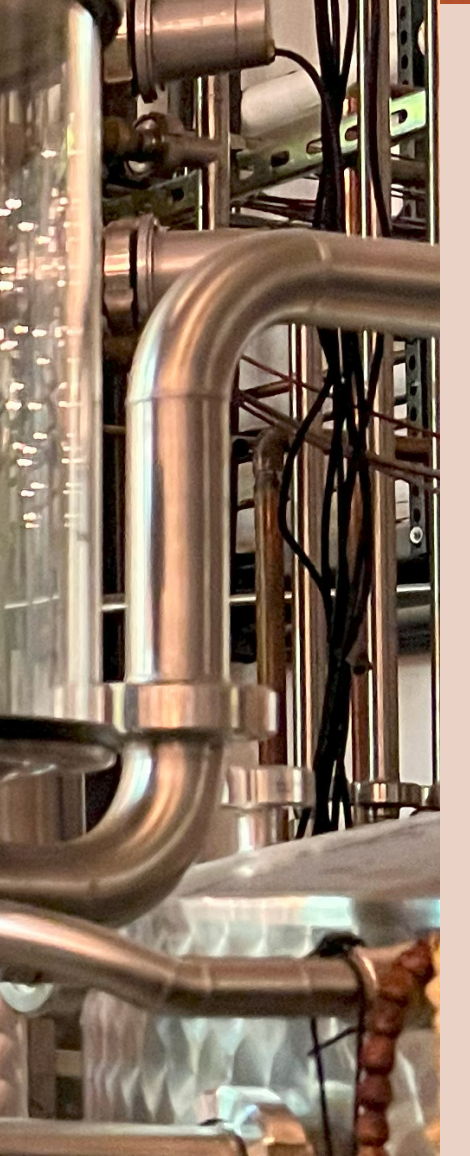
Some cities and larger towns in the state maintained growth through the post-2014 commodity bust in a variety of industries, and these growth engines could scale. However, these cities appear to be hitting observable constraints, including limited growth in housing supply to support a larger workforce.

Other towns and regions that have lost jobs, especially in mining and construction, without offsetting sources of growth will need to develop new drivers of tradable income that are consistent with their comparative advantages and disadvantages. These economies may have pathways forward that come through linkages with larger and more diverse economies inside and outside the state. They may, in many cases, benefit from innovative approaches from the state to support local economic sustainability/self-sufficiency, which is another consideration for supporting economic transformation and providing resilience.









SECTION TWO

# SUMMARY BACKGROUND



## DEMOGRAPHIC OVERVIEW OF WYOMING

Wyoming is a state located in the western United States known for its vast landscapes, rugged terrain, and small population. With approximately 581,000 people, **it is the least populous state in the United States.**

Wyoming's economy has relied heavily on mineral extraction, particularly coal, natural gas, and oil. Tourism is also a significant economic driver, thanks to attractions such as Yellowstone National Park, Grand Teton National Park, and Devils Tower National Monument. Because of this, the state offers a rural and outdoorsy lifestyle, and many residents and visitors enjoy activities such as hunting, fishing, hiking, and skiing. Wyoming also has a rich history

in agriculture, primarily in the marketing of beef cattle and sheep. This heritage industry continues to play an important role in the overall economy of the state.

Historically, Wyoming's economic structure has provided a high quality of life for most of its residents. However, its reliance on fossil fuels leaves it vulnerable to economic shocks.

**WITHOUT A DIVERSIFIED ECONOMIC PORTFOLIO, THE STATE RISKS LOSSES OF JOBS, INCOME, EQUALITY OF OPPORTUNITY, AND FUNDING FOR VITAL PUBLIC GOODS AND SERVICES.**



Collectively this could threaten Wyoming's ability to maintain a high quality of life - especially in smaller communities that have borne the brunt of a shrinking population.

**At almost any age bracket, Wyoming has the highest overall out-migration rate of any state.** However, research conducted in 2019 shows that people tend to leave before they are 40 years of age ([See Appendix, Figure 12](#)). This is especially noteworthy given how much Wyoming spends educating its youth.<sup>1</sup>



## MAKING THE CASE FOR ECONOMIC DIVERSIFICATION IN WYOMING

The economy of Wyoming is characterized by a long-standing strength in resource extraction, especially of fossil fuels, but limited diversification in other economic domains. Jobs and tax revenues from the fossil fuel industry have supported a high standard of living in Wyoming for many years.

The extent of Wyoming's reliance on fossil fuels is highlighted by its domestic exports per capita, as compared to neighboring states in 2017 ([See Appendix, Figure 13](#)). This is especially important to review because domestic exports (as

opposed to internal exports) constitute Wyoming's main source of tradable income. Coal and petroleum dominate Wyoming's domestic export basket, whereas surrounding states have considerably more diversified domestic exports of both manufactured and agricultural goods.

If global demand for fossil fuels significantly decreases, Wyoming's main source of tradable income would thus collapse. This is critical because tradable income, such as selling manufactured goods or financial services to another state, allows Wyoming to bring in revenues that can

<sup>1</sup> In 2021, Wyoming spent the most per capita of any US state on education, according to U.S. Census Bureau data compiled by the Urban-Brookings Tax Policy Center.





then be used to purchase goods and services from elsewhere. Economic effects could resemble what transpired during the bust of the global commodity supercycle over the past decade, but on a heightened scale.

From 2010 to 2020, Wyoming communities lost both jobs and earnings [\(See Appendix, Figure 14\)](#), with many of Wyoming's smallest communities bearing the brunt of this shift [\(See Appendix, Figure 15\)](#).

**THERE IS AN URGENT NEED FOR THE STATE OF WYOMING TO DEVELOP ADDITIONAL SOURCES OF TRADABLE INCOME. WITHOUT NEW ENGINES OF ECONOMIC PROSPERITY, WYOMING'S WAY OF LIFE COULD COME UNDER SERIOUS THREAT.**

However, developing these additional income sources poses a significant challenge because economic diversification is strongly related to industry and employment clusters in urban areas, yet Wyoming's largest towns only have approximately 60,000 people. [\(Figure 16 in the Appendix shows the relationship between total size and economic diversification<sup>2</sup> in U.S. Commuting Zones in 2016.\)](#)

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2 Economic diversification is measured here as the Inverse Herfindahl Index of employment concentration among tradable 6-digit NAICS industries in 2016. Specifically, the formula is as follows:  $HHI = 1 \div (\sum \text{employment share squared of each industry})$ .



**IMPORTANTLY, AS THE OVERALL POPULATION SIZE OF A PLACE INCREASES, IT DOES NOT DIVERSIFY RANDOMLY. DIFFERENT INDUSTRIES ARE COMPATIBLE WITH DIFFERENT LEVELS OF POPULATION.**

**FOR EXAMPLE:**

- Natural resource industries are compatible with small communities.
- Manufacturing is competitive in medium-sized communities.
- Sophisticated services like software development or biomedical R&D are most concentrated in large communities.

(Figure 17 in the Appendix shows 10 example industries that scale with population size in different ways.)

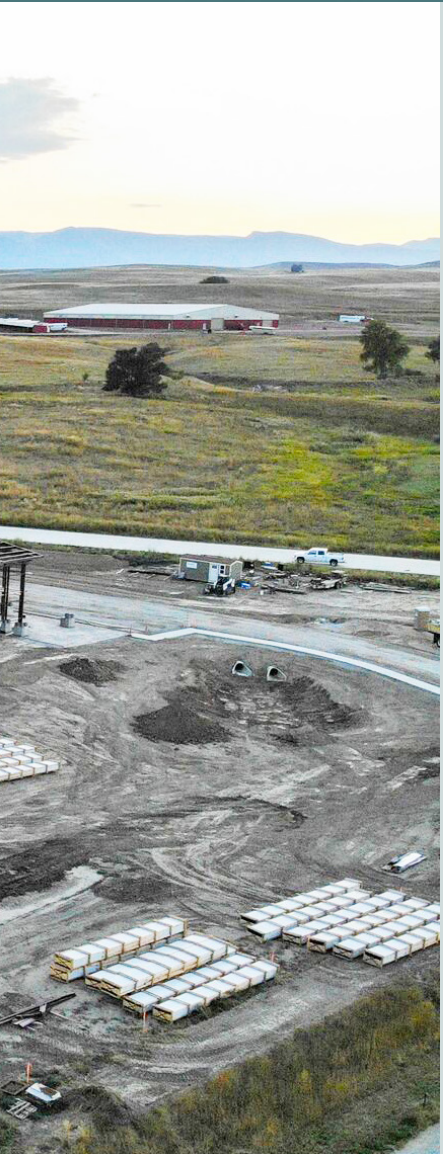






**WYOMING COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**





SECTION THREE

# STRATEGIC DIRECTIONS & ACTION PLANS

# STRATEGIC DIRECTIONS & ACTION PLANS

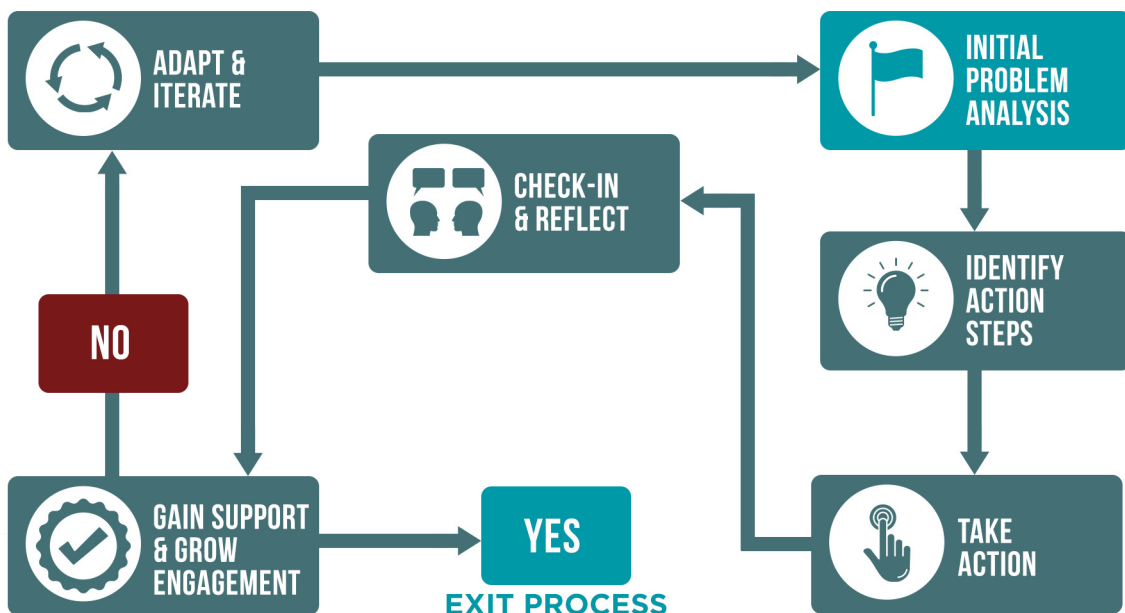
The strategic direction and action plans highlighted in this section build upon findings from the SWOT Analysis, community meetings, and surveys. This action plan also identifies the stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of local, state, and federal funds.

Suggested action steps generally follow the framework in **Figure 3**. This framework is based first on identifying the problem at hand and that each action leads to a result, which can be used as a learning experience to further refine next steps.

The WBC has adapted this framework into the [Economic Growth Flywheel](#), which is used in programs like [Assessment to Action](#) and other community and economic development resources. [\(See Section I for more information on the Economic Growth Flywheel.\)](#)

A recommended action process is [Problem-Driven Iterative Adaptation \(PDIA\)](#), which the WBC has been implementing with problem-solving teams across the state in collaboration with Harvard University’s Building State Capability team.

**Figure 3: Step-By-Step Action Process** delineates the suggested action process below.



## FIVE STRATEGIC GOALS

By using a problem-driven approach and working closely with state and local stakeholders, the WBC identified **five strategic goals, also referred to as workstreams**, for focus in this CEDS:

1. ECONOMIC DIVERSIFICATION
2. HOUSING
3. WORKFORCE AVAILABILITY
4. ACCESS TO CAPITAL
5. RESILIENT INFRASTRUCTURE FOR BUSINESS AND COMMUNITY GROWTH

## GOAL 1: ECONOMIC DIVERSIFICATION

**PROBLEM STATEMENT:** WYOMING’S COMPOSITION OF ECONOMIC ACTIVITIES IS NOT POSITIONED TO SUSTAIN A HIGH QUALITY OF LIFE ACROSS ALL PARTS OF THE STATE.

**As a small, rural state, Wyoming faces significant challenges in diversifying its economy.** It is unable to leverage economies of scale that other states can due to its lack of large urban centers, which limits the set of industries that are realistic for Wyoming to pursue. Methodology [\(as outlined in the Appendix\)](#) helps to identify industries that may best fit in Wyoming communities by

evaluating how remote versus central the commuting zone is for a given location.

These recommended industries should be considered a “first pass” of candidates that are possibly, but not necessarily realistic. Each community should strive to further investigate whether it possesses the exact economic capabilities needed to participate in a given industry.



## KEY THEMES

### DIVERSIFICATION IN LARGER COMMUNITIES

In general, larger communities have more diversification opportunities than smaller communities.

### MANUFACTURING CONCENTRATION

Many diversification opportunities are concentrated in manufacturing. However, not all manufacturing industries are the same, and it is important to be cognizant of which manufacturing industries are realistic diversification targets for individual Wyoming communities.

### THE CHALLENGE OF HIGH-END SERVICES

There are generally few diversification opportunities in high-end services. These kinds of industries tend to concentrate in large cities.

### REALISTIC INDUSTRY SCALE EXPECTATIONS

It is important to be realistic about the possible scale of the industry. In many industries, the most successful peer only has a few hundred jobs in that industry.

### LOCATION-SPECIFIC INDUSTRY ANALYSIS

Any economic development practitioner should take these recommended industries as a “first pass” of filtering for possibly useful industries. Each specific industry requires more location-specific work to understand how it could be realized.

This would include understanding how the industry succeeds in small, remote places and what economic inputs are missing from the Wyoming community in question to enable that industry.

### MYTH OF ADDING VALUE TO RAW MATERIALS

It is often suggested in popular media that Wyoming should diversify its economy by adding value to raw materials. In reality, raw materials are traded over long distances in the global economy, and production of downstream value-added goods depends significantly more on access to relevant workforce and supply chain inputs than local access to raw materials.

