

Agency 085
Wyoming Business Council Annual Report
FY 09

General Information

Agency name:

Wyoming Business Council

Director's name and official title:

Robert K. Jensen, Chief Executive Officer

Agency contact person:

Robert K. Jensen

Agency contact phone:

307-777-2800 (switchboard)

Mailing address:

214 W. 15th Street
Cheyenne, WY 82002

Web address (URL):

Wyoming Business Council's Web sites:

1. www.wyomingbusiness.org (Business and community assistance site)
2. www.whywyoming.org (Business relocation site)
3. www.wyospace.com (Entrepreneur blog)
4. www.wyomingfirst.org (Wyoming-made products)
5. www.wyomingmainstreet.org (Revitalization of historic downtown districts)
6. www.wyomingrural.org (Wyoming Rural Development Council)

Web sites in partnership with others:

1. www.wylead.org (Wyoming Leadership Education and Development Program)
2. www.wyobeef.com (Wyoming beef cattle listing service)
3. www.wyolamb.com (Wyoming lamb listing service)
4. www.wyohaylist.com (Wyoming hay listing service)
5. www.wyomingwomenscouncil.org (Wyoming Council for Women's Issues)
6. www.wyomingbusinessinstitute.com (Wyoming Business Leadership Institute)

University of Wyoming collaborative partnerships' Web sites:

1. www.uwyo.edu/sbdc (Wyoming Small Business Development Center)
2. www.manufacturing-works.com (Manufacturing-Works)
3. www.uwyo.edu/sbir (Wyoming SBIR/STTR Initiative)
4. www.gro-biz.com (Wyoming Procurement Technical Assistance Center (GRO-Biz))
5. www.uwyo.edu/wmrc (Wyoming Market Research Center)

6. www.uwyo.edu/rpc (Wyoming Research Products Center)
7. www.wyomingwomen.org (Wyoming Women's Business Center)
8. www.uwyo.edu/WTBC/ (Wyoming Technology Business Center)
9. www.wrdf.org (Wind River Development Fund)

Other Locations:

Casper, Cheyenne, Gillette, Powell, Riverton, Rock Springs, and Kemmerer

Statutory References:

W.S. 9-12-101 through 9-12-113	General
W.S. 9-12-201 through 9-12-202	Science, Technology and Energy Financial Aid
W.S. 9-12-301 through 9-12-307	Partnership Challenge Loan Program
W.S. 9-12-501 through 9-12-502	Wyoming Council for Women's Issues
W.S. 9-12-601 through 9-12-603	Business Ready Communities Grant & Loan Program
W.S. 9-12-801 through 9-12-804	Community Facilities Grant & Loan Program
W.S. 9-12-901 through 9-12-905	Community Workforce Housing Loan Program
W.S. 9-12-1101 through 9-12-1105	Main Street Program
W.S. 9-4-701	Investment of State Funds
W.S. 11-34-303	Area Development Funds
W.S. 21-18-104	Small Business Development Centers
W.S. 35-12-110	Industrial Facility Permitting
W.S. 37-5-103	Natural Gas Pipeline Authority
W.S. 40-11-102	Foreign Trade Zones

Clients Served:

The Wyoming Business Council serves communities, businesses, start-ups and entrepreneurs in Wyoming, and works to recruit businesses to the state.

Budget Information (Expenditures for FY09):

\$48,332,232 – Total FY09 expenditures, which are broken down into the following:

- \$18,495,188 - FY09 expenditures from 2009/10 biennium budget (excludes intra-agency transfers)
- \$29,837,044 – FY09 expenditures from the 2007/08 and 2005/06 biennium budgets (payments against grant agreements - primarily from the Business Ready Community Grant and Loan Program and the Community Facilities Grant and Loan Program - and contract agreements)

Wyoming Business Council Annual Report FY 2009

Name of Department/Division/Program: Wyoming Business Council

Plan Period: FY2008 (July 1, 2008 through June 30, 2009)

Wyoming Quality of Life Result:

- **Strong Economy:** Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- **Technology and Workforce:** Advanced technologies and a quality workforce allow Wyoming businesses and communities to adapt and thrive.

Contribution to Wyoming Quality of Life:

The Wyoming Business Council serves Wyoming residents by working to increase wages and helping communities grow and diversify their economies. The Wyoming Business Council accomplishes this by providing assistance for existing Wyoming companies and start-ups, helping communities meet their development and diversification needs, and recruiting new firms and industries targeted to complement the state's assets. The Business Council develops and delivers many of these programs at the grassroots level through its Regional Offices with active local participation and partnership.