*For example, Western industrialized countries are top global producers of chocolate due to their long histories of chocolate artisanship. These chocolate-making skills are not easily traded across borders. Conversely, the tropical developing countries that produce most of the world's raw cocoa are not significant producers of the value-added product, chocolate.*

**WYOMING THUS CANNOT CREDIBLY  
RELY ON A STRATEGY OF ADDING VALUE  
TO ITS RAW MATERIALS IN ORDER  
TO DIVERSIFY ITS ECONOMY.**

## ECONOMIC DIVERSIFICATION ACTION PLAN

ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Resource-Related Economic Opportunities	<ul style="list-style-type: none"> <li>Wyoming Energy Authority</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Governor's Office</li> <li>University of Wyoming School of Energy Resources Toolbox</li> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Develop "All-of-the-Above" Energy Strategy.</li> <li>Develop community benefit plans in relation to applications for federal funding from the U.S. Department of Energy.</li> </ul>
Industry Cluster Development	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Governor's Office</li> <li>Various Industry Associations</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research to determine potential industry clusters around the state.</li> <li>Identify strategies to add value to those industries and cluster development.</li> </ul>
Manufacturing Industry	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Governor's Office</li> <li>Manufacturing Works</li> <li>Private Industry</li> <li>Regional Manufacturing Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Determine which manufacturing industries are good diversification targets for Wyoming communities.</li> <li>Create a plan to market to these industries and the companies within those industries.</li> </ul>
Outdoor Recreation & Tourism Economy	<ul style="list-style-type: none"> <li>Wyoming Office of Outdoor Recreation</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Office of Tourism</li> <li>WBC</li> <li>Local Destination Management Organizations/ Travel Councils</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategies to further the Office of Outdoor Recreation's mission to diversify Wyoming's economy by expanding, enhancing, and promoting responsible recreation opportunities.</li> <li>Identify key barriers in Wyoming.</li> <li>Identify opportunities for ecotourism, agritourism, and/or tribal tourism.</li> </ul>
Community Planning	<ul style="list-style-type: none"> <li>Community Leaders</li> <li>Local Economic Development Organizations</li> </ul>	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Assessment To Action (A2A) with communities and industry group.</li> <li>Increased number of local economic and community development plans.</li> </ul>

## GOAL 2: HOUSING

### **PROBLEM STATEMENT: WYOMING'S HOUSING MARKET IS CONSTRAINED TO A GREATER DEGREE THAN MANY OTHER PARTS OF THE U.S.**

As described in the [Note on Housing Constraints and Solutions](#) prepared in conjunction with the Growth Lab, **there is a serious undersupply of housing in Wyoming that comes with adverse economic consequences.** Many of these ramifications are well understood from anecdotes around the state such as the difficulty businesses and critical government organizations

(like education, healthcare, and law enforcement) have when hiring new staff because there are limited places for them to live. Citizens also anecdotally report that the high cost of housing relative to job market opportunities is a factor that causes young Wyomingites to leave the state. Importantly, there is quantitative evidence showing that Wyoming's housing shortage is very real.

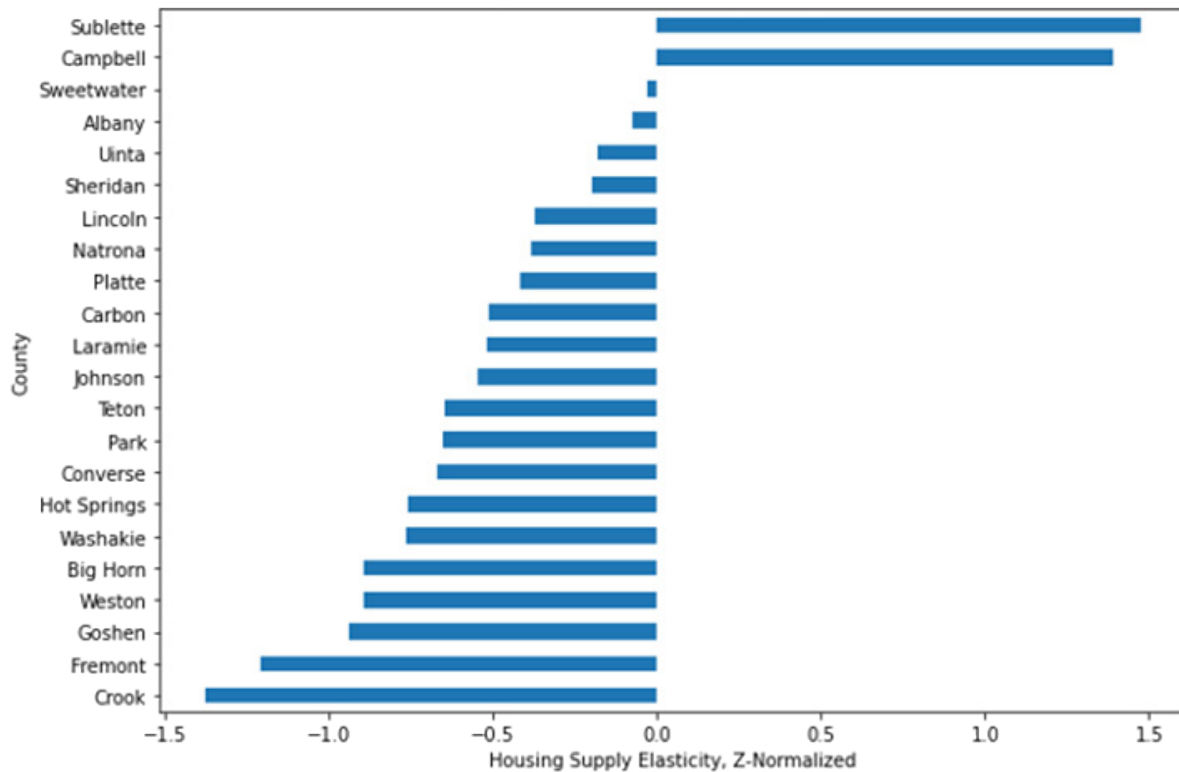




**Figure 4** shows the elasticities of housing supply to prices in Wyoming compared to other U.S. counties. Most Wyoming counties have a housing supply that is less responsive than

the average U.S. county. Sublette and Campbell counties are exceptions and show up as artificially responsive in the data due to the rapid construction of mining-associated man camps.

**FIGURE 4: HOW RESPONSIVE WAS NEW HOUSING SUPPLY TO PRICE IN WYOMING VS. OTHER U.S. COUNTIES, 2000-2019?**



SOURCE: GROWTH LAB'S CALCULATIONS BASED ON DATA FROM ZILLOW AND U.S. CENSUS BUREAU

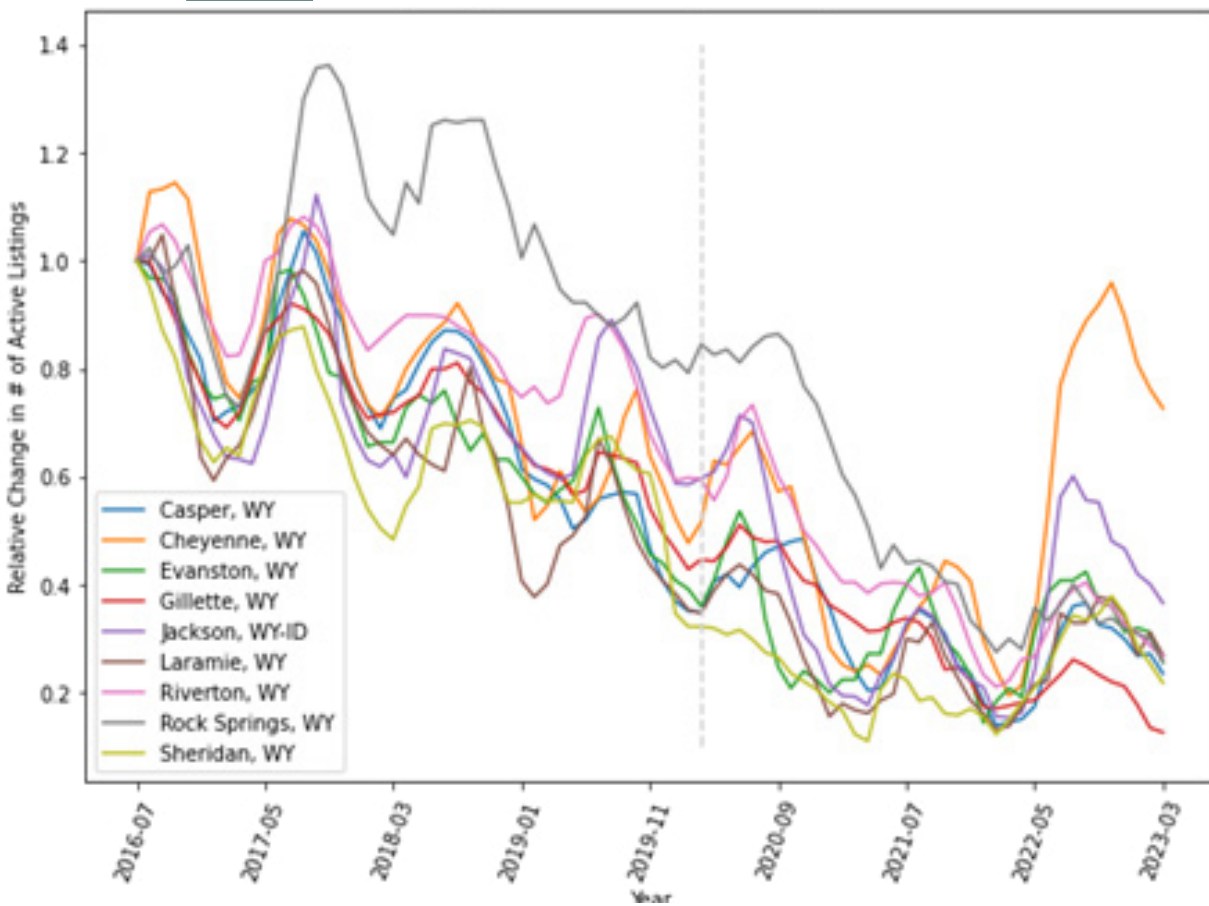
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In line with this unresponsiveness of supply, **Figure 5** shows how the **available housing stock on the market has been generally decreasing for several years in most Wyoming cities.**

**THIS UNDERSUPPLY HAS DIRECTLY LED TO THE UNAFFORDABILITY OF HOUSING PRICES.**

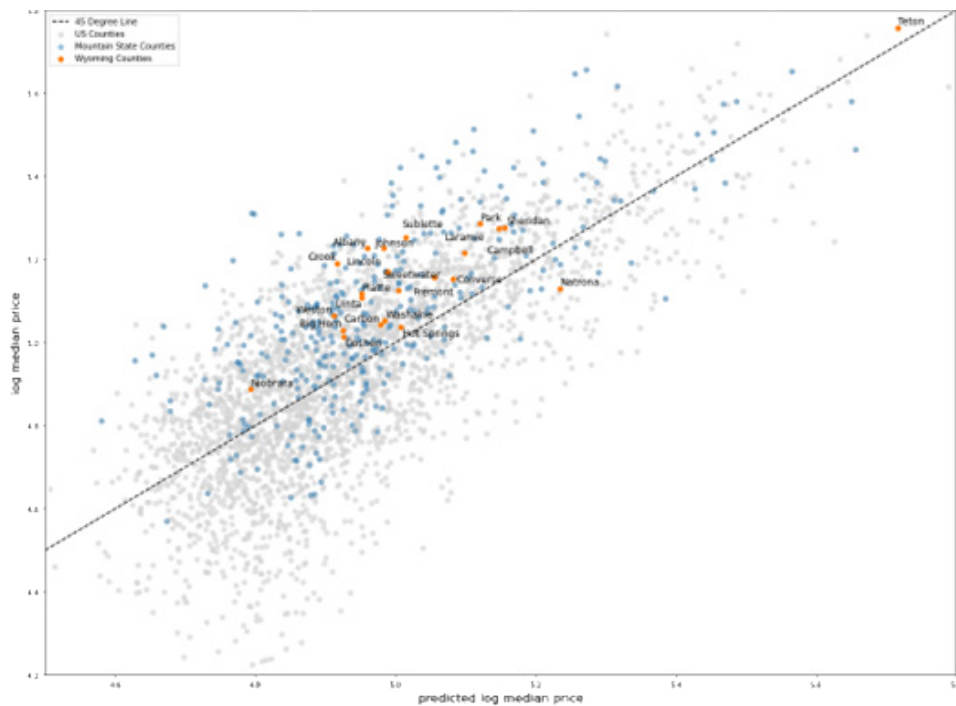
**Figure 6** on the next page shows actual house prices versus those statistically predicted given economic fundamentals such as population, population density, remoteness, and income per person in 2019. The results demonstrate that even before the COVID-19 pandemic, housing prices in almost every Wyoming community were above expectations<sup>3</sup> compared to similar U.S. communities.

**FIGURE 5: WYOMING'S RECENT HOUSING INVENTORY CRUNCH**



SOURCE: REALTOR.COM

3 Predicted housing prices are calculated using a multivariate regression model that includes population, population density, income per capita, and remoteness.

**FIGURE 6: ARE HOME PRICES ABOVE OR BELOW EXPECTATIONS? (U.S. COUNTIES, 2019)**

SOURCE: GROWTH LAB'S CALCULATIONS BASED ON DATA FROM ZILLOW, U.S. CENSUS BUREAU, U.S. BUREAU OF ECONOMIC ANALYSIS, & OPENSTREETMAP.ORG

The Housing Note identifies **the culprit for Wyoming's undersupply of housing as over-regulation combined with insufficient investment in arterial infrastructure**. A [2017 CATO Institute study](#) found that Wyoming is in approximately the top third of U.S. states that are most over-regulated as measured by the incidence of 1) zoning-related lawsuits and 2) land-use related lawsuits.

**IT IS VITAL FOR WYOMING COMMUNITIES TO OVERCOME THESE ISSUES AND EXPAND THE HOUSING SUPPLY IN ORDER TO IMPROVE AFFORDABILITY.**

While this is an overall state issue, local communities must find their own unique solutions as binding constraints may differ in each community.

[Recent academic research](#) suggests that **building more housing (even market-rate housing, sold at market prices rather than subsidized in some way) is a powerful tool to improve housing affordability for everyone in a community.**



# KEY THEMES

## REGULATIONS

Excessive regulations exist concerning housing density and insufficient investment in arterial infrastructure. There is evidence [\(documented in the Growth Lab’s Housing Note\)](#) that over-regulated minimum lot sizes are blocking the creation of supply to match free-market demand for houses with smaller amounts of land. Other areas of over-regulation include those concerning allowable housing types, building height, parking spaces per dwelling, and the housing approval process itself. Wyoming maintains restrictions that other states and countries have discarded as outdated and counterproductive.

## INFRASTRUCTURE

The most common cost driver undermining housing development is low public investment in arterial infrastructure, especially water systems. This stems from the limited availability of fiscal revenues for Wyoming towns.

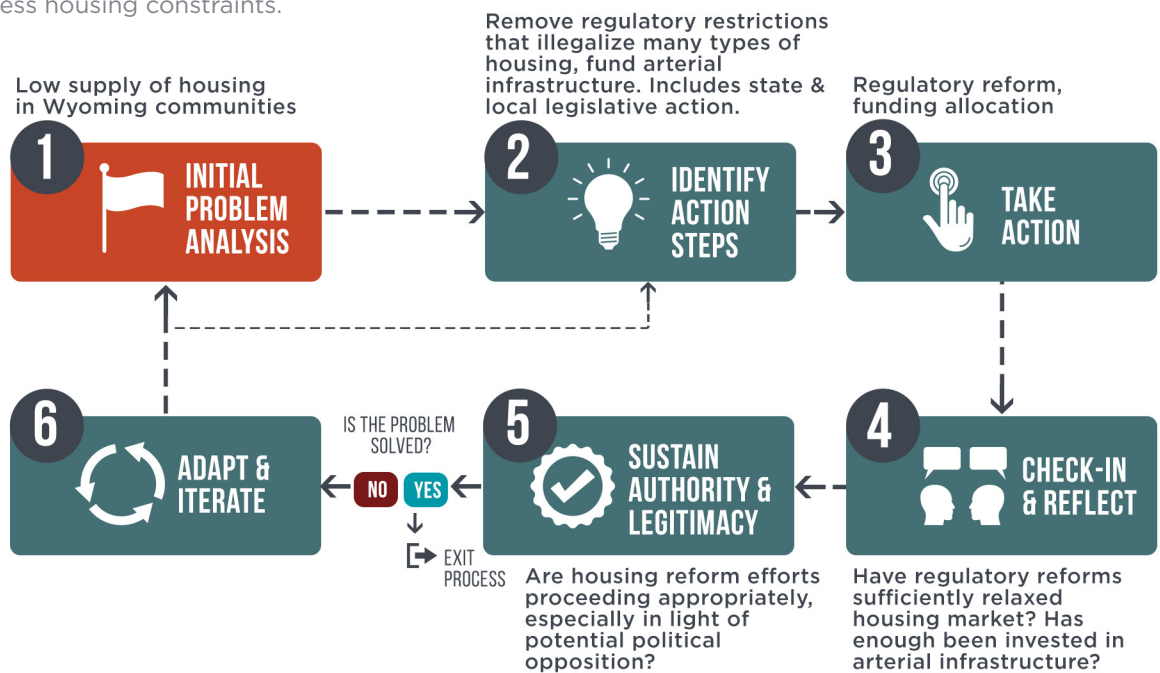
## LAND SUPPLY

In a few locations, land availability itself is a relevant issue impacting housing supply.

## MATERIAL AND CONSTRUCTION COSTS

Despite a common hypothesis that material and construction costs are a driver of the housing problem across the state, these costs are a recent global problem rather than a local problem for most of the state.

**Figure 7: Suggested Action Process** identifies steps that may be followed by state and local leaders to address housing constraints.



HOUSING ACTION PLAN			
ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Statewide Housing Needs Assessment and Statewide Housing Plan	<ul style="list-style-type: none"> <li>Wyoming Community Development Authority</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Housing Work Group</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">WCDA Housing Needs Assessment</a></li> <li>Housing Plan estimated completion Q4 2024</li> </ul>
Local Housing Regulations	<ul style="list-style-type: none"> <li>Wyoming Housing Work Group</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Community Development Authority</li> <li>WBC</li> <li>Local Decision Makers</li> <li>Local Planning Officials</li> </ul>	<ul style="list-style-type: none"> <li>Research and remove unnecessary housing regulatory restrictions.</li> <li>Determine and allocate funding for housing development projects.</li> <li>Review process and review systems to reduce excessive timelines.</li> </ul>
Land Supply	<ul style="list-style-type: none"> <li>Wyoming Housing Work Group</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Community Development Authority</li> <li>WBC</li> <li>Housing Groups</li> </ul>	<ul style="list-style-type: none"> <li>Determine if regulations are affecting land supply issues.</li> <li>Develop a plan to remove regulatory barriers (if needed).</li> </ul>
Material and Construction Costs	<ul style="list-style-type: none"> <li>Wyoming Housing Work Group</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Community Development Authority</li> <li>WBC</li> <li>Housing Groups</li> </ul>	<ul style="list-style-type: none"> <li>Identify key barriers within the state.</li> <li>Develop a plan to remove those barriers.</li> </ul>
Infrastructure Development	<a href="#">(See Goal 5)</a>		



## GOAL 3: WORKFORCE

**PROBLEM STATEMENT:** THE LOW AVAILABILITY OF WORKERS IN WYOMING PUSHES EMPLOYERS TO RELOCATE OUT OF STATE, PROHIBITS BUSINESSES FROM STAYING AND EXPANDING, AND DETERS BUSINESSES FROM RELOCATING TO WYOMING.

Wyoming is facing two distinct labor market challenges: in the short-term low workforce availability is a constraint while in the long-term job and wage growth have stagnated.<sup>4</sup> As described in [Section II](#), Wyoming has a historically low population especially compared to peer and regional

states. Wyoming's lack of population has generally been a constraint to business retention, expansion, and attraction. In addition, during a time of record low unemployment rates and a tight labor market, businesses are facing extraordinary circumstances to find and retain employees.



4 [Diagnosing Wyoming's Workforce Challenges](#) describes the state's workforce challenges in detail, including unpacking potential causes, and provides some potential opportunities to alleviate the challenge.

## IT IS MORE IMPORTANT THAN EVER FOR WYOMING TO ATTRACT NEW WORKERS, RETAIN EXISTING WORKERS, AND ENGAGE TRADITIONALLY MARGINALIZED WORKERS IN THE WORKFORCE.

There is also a correlation between Wyoming's housing challenges and workforce scarcity. To better understand

that intersection, please refer to [A Growth Perspective on Wyoming](#).

As a result of this, the WBC has identified four strategies (also referred to as workstreams) to address key labor pools that take into account the number of workers that are available (high labor impact) and the societal benefits of engaging these workers (high societal impacts).

## STRATEGIES TO ADDRESS FOUR KEY WORKER POOLS

### OUT-OF-STATE WORKFORCE

This strategy focuses on attracting workers to Wyoming, specifically workers who were born and/or raised in the state and left for other education or job opportunities, as well as individuals who do not have a tie to the state but seek to relocate.

### JUSTICE-INVOLVED WORKFORCE

This strategy focuses on integrating justice-involved individuals into the workforce upon re-entry from incarceration and employing individuals on probation and parole.

### CHILDCARE-CONSTRAINED WORKFORCE

This strategy focuses on increasing access to childcare for individuals facing childcare constraints that limit their workforce

participation. Two useful reports are available that dig deeper into Wyoming's childcare challenges:

- [White Paper on Childcare Supply in Wyoming](#)
- [Childcare in Wyoming: A Business Problem with Business Solutions](#)

### HIGHER EDUCATION WORKFORCE

This strategy focuses on strengthening the retention of Wyoming's higher education graduates from the University of Wyoming, the community college system, and trade schools and ensuring curricula are meeting the needs of in-state businesses.

## PARTNERS FOCUSED ON THE FOUR IDENTIFIED WORKER POOLS

### WYOMING DEPARTMENT OF WORKFORCE SERVICES

The [Wyoming Department of Workforce Services](#) (DWS) works to help Wyoming communities adapt and thrive by providing livable wages for families through sustaining income, fair and legal employment, enforcement of child labor laws, legal payment of wages, and a safe working environment for Wyoming workers. DWS also assists Wyoming businesses and serves a variety of clients, including employers, employees, injured workers, job seekers, individuals with disabilities, families working toward earning self sustaining wages, healthcare providers, childcare providers, parents of young children, older workers, veterans, individuals seeking social security disability benefits, training providers, youth, and more.

### WYOMING DEPARTMENT OF CORRECTIONS

The [Wyoming Department of Corrections](#) (WDOC) contributes to public safety by exercising reasonable, safe, secure, and humane management, while actively providing offenders opportunities to become law-abiding citizens. WDOC has been working with the Department of Workforce Services, which was recently awarded the Pathway Home 3 Grant. According to a [2022 press release](#), this

grant provides “justice-involved individuals and incarcerated adults with critical skill building and support services prior to – as well as after – release... This grant is job-driven and builds connections with local employers who enable returning citizens to secure employment, while advancing equity for individuals facing significant barriers to labor market re-entry – including incarcerated women.”

### WYOMING DEPARTMENT OF FAMILY SERVICES

The [Wyoming Department of Family Services](#) (DFS) serves Wyoming families that may come in contact with the department for many reasons, including but not limited to child abuse and neglect services, adult protection services, juvenile justice services, assistance with food or childcare, and childcare licensing.

### WYOMING GOVERNOR’S OFFICE

In the [Wyoming Governor’s Office](#), multiple staff members are a part of this work to support Governor Mark Gordon’s priorities, one of which is to support an exceptional education, economy, and workforce. More information about Gov. Gordon’s priorities and staff may be found on the office’s website.



## WYOMING INNOVATION PARTNERSHIP

The [Wyoming Innovation Partnership](#) (WIP) was created in 2021 at the request of Governor Gordon to modernize and focus Wyoming’s efforts to develop a resilient workforce and economy. WIP helps incentivize workforce development focused collaborations between the

University of Wyoming, community colleges in the state, WBC, Wyoming Department of Workforce Services, and the Wyoming Department of Education. In 2024, Governor Gordon awarded \$9.6 million in competitive funding to 27 crucial workforce development, innovation, and research programs to ensure long-term resiliency.

WORKFORCE ACTION PLAN			
ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Establish and collaborate around four sub-workstreams: <ol style="list-style-type: none"> <li>1. Out-of-state workforce</li> <li>2. Justice-involved workforce</li> <li>3. Childcare-constrained workforce</li> <li>4. Higher education workforce</li> </ol>	<ul style="list-style-type: none"> <li>• WBC</li> </ul>	<ul style="list-style-type: none"> <li>• Wyoming Department of Workforce Services</li> <li>• Wyoming Department of Corrections</li> <li>• Wyoming Department of Family Services</li> <li>• Wyoming Governor’s Office</li> <li>• Wyoming Innovation Partnership - Including the University of Wyoming and Community Colleges</li> <li>• Others as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-workstreams plus overall workforce workstream meets regularly to share challenges, needs, actions, and updates.</li> </ul>

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WORKFORCE ACTION PLAN (CONTINUED)			
ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Determine problem statement for each workstream	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Department of Workforce Services</li> <li>Wyoming Department of Corrections</li> <li>Wyoming Department of Family Services</li> <li>Wyoming Governor's Office</li> <li>Wyoming Innovation Partnership</li> <li>Others as needed</li> </ul>	<ul style="list-style-type: none"> <li><b>Overall Workforce Workstream:</b> Done (<a href="#">See problem statement at the beginning of this Goal</a>)</li> <li><b>Out-of-State:</b> Wyoming does not have enough workers to support existing business expansion and new business recruitment, necessitating the attraction of out-of-state workers.</li> <li><b>Justice-Involved:</b> There is asymmetric information between employers, service providers, and justice-involved individuals which leads to disproportionate rates of unemployment and underemployment for justice involved individuals who could otherwise help fill gaps in the labor force.</li> <li><b>Childcare-Constrained:</b> Lack of access to childcare for parents of young children hampers the growth and competitiveness of the Wyoming economy.</li> <li><b>Higher Education:</b> Paused</li> </ul>
Test hypotheses/ problem statements on sub-workstream level	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyomng Department of Workforce Services</li> <li>Wyoming Department of Corrections</li> <li>Wyoming Department of Family Services</li> <li>Wyoming Governor's Office</li> <li>Wyoming Innovation Partnership</li> <li>Others as needed</li> </ul>	<ul style="list-style-type: none"> <li><b>Workforce Workstream:</b> Tapping into key talent pools that have an ample supply of workers and have high societal benefits will help alleviate Wyoming's workforce constraints.</li> <li><b>Out-of-State:</b> By gathering a team of partners and requesting funding to support relocation marketing efforts, Wyoming will be able to attract out-of-state workers to support industries in need and emerging industries with new know-how and critical mass.</li> <li><b>Justice-Involved:</b> By educating employers about the availability and benefits of hiring a second chance workforce, employers will increase their hiring pool and be a part of the solution to solve workforce constraints.</li> <li><b>Childcare-Constrained:</b> Childcare supply is constrained in Wyoming but is a solvable challenge with business solutions. Through the Growth Lab's partnership with the Department of Family Services, Department of Workforce Services, WBC, and other informed stakeholders, we can better understand why supply is so far below demand and hypothesize that statewide policies and initiatives could substantially increase childcare supply in the market.</li> <li><b>Higher Education:</b> Paused</li> </ul>

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WORKFORCE ACTION PLAN (CONTINUED)			
ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Implement policy, program, and systems change on sub-workstream and main workstream levels	<ul style="list-style-type: none"> <li>Subject to policy, program, and/or system being changed</li> </ul>	<ul style="list-style-type: none"> <li>WBC</li> <li>Wyoming Department of Workforce Services</li> <li>Wyoming Department of Corrections</li> <li>Wyoming Department of Family Services</li> <li>Wyoming Governor's Office</li> <li>Wyoming Innovation Partnership</li> <li>Others as needed</li> </ul>	<ul style="list-style-type: none"> <li>Identify key barriers within the state.</li> <li>Create a gap analysis.</li> <li>Work with agencies, legislators, local leaders, etc., to determine a plan.</li> </ul>
Iterate on policy, program, and systems changes as needed on sub-workstream and main workstream level	<ul style="list-style-type: none"> <li>Subject to policy, program, and/or system being changed</li> </ul>	<ul style="list-style-type: none"> <li>WBC</li> <li>Wyoming Department of Workforce Services</li> <li>Wyoming Department of Corrections</li> <li>Wyoming Department of Family Services</li> <li>Wyoming Governor's Office</li> <li>Wyoming Innovation Partnership</li> <li>Others as needed</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>



## GOAL 4: ACCESS TO CAPITAL

**PROBLEM STATEMENT:** WYOMING COMMUNITIES ARE DEPENDENT ON GRANTS BUT ARE UNABLE TO ACHIEVE EFFECTIVE AND LASTING IMPACT DESPITE THE INFLUX OF FEDERAL FUNDING OPPORTUNITIES AND EXISTING STATE RESOURCES. THIS MAY BE DUE TO A LACK OF CAPACITY TO RESEARCH, IDENTIFY, PRIORITIZE, PLAN, APPLY, ADMINISTER, AND MANAGE PROJECTS.

### GRANT FUNDING

Wyoming's extraordinarily low tax base is a major impediment to a community's ability to fund local priorities. Wyoming has no state income tax, and its property<sup>5</sup> and sales<sup>6</sup> taxes are among the lowest in the nation. Due to this barrier, **communities are reliant on grants to fund local priorities, yet the grant system is not effectively meeting many of their needs.**

This central issue underlies the growth challenges of many rural economies across the state and is described in the Growth Lab-prepared note [Grants in Wyoming: Constraints and Solutions](#).

Due to this heavy dependence on state and federal grants to fund needed public investment, Wyoming communities

experience significant funding challenges related to expanding and maintaining infrastructure. Because of this, the state of Wyoming along with congressional delegations have focused on building strong relationships between federal and state entities and local communities. For the past two years, the Wyoming Governor's Office and the offices of U.S. Senators John Barrasso and Cynthia Lummis have hosted a training focused on access to grants – the Wyoming Funding Summit – bringing together federal and state entities with funding opportunities and communities to discuss opportunities and challenges. Another key component of the summit is grant writing training.

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5 <https://taxfoundation.org/data/all/state/property-taxes-by-state-county-2023/>

6 <https://taxfoundation.org/data/all/state/2024-sales-taxes/>

Building on this initiative, the Governor’s Office launched the [Wyoming Grant Assistance Program](#) (WYGAP), a centralized, statewide effort designed to increase Wyoming’s access to federal funding and support grants management capacity in local communities. WYGAP will focus on providing state agencies, local governments, nonprofits, and small businesses with

technical assistance to identify, pursue, and manage grants that support local priorities. In addition, the [Wyoming Grants Connect Hub](#) is a resource offering a searchable database of over 300 funding opportunities to help Wyoming communities identify state and federal funding opportunities to match funding needs.