Basic Facts:

The Wyoming Business Council has 52 full-time equivalent staff positions with a total 2009/2010 biennium budget of \$119.6 million (\$110.2 million from general funds, \$7.8 million federal funds and \$1.6 million special revenue funds). While under the Wyoming Business Council's statute, Wyoming Travel and Tourism has a separate budget and will be submitting a separate strategic plan.

In 1998, the State of Wyoming dramatically changed its approach to economic development by creating the Wyoming Business Council. Wyoming Statute 9-12-101 charges the Wyoming Business Council to encourage, stimulate and support the development and expansion of the economy of the state. The directives of this statute are incorporated into the services provided by the Wyoming Business Council to meet its three main goals:

Business Goal - Promote business development that complements Wyoming's assets

- The Wyoming Business Council works with communities to expand and attract target industries, grow existing niche sectors and support local infrastructure investments. The Wyoming Business Council also provides assistance to help retain, diversify and expand existing businesses and entrepreneurs. Additionally, the Business Council supports and adds value to Wyoming's primary industries – agriculture, tourism and minerals.

People Goal - Improve the quality of life and opportunities for people in Wyoming

- The Wyoming Business Council participates in efforts to increase median wages and reduce gender wage gap; promotes youth entrepreneurship; and works with other communities, agencies and organizations in workforce development and recruitment efforts. The Wyoming

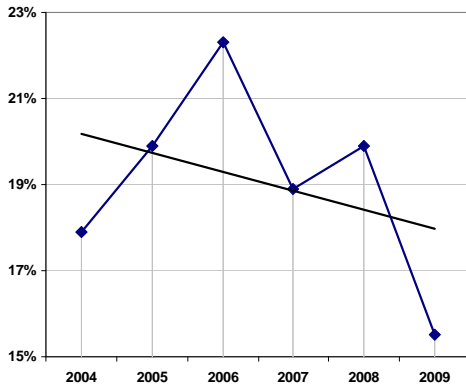
Business Council also provides services to help communities with prioritized and planned investments in quality child care, senior care and health care facilities.

Places Goal - Develop Wyoming with places where people want to live, work, visit and play

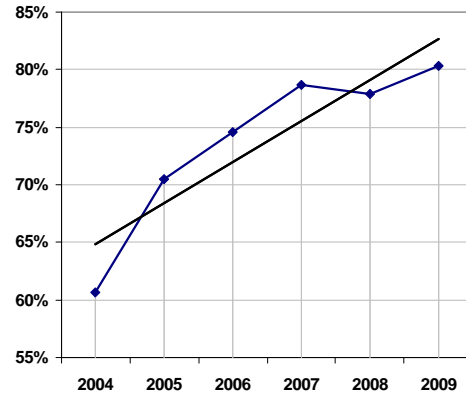
- The Wyoming Business Council supports community planned investments to expand and improve amenities, including recreation, cultural and entertainment opportunities. Through its Regional Directors, consulting services and grant and loan programs, the Wyoming Business Council assists local, regional and statewide community development efforts and works to improve basic service infrastructure (buildings, housing, roads, fiber, sewer and water) for communities.

Performance:

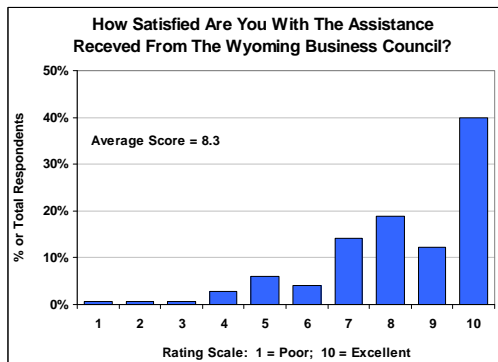
Performance Measure #1: Percentage of businesses in Wyoming receiving services from the Wyoming Business Council to total businesses within Wyoming



Performance Measure #2: Percentage of cities, towns and counties receiving services from the Wyoming Business Council to total counties, incorporated cities and towns



Performance Measure #3: Percentage of total respondents to the client satisfaction survey responding that they were satisfied with the assistance received from the Wyoming Business Council



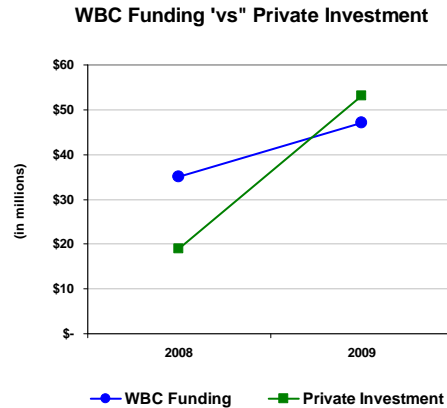
Performance Measure #4: Comparison of jobs created by companies assisted by the Wyoming Business Council compared to total employment growth in Wyoming

The data from this performance measure is being compiled and will be ready by 2010.