## DATA NEEDS

In the landscape of federal and state grant systems, data and the use of data to help narrate needs is critical to success. The WBC convened a small focus group to better understand the availability and utilization of data in the grant writing process. Based on feedback, it became clear that one of the obstacles for rural communities is the lack of knowledge about data and what is available to them [\(See Section I, Experience Approach\)](#). Many community leaders juggle multiple roles, so understanding and analyzing data may be outside their purview. Deciphering the significance of data poses a notable challenge, compounded by the diverse needs of each community.

Thus, Wyoming communities rely heavily on outside sources to help articulate their narratives through data. Most external

data sources are focused on a larger scale, creating challenges in accessing the data and the reliability and applicability within Wyoming’s small population centers, including the Wind River Indian Reservation.

### **THERE IS A NEED FOR MORE LOCALIZED DATA FOCUSED ON LOCAL AMENITIES, COMMUNITY-SPECIFIC METRICS, AND ACCURATE INFORMATION FOR UNDERREPRESENTED POPULATIONS NOTABLY THE RESIDENT NATIVE AMERICAN COMMUNITIES.**

There is an opportunity to improve the utilization of existing data and gather more resources to alleviate some of the discrepancies that naturally occur because of Wyoming’s rural nature.

## SUPPORTING ENTREPRENEURS

Along with local economies' reliance on grants, the state economy is heavily reliant on mineral extraction and natural resources. To increase diversification, there is a heavy focus on enhancing the state's entrepreneurial ecosystem to attract and support innovative startups. The WBC and its partners recognize that diversification and supporting small business is crucial to helping the economy grow. Several areas of entrepreneurship support are being explored to build out the ecosystem, and there is room for additional opportunities.

## RESOURCES FOR ENTREPRENEURS IN THE STATE

### ASSESSING STATEWIDE ENTREPRENEURIAL RESOURCES

The WBC partnered with Silicon Couloir to enhance entrepreneurial services and support for communities across the state. This collaboration, known as [StartUp Wyoming](#), will strengthen the state's entrepreneurial ecosystem and provide vital resources for budding entrepreneurs in Wyoming's diverse economic landscape. This includes conducting a gap analysis of the current services provided and focusing on bringing additional services to the state.

### BUILD TO SCALE PROGRAM

In 2023, the Jackson Hole Center for Global Affairs received an [EDA Capital Challenge Award](#) under the Build to Scale Program. Their project is focused on building the Jackson Hole Investor Group aimed at attracting and supporting new [clean energy projects](#) throughout the state. Silicon Couloir may be looking at an opportunity with the EDA Build to Scale grant as well.





## UNIVERSITY CENTER GRANT

The University of Wyoming also received an EDA [University Center Grant](#) to support entrepreneurship. The grant is for five years and has two entrepreneurship focuses:

1. Provide a cost offset for economic analysis for certain projects through the [Center for Business and Economic Analysis](#) (CBEA).
2. Partnership with [Manufacturing Works](#) to offer workforce training to businesses - a concierge system for the entrepreneurship ecosystem in the state and the University of Wyoming, providing a referral system for business. In addition to other initiatives in the state, this program will integrate

with the Wyoming Innovation Partnership to build an ecosystem mapping system where businesses can go to find a complete list of services available.

## WYOMING VENTURE CAPITAL

Utilizing federal funds from the [U.S. Treasury's State Small Business Credit Initiative](#) (SSBCI), the WBC launched [Wyoming Venture Capital](#) (WYVC) to support the innovation and growth needs of entrepreneurs across the state through equity financing for Wyoming high-growth companies with an eye toward a future exit. WYVC also hosts a Job Board to foster opportunities and link skilled professionals with specialized roles that demand expertise, such as developers, engineers, and accountants.

# PARTNERS FOCUSED ON BUSINESS & ENTREPRENEURIAL SUPPORT

## WYOMING SMALL BUSINESS DEVELOPMENT CENTER

The [Wyoming Small Business Development Center](#) (SBDC) offers mentoring and support to businesses from creating a business plan to succession planning with a focus on any small business with fewer than 500 employees.

## WYOMING WOMEN'S BUSINESS CENTER

The [Wyoming Women's Business Center](#) (WWBC) offers education, microloans, and mentorship to businesses primarily in the arts and culture areas as well as other industries.



## STATEWIDE & LOCAL COMMUNITY GROUPS

Many statewide and local community groups have started to focus on startup challenges and additional entrepreneurship education. These include [gBETA Wyoming](#), University of Wyoming pitch challenges, local startup challenges like [Jumpstart Evanston](#), in addition to focus from Wyoming's community colleges on entrepreneurship efforts. These provide more regional or local startup efforts to bolster the ecosystem. With these resources, a system is forming to support Wyoming's entrepreneurial spirit and businesses, which is necessary to help broaden Wyoming's economy.

## KEY STRATEGIES TO IMPROVE CAPITAL ACCESS FOR COMMUNITIES

### INCREASE TRAINING & EDUCATION OPPORTUNITIES

Increase opportunities for training and education of communities to help increase the knowhow and effectiveness of grant applications, administration, and reporting.

### ENHANCE UNDERSTANDING OF GRANTS

Increase the ability of communities to understand and find appropriate grant opportunities.

### DEVELOP SYSTEMS TO PRIORITIZE

Create systems to prioritize community needs and grant-ready project plans.

### FOSTER RELATIONSHIP BUILDING

Encourage relationship building between communities, founders, and funders.

### COLLABORATE ON ECOSYSTEM MAPPING

Partner with state and local agencies on ecosystem mapping through [SourceLink](#).

ACCESS TO CAPITAL ACTION PLAN			
ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Provide more information to communities, businesses, and nonprofits about available grants	<ul style="list-style-type: none"> <li>Wyoming State Budget Department</li> <li><a href="#">Wyoming Grant Assistance Program</a></li> </ul>	<ul style="list-style-type: none"> <li>Governor’s Office</li> <li>WBC</li> <li>University of Wyoming</li> <li>State Agencies</li> <li>State &amp; Federal Delegations</li> </ul>	<ul style="list-style-type: none"> <li>Hold grant training events for communities, nonprofits and businesses on applying, administration and reporting.</li> <li>Create a grants dashboard.</li> </ul>
Improve Access to Grants	<ul style="list-style-type: none"> <li>Wyoming State Budget Department</li> </ul>	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Create a grants dashboard to help understand grant opportunities and share information with communities.</li> </ul>
Community Development Plans	<ul style="list-style-type: none"> <li>University of Wyoming School of Energy Resources</li> </ul>	<ul style="list-style-type: none"> <li>WBC</li> <li>Wyoming Energy Authority</li> <li>Governor’s Office</li> </ul>	<ul style="list-style-type: none"> <li>Provide information and training on Community Benefits Plans to help understanding and effectiveness when applying for federal funding.</li> </ul>
Equity and Inclusivity	<ul style="list-style-type: none"> <li>Wyoming State Budget Department</li> </ul>	<ul style="list-style-type: none"> <li>Inter-Tribal Council</li> <li>Wyoming Women’s Business Center</li> <li>Wyoming Department of Family Services</li> <li>Wyoming Department of Workforce Services</li> </ul>	<ul style="list-style-type: none"> <li>Educate on various programs for underserved groups and/or individuals.</li> </ul>
Enhance Entrepreneurship Ecosystem	<ul style="list-style-type: none"> <li>WBC</li> <li>University of Wyoming</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Small Business Development Network</li> <li>StartUp Wyoming</li> <li>Wyoming Community Colleges</li> </ul>	<ul style="list-style-type: none"> <li>Map, grow, and support the entrepreneurship ecosystem.</li> </ul>



# GOAL 5: RESILIENT INFRASTRUCTURE FOR BUSINESS AND COMMUNITY GROWTH

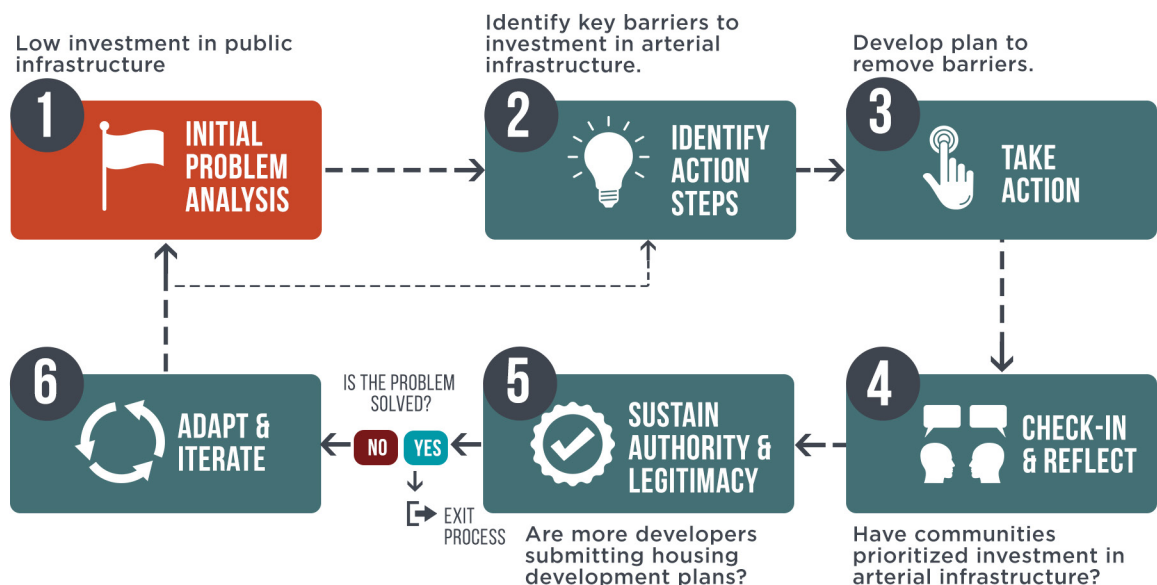
**PROBLEM STATEMENT:** THERE IS A LACK OF ACCESS TO AFFORDABLE, RELIANT, ABUNDANT, AND RESILIENT INFRASTRUCTURE FOR BUSINESS AND COMMUNITY GROWTH.

Throughout its history, Wyoming’s growth and prosperity has been hindered by a lack of resilient infrastructure. This challenge began with insufficient road and bridge networks, and has extended to essential services like broadband, water systems, and energy distribution. As challenges mount, Wyoming’s leaders and residents recognize the urgent

need; however, progress has been slow due to the state’s sparse population, vast geography, and limited financial resources.

As Wyoming looks to the future, bold investments, innovative solutions, and a collective commitment to prioritizing resilient infrastructure as a cornerstone of economic stability and community well-being are critical.

**Figure 8: Example Action Plan** focuses on investment in public infrastructure and the exploration of state and local funding structures to facilitate continuous infrastructure improvement.



## RESOURCES & PARTNERS

ADDITIONAL RESOURCES ARE AVAILABLE FOR THE STATE OF WYOMING AND LOCAL COMMUNITIES BASED ON SPECIFIC NEEDS. CONTACT YOUR WBC REGIONAL DIRECTOR FOR GUIDANCE AND ADDITIONAL SUPPORT.

### INFRASTRUCTURE DEVELOPMENT

The WBC has partnered with [inSITE Advisory Group](#) to analyze communities' assets and assist with development plans in order to make them more attractive to site selectors and business recruitment.

Additionally, the WBC manages the [Business Ready Communities](#) (BRC) grant & loan program, which is a publicly-owned infrastructure available to communities, as well as the [Rural Development Community Grant](#) program.

Other infrastructure development resources include:

- [Office of State Lands & Investments](#)
- [Wyoming Water Development Office](#)

### MITIGATION

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. Wyoming has a [State Hazard Mitigation Plan](#) to identify activities that can reduce or eliminate the risk residents of Wyoming face from natural hazards.





## EMERGENCY PREPAREDNESS

The purpose of [Emergency Preparedness](#) is to ensure adequate planning for both natural and man-made disasters.

## FEMA RESOURCES

The [Federal Emergency Management Agency](#) (FEMA) has information to help communities prepare for, respond to, and recover from disasters specific to Wyoming.

## FEMA RESOURCES

Resources available from the [Wyoming Office of Homeland Security](#) help Wyoming communities and organizations prepare to respond to and recover from all hazards.

## UNIVERSITY OF WYOMING SCHOOL OF ENERGY RESOURCES (SER) TOOLBOX

SER released a [resource guide and webpage](#) to help Wyoming stakeholders craft community benefit plans.

## CLIMATE RESILIENCE

The [Colorado-Wyoming Climate Resilience Engine](#), led by Rocky Mountain Innovation Initiative Inc., aims to advance the region's research and commercialization efforts focused on sensing, monitoring and predictive analytic technologies for climate resiliency spanning methane emissions, soil carbon capture, earth sensing, water scarcity, wildfires, and extreme weather.



RESILIENT INFRASTRUCTURE ACTION PLAN			
ACTION ITEM	LEAD AGENCY	PARTNERS	DETAILS
Incorporate Resiliency Aspects into State Projects	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Office of State Lands &amp; Investments</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate <a href="#">InSite recommendations</a>.</li> <li>WBC <a href="#">Business Ready Communities</a> (BRC) Program Evaluation Tool updates.</li> </ul>
Broadband Investment	<ul style="list-style-type: none"> <li>WBC</li> <li><a href="#">Wyoming Broadband Office</a></li> </ul>	<ul style="list-style-type: none"> <li>Federal Agencies</li> <li>Governor's Office</li> <li>Broadband Providers</li> </ul>	<ul style="list-style-type: none"> <li>Current investments and construction to build out Wyoming one-third to one-half complete utilizing federal funding as well as the 2021 ARPA Investment.</li> <li>Explore alternative technologies for the remaining portions of Wyoming (such as fixed wireless, satellite, etc.).</li> <li>Ongoing private and public investments to complete build-out.</li> </ul>
Electrical Power	<ul style="list-style-type: none"> <li>Wyoming Energy Authority</li> </ul>	<ul style="list-style-type: none"> <li>WBC</li> <li>Wyoming Public Service Commission</li> <li>Power Companies</li> </ul>	<ul style="list-style-type: none"> <li>Determine what amount of power/energy is needed in different communities/properties.</li> <li>Build relationships with power companies.</li> </ul>
Roads and Transportation	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Department of Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Explore connectivity opportunities (such as Cheyenne to Denver, and Evanston to Salt Lake City).</li> </ul>
Investment in Arterial Infrastructure	<ul style="list-style-type: none"> <li>WBC</li> </ul>	<ul style="list-style-type: none"> <li>Wyoming Office of State Lands &amp; Investments</li> <li>Wyoming State Loan &amp; Investments Board</li> <li>Wyoming Association of Rural Water Systems</li> </ul>	<ul style="list-style-type: none"> <li>Identify potential funding sources and investigate best practices</li> <li>Identify key barriers to public investment in Wyoming</li> <li>Identify and create incentive programs</li> <li>Increase public funding for arterial infrastructure</li> </ul>



**WYOMING COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**



SECTION FOUR

# EVALUATION FRAMEWORK



# EVALUATION FRAMEWORK

Just as the recommended action steps generally follow the framework of the Economic Growth Flywheel and [PDIA](#), so does the CEDS evaluation framework.

This framework was designed to emphasize that taking action itself often provides information or insights that can be used to further adjust and refine action plans, which can then refine associated measures and timelines.

STRATEGIC PLAN EVALUATION FRAMEWORK		
GOAL	MEASURE	TIMEFRAME
<b>Economic Diversification</b>	Conduct geological surveys to determine resource-related economic opportunities.	Medium Term
	Identify potential industry clusters and strategies to add value.	Long Term
	Develop a plan to further economic diversification in the manufacturing industry.	Medium Term
	Conduct A2A with communities from each region in the state.	Short Term
	Research potential to introduce economic development districts in Wyoming.	Short Term
<b>Housing</b>	Conduct statewide Housing Needs Assessment.	Completed
	Determine if regulations are affecting land supply issues.	Short Term
	Identify key barriers regarding material and construction costs.	Long Term

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## STRATEGIC PLAN EVALUATION FRAMEWORK (CONTINUED)

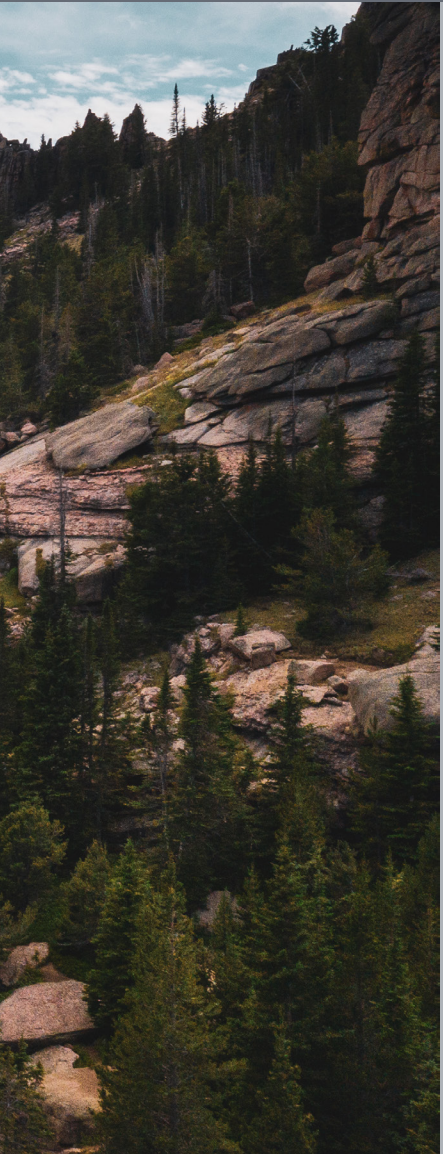
GOAL	MEASURE	TIMEFRAME
<b>Workforce Development</b>	Determine problem statements for each workforce workstream.	Completed
	Comprehensive evaluation of traditionally marginalized populations and how they can help fill gaps in workforce needs.	Ongoing
	Measure employer engagement/education with the marginalized populations through BRE surveys.	Short Term
	Labor Statistics Improvement: labor force participation rate; labor productivity; and working age population growth.	Ongoing
<b>Access to Capital</b>	Hold grant training events annually for communities, nonprofits, and businesses.	Ongoing
	Create an online grants dashboard to help understand state and federal grant opportunities.	Medium Term
<b>Resilient Infrastructure</b>	Incorporate InSite recommendations.	Long Term
	Update Business Ready Communities (BRC) program evaluation tool.	Short Term
	Explore alternative broadband technologies to complete build-out.	Long Term
	Explore transportation connectivity opportunities.	Medium Term
	Identify potential funding sources for arterial infrastructure.	Long Term





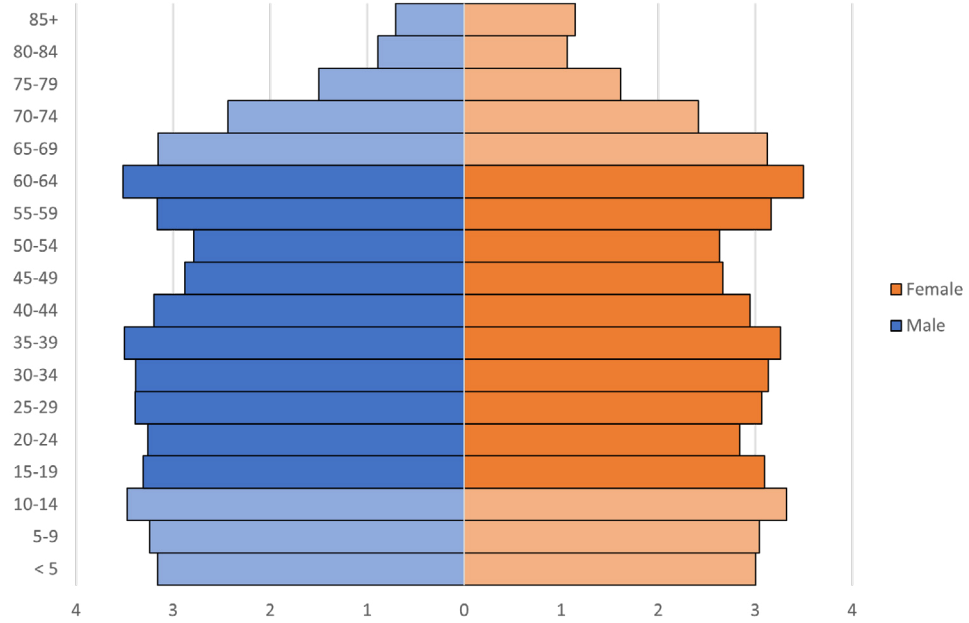
**WYOMING COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**



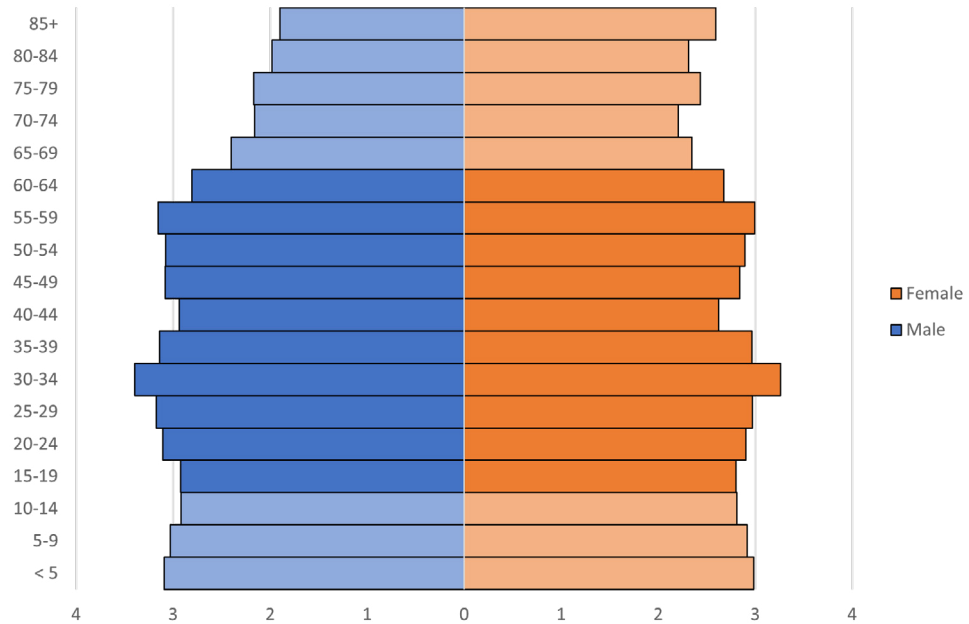


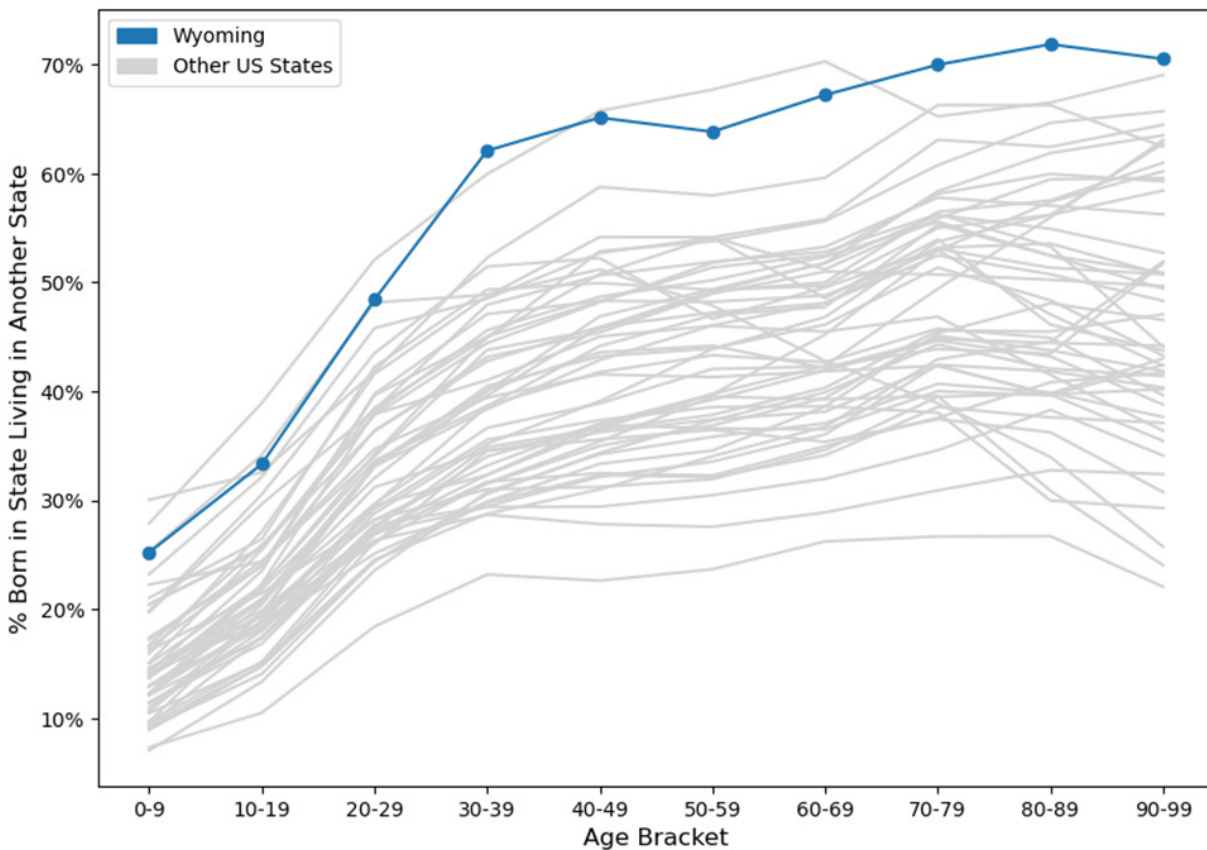
# APPENDIX

**FIGURE 10: WYOMING POPULATION PYRAMID, 2020**



**FIGURE 11: WYOMING POPULATION PYRAMID, 2040**



**FIGURE 12: WYOMING'S OUT MIGRATION BY AGE BRACKET**

SOURCE: AMERICAN COMMUNITY SURVEY

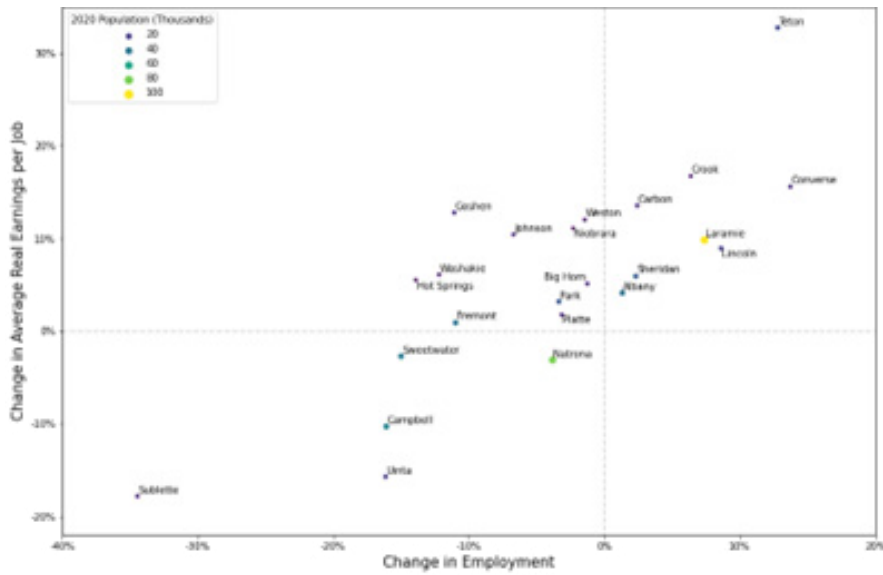
**Figure 12** breaks down patterns of out-migration by age bracket for all states in 2022, with Wyoming highlighted.