Performance Measure #5: Existing jobs supported through the Wyoming Business Council's programs compared to total employment

The data from this performance measure is being compiled and will be ready by 2010.

Performance Measure #6: Comparison of financial investments made by the Wyoming Business Council's grant and loan programs compared to local and private sector capital investment



Story behind the performance plotted above:

Performance Measure #1 Businesses Served to Total Businesses: One of the Wyoming Business Council's goals is to provide quality services to help retain and grow existing businesses in the state. A business may use one or multiple services from the Wyoming Business Council and its partners, but this measure only counts the number of clients served. Total businesses are defined by the U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages.

In addition to the services it provides, the Wyoming Business Council contracts with several entities in the University of Wyoming, as well as the Wyoming Women's Business Center and the Wind River Development Fund, to provide many valuable business assistance services targeted to entrepreneurs and growing existing businesses. These partners include: Wyoming Small Business Development Center, Manufacturing-Works, Wyoming Women's Business Center, Wyoming Research Products Center, Wyoming SBIR/STTR Initiative, Wyoming Market Research Center, Wyoming Procurement Technical Assistance Center (GRO-Biz), Wind River Development Fund and the Wyoming Technical Business Assistance Center.

The decline in the percent of businesses served in FY09 represents the combined growth of total businesses in the state and a decline in clients being served by both the Wyoming Business Council and its partners. Some of the decline in clients is due in part to the Wyoming Business Council's work both internally and with its partners to increase efficiency and to eliminate duplication in its data.

Performance Measure #2 Communities Served to Total Communities: One of the Wyoming Business Council's goals is to provide quality services to all communities within the state. Communities are defined as the 23 counties and incorporated cities and towns. Assistance provided to unincorporated towns is counted toward the counties. A city, town or county may receive multiple services from the Wyoming Business Council and its partners. Community help includes assistance to government-funded entities such as schools, colleges and Joint Powers Boards.

A considerable amount of community outreach comes from the seven Regional Directors who help communities develop successful grant applications as well as offer consulting on quality of life and development projects. Demand for Regional Directors' assistance continues to climb.

The Main Street Program and the Wyoming Rural Development Council transferred to the Wyoming Business Council, expanding the services available to communities. Because of the lack of applicants to the Workforce Housing Infrastructure Loan Program, the one-time \$1 million appropriation will revert to the General Fund. The Data Center Incentive Program was codified in statute during the 2009 legislative session and is expected to receive the first applications in the fall of 2009. A long term care planning grant was also created with the 2009 legislative session and funded with \$125,000 from the General Fund. Applications for that grant program will be received in September 2009.

Performance Measure #3 Client Satisfaction Survey: The Wyoming Business Council recognizes the importance of supplying high-quality services. To evaluate its efforts in this area, the Wyoming Business Council conducts client satisfaction surveys of its community and business clients. In the client satisfaction survey for FY09, clients were asked: "How satisfied are you with the overall assistance received from the Wyoming Business Council?" Among the respondents, the average score was 8.3, where "1" was rated as poor and "10" was excellent.

Performance Measure #4 Jobs Created by Companies Assisted by the Wyoming Business Council and Performance Measure #5 Existing Jobs Supported through the Wyoming Business Council: These are new performance measures that the Wyoming Business Council will begin tracking in 2009 and include in the reports in 2010. The Business Council is exploring contracting with the Wyoming Department of Employment for this information to provide a more accurate number than could be obtained through surveys and to ensure an unbiased source for the data. The Department of Employment receives payroll reports from companies with employees subject to unemployment insurance and worker's compensation programs. Using its records based on payroll reports, the Department of Employment could provide the Business Council with numbers that can be used to track year to year changes in employment numbers and provide the comparisons these measures require: (1) the number of employees associated with Business Council clients with employees; and (2) the total number of employees reported to the Department of Employment. Beyond the base number, because some agricultural and single owner businesses are not required to report to the Department of Employment, the Business Council will take those clients without Department of Employment records, review their circumstances and determine if they constitute a single full-time employee. Then using the combined numbers, the Business Council can compare client company performance in regards to percentage of total state employment associated with Business Council clients, job growth within that subset and be able to compare the totals with statewide results.