**AT ALMOST ANY AGE BRACKET, WYOMING HAS AMONG THE HIGHEST OUT-MIGRATION RATES OF ANY U.S. STATE. HOWEVER, THE SHAPE OF THE CURVE IMPLIES THAT PEOPLE TEND TO LEAVE BEFORE THEY REACH 40 YEARS OF AGE.**



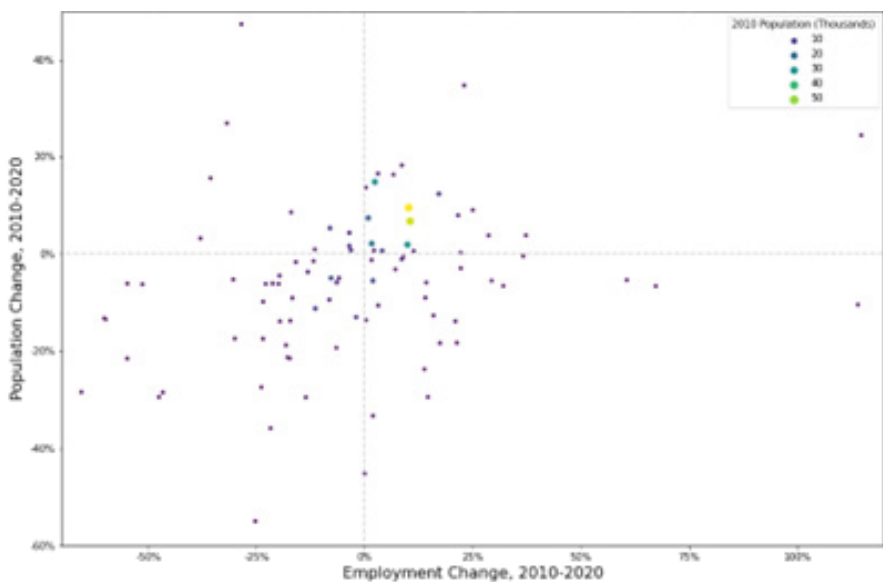


**FIGURE 14: CHANGE IN AVERAGE REAL EARNINGS PER JOB VS. CHANGE IN EMPLOYMENT**



**Figure 14** shows that many Wyoming communities lost both jobs and earnings per job from 2010 to 2020.

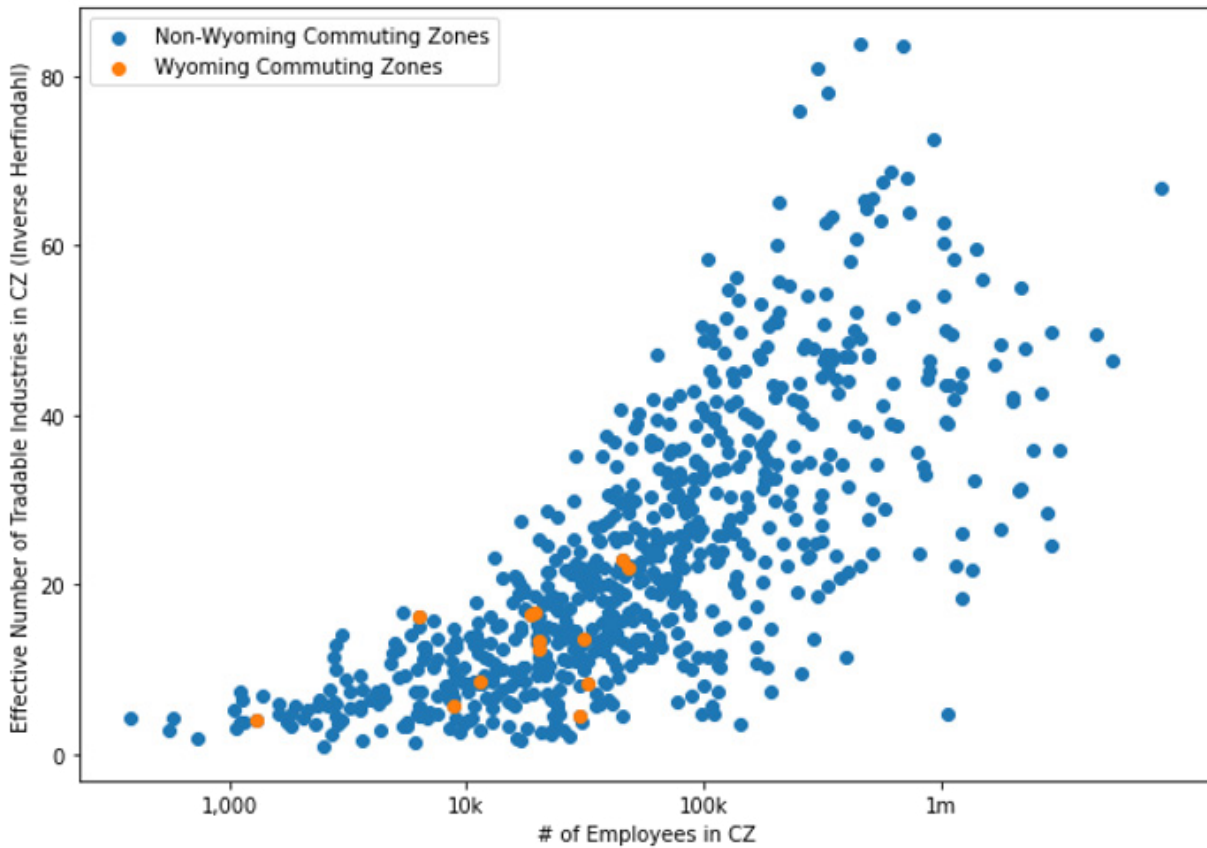
**FIGURE 15: POPULATION CHANGE, 2010-2020 VS. EMPLOYMENT CHANGE, 2010-2020**



**Figure 15** highlights that the brunt of this shock was borne by Wyoming's smallest communities, which disproportionately were exposed to losses of people and jobs.

SOURCE: U.S. CENSUS BUREAU

**FIGURE 16: ECONOMIC DIVERSIFICATION IN U.S. COMMUTING ZONES IN 2016**



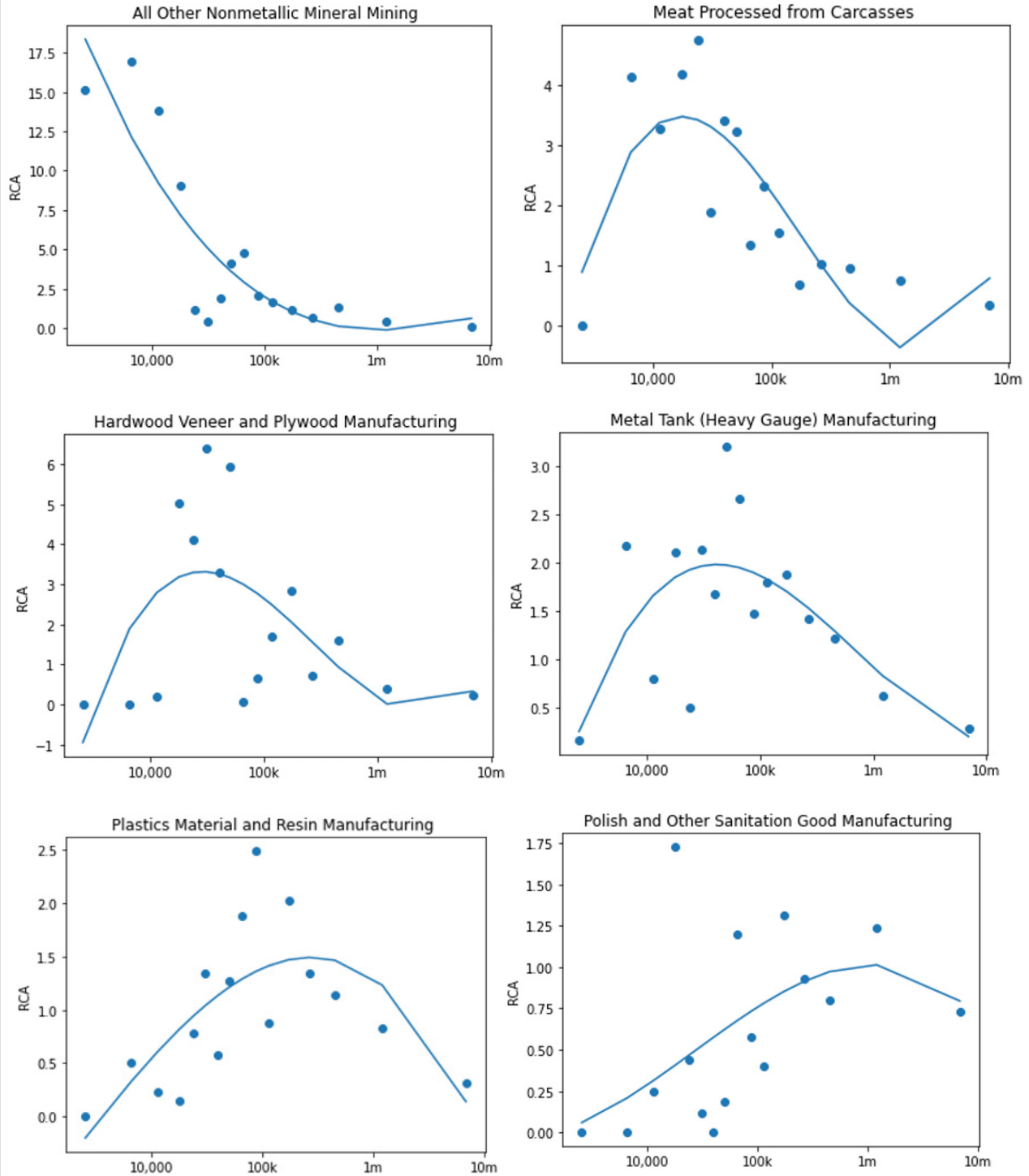
SOURCE: HARVARD GROWTH LAB CALCULATIONS USING DATA FROM THE AMERICAN COMMUNITY SURVEY

Figure 16 shows the relationship between total size and economic diversification<sup>7</sup> in U.S. Commuting Zones in 2016.

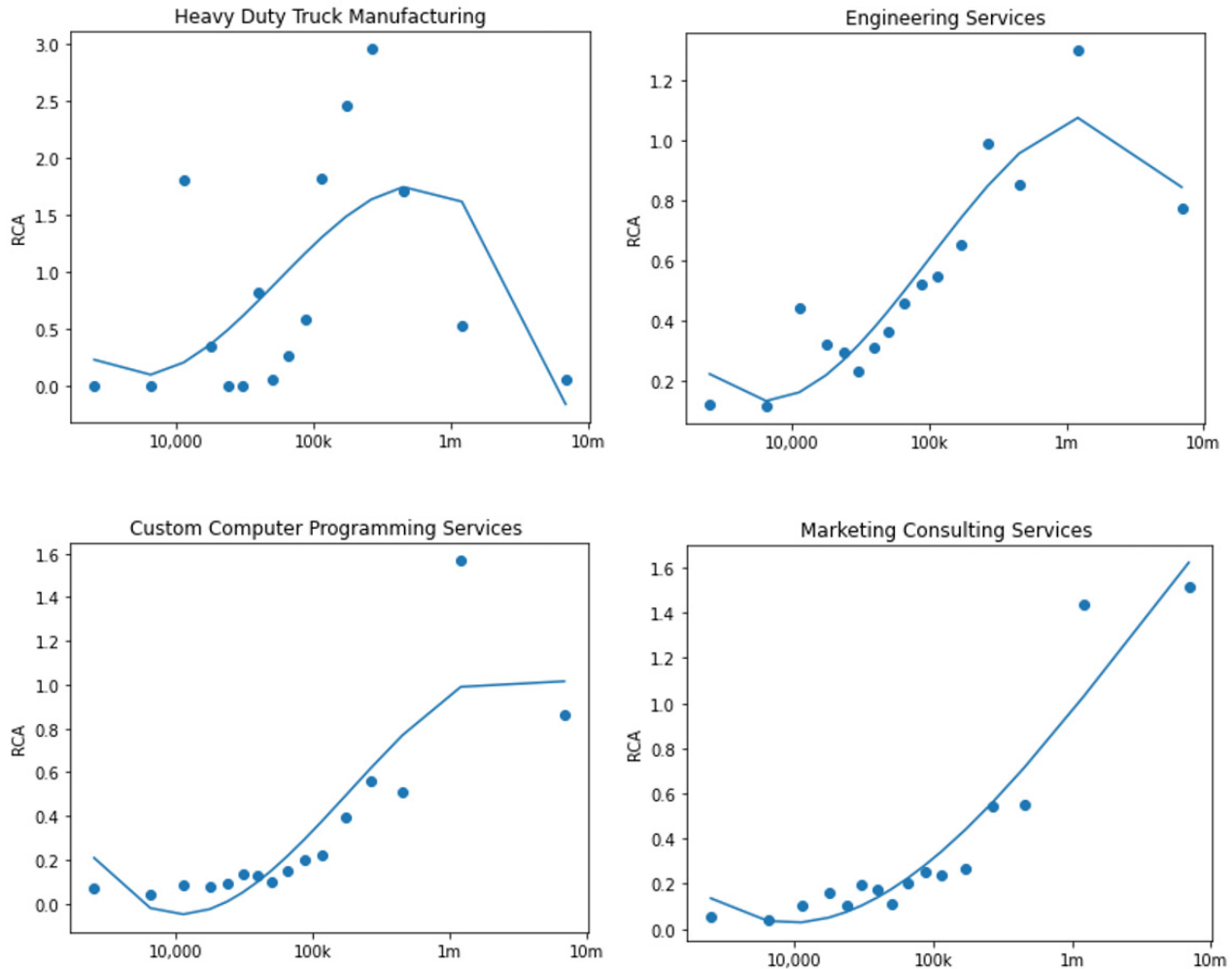
7 Economic diversification is measured here as the Inverse Herfindahl Index of employment concentration among tradable 6-digit NAICS industries in 2016. Specifically, the formula is as follows:  $HHI = 1 \div (\sum \text{employment share squared of each industry})$ .



**FIGURE 17: COMMUNITY SIZE (IN # OF EMPLOYEES) VS REVEALED COMPARATIVE ADVANTAGE BY INDUSTRY**



**FIGURE 17: COMMUNITY SIZE (IN # OF EMPLOYEES) VS REVEALED COMPARATIVE ADVANTAGE BY INDUSTRY**



SOURCE: ECKERT, FABIAN, ET AL. IMPUTING MISSING VALUES IN THE U.S. CENSUS BUREAU'S COUNTY BUSINESS PATTERNS. NO. W26632. NATIONAL BUREAU OF ECONOMIC RESEARCH, 2020.

Figure 17 shows ten example industries that scale with population size in different ways. Specifically, this figure divides all U.S. Commuting Zones into 15 buckets (according to population size, each with an equal number of Commuting Zones) and calculates the Revealed Comparative Advantage,<sup>8</sup> also known as the Location Quotient, of each industry in each bucket of commuting zones. These examples capture how natural resources industries are compatible with small communities, manufacturing is competitive in medium-sized communities, and sophisticated services are most concentrated in large communities.

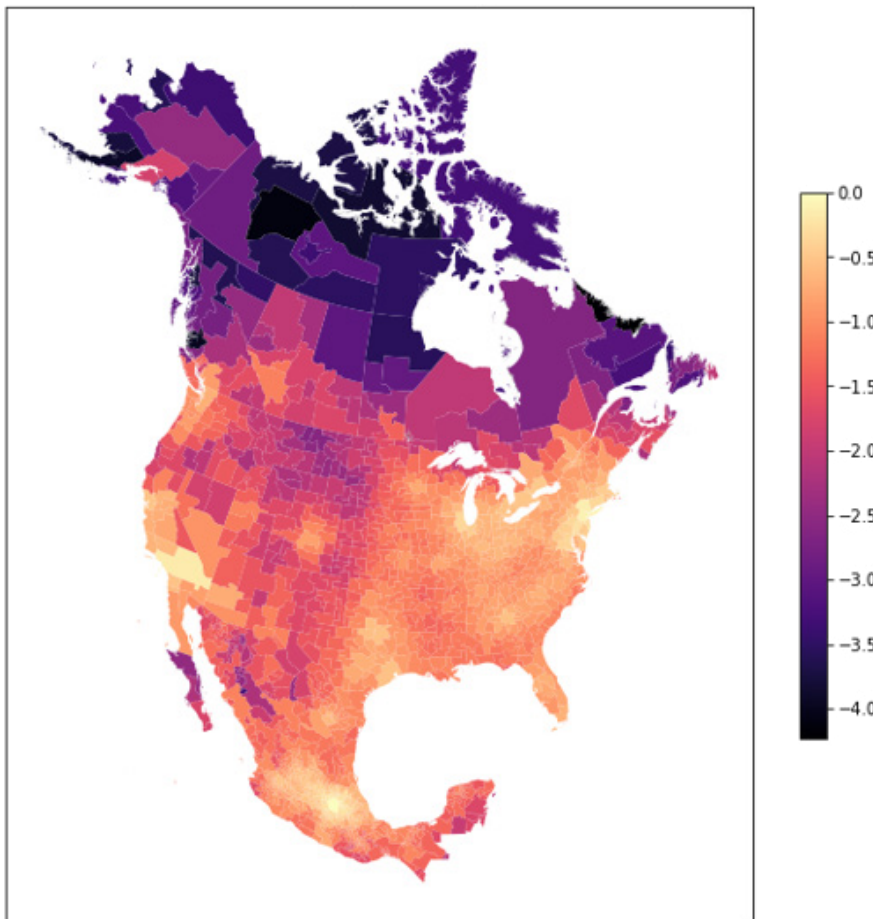
8 Defined as  $RCA = \frac{\% \text{ of employees in industry in specific location}}{\% \text{ of employees in industry in the U.S.}}$

## METHODOLOGY TO SELECT DIVERSIFICATION TARGETS FOR WYOMING COMMUNITIES

### UNDERSTANDING REMOTENESS AND CENTRALITY

One of the most important metrics to evaluate when considering economic diversification opportunities for Wyoming is the extent to which an industry can flourish in small, remote places. As described, this begins with constructing a dataset that measures how remote versus central each Commuting Zone is. **Figure 18** visualizes this metric, where darker areas are more remote and brighter areas are more central.

**FIGURE 18: REMOTENESS BY COMMUTING ZONE**



SOURCE: CALCULATIONS BASED ON DRIVING TIMES FROM OPENSTREETMAP.ORG AND EMPLOYMENT COUNTS FROM US COUNTY BUSINESS PATTERNS, THE CANADIAN CENSUS, AND THE MEXICAN ECONOMIC CENSUS



## FINDING PEER COMMUNITIES

With this dataset, it is possible to identify peer non-Wyoming communities that are comparable in terms of population and remoteness to a given Wyoming Commuting Zone. This is done by identifying Commuting Zones with a population and remoteness at most five percent (5%) higher in percentile rank than the Wyoming community in question. For example, peers for the Commuting Zone comprising Natrona and Converse counties are highlighted below in **Figure 19**.



SOURCE: GROWTH LAB'S CALCULATIONS BASED ON DATA FROM U.S. CENSUS BUREAU AND OPENSTREETMAP.ORG

## ASSESSING MAXIMUM EMPLOYMENT POTENTIAL

The maximum employment in each industry can be found among these peer communities. This represents what an outstanding success case would look like for an industry, insofar as is possible, given the realities of Wyoming's low population and remoteness.

## MATCHING WORKFORCE SKILLS

The match between Wyoming's workforce and the skilled occupations required for an industry's growth is similarly important. Each industry's occupational requirements are modeled based on its scale. **Under this framework, it is assumed that Wyoming will attempt to pass the next five states in terms of employment size when growing an industry.**

Projections are then developed to quantify approximately how many people in each occupation would need to exist in the state to serve as a pool of skilled labor that would feed the industry. If Wyoming has less than 75 percent of the projected amount required, it is considered to be deficient in that occupation. It is then possible to count up the number of missing skilled occupations in Wyoming that would be required for an industry.

## EVALUATING ECONOMIC INPUTS

Critically, having zero missing high-skill occupations does not mean that a Wyoming community automatically has all the economic inputs it needs to participate in an industry. This is partly because individuals in a high-skill occupation may have practical industry know-how that is very different from the industry in question. For example, the knowledge a mechanical engineer needs to design air conditioning systems is very different from the knowledge a mechanical engineer needs to design automobile parts. Much of this knowledge is only learned on the job.

**NEVERTHELESS, IF A COMMUNITY IS DEFICIENT IN MANY OF THE OCCUPATIONS NEEDED FOR AN INDUSTRY, IT MAY ESPECIALLY STRUGGLE TO BRIDGE THIS GAP.**

## ANALYZING REGIONAL MARKET SIZE

This report also considers how large the regional market for an industry is, in terms of downstream supply chain demand among neighboring states. The U.S. Bureau of Economic Analysis publishes input-output tables, which document how much each industry purchases from each other industry. That data is combined with data from Eckert et al. covering 6-digit NAICS employment by county. Total purchases

from one industry by another are allocated to different U.S. states, in proportion to that state's share of national employment in the purchasing industry. By performing this calculation for all downstream industries of some industry  $i$  and adding them up, it is possible to model how much downstream demand there is for industry  $i$  in Wyoming's neighboring states.

### EXPLORING WAGE POTENTIAL

Finally, long jumps are also evaluated in terms of an industry's average wages, as reported by the U.S. Occupational, Employment, and Wage Statistics database.

### THESE VARIABLES ARE EVALUATED FOR EACH WYOMING COMMUTING ZONE IN THE FOLLOWING WAY:

- Filter for 4-digit NAICS industries that have average wages of at least \$45,000 USD per year, to target attractive industries that will provide well-paying jobs.
- Filter for 4-digit NAICS industries that have at most five missing occupations (assuming that with concerted effort, the skill gap could be met).
- Use a clustering algorithm to group all tradable industries into clusters, based on the similarity of their use of high-skill occupations.
- Filter for industry clusters that would collectively provide employment accounting for at least two percent (2%) of the Wyoming community's current employment, to ensure investment would be targeted at clusters that would generate some meaningful number of jobs.
- Additionally, aggregate projected regional demand to the level of the cluster.



## DIVERSIFICATION TARGETS FOR WYOMING COMMUNITIES

### TABLE 1. RESULTS FOR ALBANY COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
23	3,363	Motor Vehicle Parts Manufacturing	2,668	0	\$45,824	1	\$11,410
23	3,332	Industrial Machinery Manufacturing	607	0	\$50,359	0	\$11,410
2	3,259	Other Chemical Product and Preparation Manufacturing	356	0	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	260	0	\$47,696	0	\$8,316
49	3,119	Other Food Manufacturing	2,270	0	\$45,892	1	\$2,132
10	3,353	Electrical Equipment Manufacturing	142	0	\$55,446	0	\$16,024
10	3,342	Communications Equipment Manufacturing	59	0	\$68,247	1	\$16,024
10	3,344	Semiconductor and Other Electronic Component Manufacturing	1,004	0	\$49,466	1	\$16,024
10	3,359	Other Electrical Equipment and Component Manufacturing	502	0	\$55,077	2	\$16,024
24	3,339	Other General Purpose Machinery Manufacturing	998	0	\$46,808	1	\$10,064
24	3,315	Foundries	351	0	\$45,757	0	\$10,064
24	3,329	Other Fabricated Metal Product Manufacturing	217	88	\$47,915	1	\$10,064

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APPENDIX

TABLE 1. RESULTS FOR ALBANY COUNTY COMMUTING ZONE (CONTINUED)							
CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
30	3,273	Cement and Concrete Product Manufacturing	1,009	0	\$45,156	0	\$3,186
32	3,115	Dairy Product Manufacturing	407	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
0	3,327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	232	0	\$47,676	2	\$8,869
0	3,335	Metalworking Machinery Manufacturing	70	0	\$49,490	0	\$8,869
0	3,345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	545	0	\$56,261	2	\$8,869
43	3,321	Forging and Stamping	782	0	\$45,824	0	\$1,883
8	3,271	Clay Product and Refractory Manufacturing	230	0	\$51,999	0	\$27,829
8	3,241	Petroleum and Coal Products Manufacturing	502	0	\$56,469	1	\$27,829
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	26	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	138	0	\$61,100	3	\$17,453
19	5,174	Satellite Telecommunications	37	0	\$62,861	1	\$17,453
51	3,391	Medical Equipment and Supplies Manufacturing	620	0	\$45,537	1	\$4,316
6	3,362	Motor Vehicle Body and Trailer Manufacturing	572	0	\$46,926	0	\$390
4	4,881	Support Activities for Air Transportation	213	0	\$53,958	3	\$15,556

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TABLE 1. RESULTS FOR ALBANY COUNTY COMMUTING ZONE (CONTINUED)

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
4	3,364	Aerospace Product and Parts Manufacturing	174	0	\$50,052	1	\$15,556
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
40	5,615	Travel Arrangement and Reservation Services	498	0	\$48,074	5	\$862
40	5,179	Other Telecommunications	65	0	\$60,160	2	\$862
33	3,251	Basic Chemical Manufacturing	502	0	\$54,460	1	\$41,175
33	3,252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	58	0	\$55,711	2	\$41,175
27	5,324	Commercial and Industrial Machinery and Equipment Rental and Leasing	547	0	\$49,858	5	\$3,892
35	3,133	Textile and Fabric Finishing and Fabric Coating Mills	502	0	\$71,468	0	\$750
41	3,324	Boiler, Tank, and Shipping Container Manufacturing	165	0	\$45,168	0	\$7,670
41	3,323	Architectural and Structural Metals Manufacturing	316	0	\$48,448	2	\$7,670
7	2,379	Other Heavy and Civil Engineering Construction	448	19	\$52,722	0	\$7,069
5	3,231	Printing and Related Support Activities	374	38	\$46,363	3	\$4,084
5	5,414	Specialized Design Services	55	13	\$50,184	2	\$4,084



**TABLE 2. RESULTS FOR FREMONT COUNTY COMMUTING ZONE**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	41	0	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	11	0	\$47,696	0	\$8,316
24	3,339	Other General Purpose Machinery Manufacturing	543	0	\$46,808	1	\$7,594
32	3,115	Dairy Product Manufacturing	85	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
23	3,332	Industrial Machinery Manufacturing	15	0	\$50,359	0	\$11,410
23	3,363	Motor Vehicle Parts Manufacturing	502	0	\$45,824	1	\$11,410
19	5,172	Wireless Telecommunications Carriers (except Satellite)	290	58	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	138	0	\$61,100	3	\$17,453
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
4	4,881	Support Activities for Air Transportation	213	4	\$53,958	3	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	41	0	\$50,052	1	\$15,556
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
10	3,353	Electrical Equipment Manufacturing	10	0	\$55,446	0	\$9,825
10	3,344	Semiconductor and Other Electronic Component Manufacturing	374	0	\$49,466	1	\$9,825

**TABLE 3. RESULTS FOR NIOBRARA COUNTY COMMUTING ZONE**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	0	\$50,157	5	\$11,020
30	3,273	Cement and Concrete Product Manufacturing	82	0	\$45,156	0	\$3,186
4	4,812	Nonscheduled Air Transportation	33	0	\$68,911	1	\$9,208
4	4,881	Support Activities for Air Transportation	15	0	\$53,958	3	\$9,208
3	4,852	Interurban and Rural Bus Transportation	41	0	\$45,857	2	\$1,434
32	3,115	Dairy Product Manufacturing	40	0	\$46,851	0	\$3,010

**TABLE 4. RESULTS FOR CARBON COUNTY COMMUTING ZONE**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	41	0	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	260	0	\$47,696	0	\$8,316
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	17	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	95	0	\$61,100	3	\$17,453
32	3,221	Pulp, Paper, & Paperboard Mills	528	0	\$50,640	1	\$9,525
32	3,115	Dairy Product Manufacturing	71	0	\$46,851	0	\$9,525
23	3,363	Motor Vehicle Parts Manufacturing	502	0	\$45,824	1	\$11,410
23	3,332	Industrial Machinery Manufacturing	81	0	\$50,359	0	\$11,410
33	3,252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	16	0	\$55,711	2	\$41,175
33	3,251	Basic Chemical Manufacturing	502	0	\$54,460	1	\$41,175
10	3,359	Other Electrical Equipment & Component Manufacturing	49	0	\$55,077	2	\$13,188
10	3,344	Semiconductor & Other Electronic Component Manufacturing	351	0	\$49,466	1	\$13,188
10	3,353	Electrical Equipment Manufacturing	10	0	\$55,446	0	\$13,188

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**TABLE 4. RESULTS FOR CARBON COUNTY COMMUTING ZONE (CONTINUED)**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
51	3,391	Medical Equipment and Supplies Manufacturing	374	0	\$45,537	1	\$4,316
4	4,881	Support Activities for Air Transportation	213	5	\$53,958	3	\$9,208
4	4,812	Nonscheduled Air Transportation	102	0	\$68,911	1	\$9,208
8	3,241	Petroleum and Coal Products Manufacturing	109	0	\$56,469	1	\$27,829
8	3,271	Clay Product and Refractory Manufacturing	185	0	\$51,999	0	\$27,829
24	3,315	Foundries	45	0	\$45,757	0	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	67	0	\$46,808	1	\$10,064
24	3,329	Other Fabricated Metal Product Manufacturing	170	0	\$47,915	1	\$10,064
41	3,324	Boiler, Tank, and Shipping Container Manufacturing	40	0	\$45,168	0	\$7,670
41	3,323	Architectural and Structural Metals Manufacturing	186	0	\$48,448	2	\$7,670
7	2,379	Other Heavy and Civil Engineering Construction	225	0	\$52,722	0	\$7,069
3	4,852	Interurban and Rural Bus Transportation	202	0	\$45,857	2	\$1,434
0	3,335	Metalworking Machinery Manufacturing	39	0	\$49,490	0	\$8,869
0	3,327	Machine Shops; Turned Product; & Screw, Nut, and Bolt Manufacturing	64	0	\$47,676	2	\$8,869
0	3,345	Navigational, Measuring, Electromedical, & Control Instruments Manufacturing	63	0	\$56,261	2	\$8,869

## TABLE 5. RESULTS FOR PLATTE & GOSHEN COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product & Preparation Manufacturing	41	0	\$52,945	2	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	260	0	\$47,696	0	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
19	4,885	Freight Transportation Arrangement	95	0	\$61,100	3	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	6	\$50,157	5	\$17,453
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
32	3,115	Dairy Product Manufacturing	71	0	\$46,851	0	\$9,525
23	3,363	Motor Vehicle Parts Manufacturing	502	0	\$45,824	1	\$11,410
23	3,332	Industrial Machinery Manufacturing	81	0	\$50,359	0	\$11,410
33	3,252	Resin, Synthetic Rubber, & Artificial Synthetic Fibers & Filaments Manufacturing	16	0	\$55,711	2	\$41,175
33	3,251	Basic Chemical Manufacturing	502	0	\$54,460	1	\$41,175
10	3,359	Other Electrical Equipment & Component Manufacturing	49	0	\$55,077	2	\$16,024

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**TABLE 5. RESULTS FOR PLATTE & GOSHEN COUNTY COMMUTING ZONE (CONTINUED)**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
10	3,344	Semiconductor and Other Electronic Component Manufacturing	351	0	\$49,466	1	\$16,024
10	3,342	Communications Equipment Manufacturing	3	0	\$68,247	1	\$16,024
10	3,353	Electrical Equipment Manufacturing	10	0	\$55,446	0	\$16,024
51	3,391	Medical Equipment and Supplies Manufacturing	374	0	\$45,537	1	\$4,316
4	4,812	Nonscheduled Air Transportation	110	0	\$68,911	1	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	15	0	\$50,052	1	\$15,556
4	4,881	Support Activities for Air Transportation	213	0	\$53,958	3	\$15,556
8	3,271	Clay Product and Refractory Manufacturing	185	0	\$51,999	0	\$27,829
8	3,241	Petroleum and Coal Products Manufacturing	109	0	\$56,469	1	\$27,829
24	3,315	Foundries	45	0	\$45,757	0	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	67	0	\$46,808	1	\$10,064
24	3,329	Other Fabricated Metal Product Manufacturing	170	0	\$47,915	1	\$10,064
41	3,324	Boiler, Tank, and Shipping Container Manufacturing	59	0	\$45,168	0	\$7,670
41	3,323	Architectural and Structural Metals Manufacturing	186	0	\$48,448	2	\$7,670
7	2,379	Other Heavy and Civil Engineering Construction	225	0	\$52,722	0	\$7,069

**TABLE 6. RESULTS FOR LARAMIE COUNTY COMMUTING ZONE**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
24	3,329	Other Fabricated Metal Product Manufacturing	1,683	224	\$47,915	1	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	2,273	0	\$46,808	1	\$10,064
24	3,315	Foundries	1,333	0	\$45,757	0	\$10,064
13	3,131	Fiber, Yarn, and Thread Mills	4,975	0	\$47,300	0	\$302
10	3,359	Other Electrical Equipment and Component Manufacturing	502	0	\$55,077	2	\$16,024
10	3,353	Electrical Equipment Manufacturing	2,786	0	\$55,446	0	\$16,024
10	3,342	Communications Equipment Manufacturing	87	0	\$68,247	1	\$16,024
10	3,344	Semiconductor and Other Electronic Component Manufacturing	1,209	0	\$49,466	1	\$16,024
0	3,335	Metalworking Machinery Manufacturing	567	19	\$49,490	0	\$8,869
0	3,345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	2,268	0	\$56,261	2	\$8,869
0	3,327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	663	18	\$47,676	2	\$8,869
23	3,332	Industrial Machinery Manufacturing	607	0	\$50,359	0	\$11,410
23	3,363	Motor Vehicle Parts Manufacturing	2,668	0	\$45,824	1	\$11,410

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**TABLE 6. RESULTS FOR LARAMIE COUNTY COMMUTING ZONE (CONTINUED)**

<b>CLUSTER ID</b>	<b>NAICS</b>	<b>INDUSTRY NAME</b>	<b>MAX PEER EMPLOYMENT</b>	<b>CURRENT EMPLOYMENT</b>	<b>AVG. SALARY</b>	<b># MISSING HIGH-SKILL OCCUPATIONS</b>	<b>REGIONAL DEMAND (MILLIONS USD)</b>
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	260	185	\$47,696	0	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,259	Other Chemical Product and Preparation Manufacturing	658	0	\$52,945	2	\$8,316
42	3,311	Iron and Steel Mills and Ferroalloy Manufacturing	2,570	0	\$45,627	0	\$12,675
32	3,221	Pulp, Paper, and Paperboard Mills	1,533	0	\$50,640	1	\$9,525
32	3,115	Dairy Product Manufacturing	985	0	\$46,851	0	\$9,525
49	3,119	Other Food Manufacturing	2,270	20	\$45,892	1	\$2,132
41	3,323	Architectural and Structural Metals Manufacturing	1,747	120	\$48,448	2	\$7,670
41	3,324	Boiler, Tank, and Shipping Container Manufacturing	382	0	\$45,168	0	\$7,670
4	4,881	Support Activities for Air Transportation	465	74	\$53,958	3	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	1,195	0	\$50,052	1	\$15,556
4	4,812	Nonscheduled Air Transportation	180	7	\$68,911	1	\$15,556
19	4,885	Freight Transportation Arrangement	1,084	19	\$61,100	3	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	617	465	\$50,157	5	\$17,453

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TABLE 6. RESULTS FOR LARAMIE COUNTY COMMUTING ZONE (CONTINUED)							
CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
19	5,174	Satellite Telecommunications	37	0	\$62,861	1	\$17,453
51	3,391	Medical Equipment and Supplies Manufacturing	1,482	5	\$45,537	1	\$4,316
14	3,254	Pharmaceutical and Medicine Manufacturing	1,456	0	\$48,891	4	\$9,468
1	7,115	Independent Artists, Writers, and Performers	235	0	\$69,741	0	\$2,405
1	7,111	Performing Arts Companies	1,175	0	\$48,147	1	\$2,405
1	5,152	Cable and Other Subscription Programming	10	0	\$79,721	1	\$2,405
43	3,321	Forging and Stamping	782	0	\$45,824	0	\$2,287
43	3,365	Railroad Rolling Stock Manufacturing	502	0	\$47,995	0	\$2,287
8	3,241	Petroleum and Coal Products Manufacturing	718	117	\$56,469	1	\$27,990
8	3,122	Tobacco Manufacturing	7	0	\$47,764	1	\$27,990
8	3,271	Clay Product and Refractory Manufacturing	368	0	\$51,999	0	\$27,990
30	3,273	Cement and Concrete Product Manufacturing	1,009	86	\$45,156	0	\$3,186
6	3,362	Motor Vehicle Body and Trailer Manufacturing	999	0	\$46,926	0	\$390

## TABLE 7. RESULTS FOR WASHAKIE & HOT SPRINGS COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
32	3,115	Dairy Product Manufacturing	55	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
23	3,363	Motor Vehicle Parts Manufacturing	502	0	\$45,824	1	\$10,895
10	3,344	Semiconductor and Other Electronic Component Manufacturing	351	0	\$49,466	1	\$6,813
33	3,251	Basic Chemical Manufacturing	351	0	\$54,460	1	\$32,887
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	174	0	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	30	0	\$61,100	3	\$17,453
3	4,852	Interurban and Rural Bus Transportation	202	0	\$45,857	2	\$1,434
41	3,324	Boiler, Tank, and Shipping Container Manufacturing	10	0	\$45,168	0	\$7,670
41	3,323	Architectural and Structural Metals Manufacturing	186	0	\$48,448	2	\$7,670
0	3,345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	63	0	\$56,261	2	\$8,869
0	3,335	Metalworking Machinery Manufacturing	39	0	\$49,490	0	\$8,869
0	3,327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	35	0	\$47,676	2	\$8,869
26	4,882	Support Activities for Rail Transportation	125	0	\$48,889	0	\$5,638

## TABLE 8. RESULTS FOR SHERIDAN & JOHNSON COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	15	0	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	11	0	\$47,696	0	\$8,316
32	3,115	Dairy Product Manufacturing	85	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
23	3,332	Industrial Machinery Manufacturing	15	0	\$50,359	0	\$11,410
23	3,363	Motor Vehicle Parts Manufacturing	502	0	\$45,824	1	\$11,410
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	41	0	\$50,052	1	\$15,556
4	4,881	Support Activities for Air Transportation	213	9	\$53,958	3	\$15,556
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	290	58	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	95	16	\$61,100	3	\$17,453



## TABLE 9. RESULTS FOR BIG HORN & PARK COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	15	0	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	11	0	\$47,696	0	\$8,316
32	3,115	Dairy Product Manufacturing	85	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
27	5,324	Commercial and Industrial Machinery and Equipment Rental and Leasing	547	46	\$49,858	5	\$3,892
23	3,332	Industrial Machinery Manufacturing	15	0	\$50,359	0	\$11,410
23	3,363	Motor Vehicle Parts Manufacturing	502	0	\$45,824	1	\$11,410
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	41	0	\$50,052	1	\$15,556
4	4,881	Support Activities for Air Transportation	213	34	\$53,958	3	\$15,556

## TABLE 10. RESULTS FOR NATRONA & CONVERSE COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
0	3,345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	2,268	0	\$56,261	2	\$8,869
0	3,335	Metalworking Machinery Manufacturing	105	0	\$49,490	0	\$8,869
0	3,327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	663	61	\$47,676	2	\$8,869
43	3,311	Iron and Steel Mills and Ferroalloy Manufacturing	2,570	0	\$45,627	0	\$12,675
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	260	0	\$47,696	0	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,259	Other Chemical Product and Preparation Manufacturing	48	50	\$52,945	2	\$8,316
24	3,329	Other Fabricated Metal Product Manufacturing	1,533	42	\$47,915	1	\$10,064
24	3,315	Foundries	165	0	\$45,757	0	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	543	0	\$46,808	1	\$10,064
31	3,221	Pulp, Paper, and Paperboard Mills	1,516	0	\$50,640	1	\$9,525

## TABLE 11. RESULTS FOR CAMPBELL, CROOK, & WESTON COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	41	146	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	30	0	\$47,696	0	\$8,316
24	3,329	Other Fabricated Metal Product Manufacturing	151	0	\$47,915	1	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	543	7	\$46,808	1	\$10,064
24	3,315	Foundries	165	0	\$45,757	0	\$10,064
49	3,119	Other Food Manufacturing	717	0	\$45,892	1	\$2,132
10	3,344	Semiconductor and Other Electronic Component Manufacturing	374	0	\$49,466	1	\$16,024
10	3,342	Communications Equipment Manufacturing	9	0	\$68,247	1	\$16,024
10	3,353	Electrical Equipment Manufacturing	320	0	\$55,446	0	\$16,024
10	3,359	Other Electrical Equipment and Component Manufacturing	9	0	\$55,077	2	\$16,024
32	3,115	Dairy Product Manufacturing	154	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525

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**TABLE 11. RESULTS FOR CAMPBELL, CROOK, & WESTON COUNTY COMMUTING ZONE (CONTINUED)**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
4	4,881	Support Activities for Air Transportation	420	0	\$53,958	3	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	50	0	\$50,052	1	\$15,556
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	0	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	138	9	\$61,100	3	\$17,453
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
44	3,132	Fabric Mills	611	0	\$55,370	0	\$1,059
32	3,115	Dairy Product Manufacturing	154	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
4	4,881	Support Activities for Air Transportation	420	0	\$53,958	3	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	50	0	\$50,052	1	\$15,556
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	0	\$50,157	5	\$17,453
19	4,885	Freight Transportation Arrangement	138	9	\$61,100	3	\$17,453
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453



## TABLE 12. RESULTS FOR SWEETWATER & UINTA COUNTY COMMUTING ZONE

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	59	5	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	260	112	\$47,696	0	\$8,316
23	3,332	Industrial Machinery Manufacturing	607	0	\$50,359	0	\$11,410
23	3,363	Motor Vehicle Parts Manufacturing	1,403	0	\$45,824	1	\$11,410
10	3,344	Semiconductor and Other Electronic Component Manufacturing	374	0	\$49,466	1	\$16,024
10	3,342	Communications Equipment Manufacturing	59	0	\$68,247	1	\$16,024
10	3,353	Electrical Equipment Manufacturing	320	0	\$55,446	0	\$16,024
10	3,359	Other Electrical Equipment and Component Manufacturing	502	0	\$55,077	2	\$16,024
4	4,881	Support Activities for Air Transportation	420	0	\$53,958	3	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	464	0	\$50,052	1	\$15,556

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**TABLE 12. RESULTS FOR SWEETWATER & UINTA COUNTY COMMUTING ZONE (CONTINUED)**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
4	4,812	Nonscheduled Air Transportation	180	0	\$68,911	1	\$15,556
24	3,315	Foundries	165	0	\$45,757	0	\$10,064
24	3,329	Other Fabricated Metal Product Manufacturing	170	26	\$47,915	1	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	543	0	\$46,808	1	\$10,064
32	3,221	Pulp, Paper, and Paperboard Mills	573	0	\$50,640	1	\$9,525
32	3,115	Dairy Product Manufacturing	159	0	\$46,851	0	\$9,525
49	3,119	Other Food Manufacturing	717	0	\$45,892	1	\$2,132
19	5,174	Satellite Telecommunications	37	0	\$62,861	1	\$17,453
19	4,885	Freight Transportation Arrangement	138	0	\$61,100	3	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	273	\$50,157	5	\$17,453
6	3,362	Motor Vehicle Body and Trailer Manufacturing	655	0	\$46,926	0	\$390
27	5,324	Commercial and Industrial Machinery and Equipment Rental and Leasing	640	84	\$49,858	5	\$3,892
8	3,241	Petroleum and Coal Products Manufacturing	374	0	\$56,469	1	\$27,829
8	3,271	Clay Product and Refractory Manufacturing	261	0	\$51,999	0	\$27,829
51	3,391	Medical Equipment and Supplies Manufacturing	620	0	\$45,537	1	\$4,316
44	3,132	Fabric Mills	611	0	\$55,370	0	\$1,059

**TABLE 13. RESULTS FOR TETON, SUBLETTE, & LINCOLN COUNTY COMMUTING ZONE**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
2	3,259	Other Chemical Product and Preparation Manufacturing	41	0	\$52,945	2	\$8,316
2	3,314	Nonferrous Metal (except Aluminum) Production and Processing	2,008	0	\$65,179	1	\$8,316
2	3,253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	30	0	\$47,696	0	\$8,316
23	3,363	Motor Vehicle Parts Manufacturing	1,506	0	\$45,824	1	\$11,410
23	3,332	Industrial Machinery Manufacturing	67	0	\$50,359	0	\$11,410
24	3,329	Other Fabricated Metal Product Manufacturing	151	5	\$47,915	1	\$10,064
24	3,339	Other General Purpose Machinery Manufacturing	543	0	\$46,808	1	\$10,064
24	3,315	Foundries	165	0	\$45,757	0	\$10,064
49	3,119	Other Food Manufacturing	717	0	\$45,892	1	\$2,132
10	3,353	Electrical Equipment Manufacturing	320	0	\$55,446	0	\$16,024
10	3,342	Communications Equipment Manufacturing	9	0	\$68,247	1	\$16,024
10	3,344	Semiconductor and Other Electronic Component Manufacturing	374	0	\$49,466	1	\$16,024
10	3,359	Other Electrical Equipment and Component Manufacturing	9	0	\$55,077	2	\$16,024

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**TABLE 13. RESULTS FOR TETON, SUBLETTE, & LINCOLN COUNTY COMMUTING ZONE (CONTINUED)**

CLUSTER ID	NAICS	INDUSTRY NAME	MAX PEER EMPLOYMENT	CURRENT EMPLOYMENT	AVG. SALARY	# MISSING HIGH-SKILL OCCUPATIONS	REGIONAL DEMAND (MILLIONS USD)
32	3,115	Dairy Product Manufacturing	154	0	\$46,851	0	\$9,525
32	3,221	Pulp, Paper, and Paperboard Mills	528	0	\$50,640	1	\$9,525
4	4,881	Support Activities for Air Transportation	420	186	\$53,958	3	\$15,556
4	3,364	Aerospace Product and Parts Manufacturing	50	0	\$50,052	1	\$15,556
4	4,812	Nonscheduled Air Transportation	180	7	\$68,911	1	\$15,556
19	5,174	Satellite Telecommunications	7	0	\$62,861	1	\$17,453
19	4,885	Freight Transportation Arrangement	138	4	\$61,100	3	\$17,453
19	5,172	Wireless Telecommunications Carriers (except Satellite)	502	16	\$50,157	5	\$17,453
44	3,132	Fabric Mills	611	0	\$55,370	0	\$1,059
27	5,324	Commercial and Industrial Machinery and Equipment Rental and Leasing	547	34	\$49,858	5	\$3,892







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