Performance Measure #6 Financial Investments Made by the Wyoming Business Council Compared to Private Sector Capital Investment: This new performance measure shows the private sector investment that was made as a result of the public sector investment made through the following Wyoming Business Council programs over the last two fiscal years: Business Ready Community Grant and Loan Program, the Community Facilities Grant and Loan Program, Community Development Block Grant Program and the Wyoming Partnership Challenge Loan Program. Private sector capital investment is obtained through the grant and loan applications.

What has been accomplished?

Performance Measure #1 Businesses Served to Total Businesses: The Wyoming Business Council and its partners have provided services to 3,887 Wyoming businesses and entrepreneurs in FY09. The Wyoming Business Council and its partners helped companies, start-ups and agribusinesses by doing the following:

- Helped 181 businesses and entrepreneurs through assistance by the Regional Directors.
- Fostered the development of the value-added food sector by developing a food marketing and safety manual, which was funded by a federal grant.
- Created a new biofuel program to assist agricultural producers in identifying the potential for raising sustainable alternative crops that can add value to current cropping practices.
- Expanded the certifications in the Wyoming Verified Program, a marketing tool which allows producers to capture added value through premiums offered for certified livestock, to include a BVD-PI – free certification. Sixty new producers enrolled in the program, bringing total enrollment to 170. A total of 39,717 head of livestock were certified and sold in 2008 compared to 16,125 in 2007. A survey of participants indicated producers received an average \$11 per head premium by participating in the source, age and natural program, generating almost \$437,000 in additional revenue for Wyoming producers.
- Graduated 17 members from the state's agriculture community who participated in Wyoming LEAD, a two-year leadership and education training program, bringing the total number of graduates to 171.
- Increased exposure and marketing opportunities for more than 60 Wyoming agribusinesses and producers at the following domestic and international trade events: National Western Stock Show, World Dairy Expo, agricultural trade missions, United States Livestock Genetics Export Marketing Program trade missions, Wyoming State Fair Farmers' Market, and Natural Products Expo West.
- Held events and produced publications that increased awareness of marketing and business development opportunities for Wyoming farmers and ranchers. These efforts included taking a leadership role in coordinating the Wyoming AgXpo, Diversified Ag Tour, Wyoming State Fair Hay Show, Wyoming State Fair Farmers' Market, and Ag-Based Innovative Marketing (AIM) conference. Utilizing technological opportunities, the Business Council held nine webinars regarding retained ownership for livestock. The number of *Activities* newsletter issues has increased with a distribution list of over 2,500 people. The Wyoming Farm, Ranch and Agribusiness Directory lists 454 agribusinesses online and in a print publication.
- Provided \$65,647 for the following grants: 17 promotional grants to Wyoming farmers' markets; 28 educational and leadership grants through the Wyoming Rural Rehabilitation Program; a record 55 Wyoming Verified producers received cost share grants to assist with enrollment and data handling fees; and four agribusiness grants. A new program, which received national recognition, was created to assist fuel reimbursement costs for farmers' market vendors.
- Held two business training programs for 38 participants in the Wyoming Business Leadership Institute, a partnership between the University of Wyoming College of Business and the Wyoming Business Council.

- Distributed 30 technical assistance grants, totaling \$119,000, to private property owners through the Historic Architecture Assistance Fund, operated in cooperation with the Wyoming State Historic Preservation Office (SHPO).
- Assisted six Wyoming businesses by participating in loans through the Wyoming Partnership Challenge Loan Program. The total amount loaned to the businesses was \$3,120,509 with the Business Council's participation being \$995,000. Equity injected by the businesses exceeded \$550,000 and 13 jobs were created.
- Helped businesses become more energy efficient by conducting energy audits of six businesses, distributing 14 anemometers to test wind speeds, and holding nine training workshops. In addition, the State Energy Office helped residents explore renewable energy by awarding Residential Photovoltaic grants to 37 individuals in the state.
- Responded to 3,189 (1,589 resident; 1,602 non-resident) requests for permitting information, resulting in the creation or retention of 396 jobs, and held workshops for several state agencies and partners. In addition, the Permitting Office sent out client satisfaction surveys. When asked, "Overall, were you satisfied with the efforts of this office?" the average score from respondents was 4.93 where "5" indicated they strongly agreed.
- Provided business training at the 2008 Business-to-Business Idea Expo, a business conference with an attendance of 239 people. Of which, about 150 business people and 20 community college students attended. The Idea Expo is a partnership between the Wyoming Business Council, WyomingEntrepreneur.biz, the Wyoming Procurement Technical Assistance Center (GRO-Biz), Manufacturing-Works, Wyoming Market Research Center, Wyoming SBIR/STTR Initiative and the Wyoming Research Products Center.
- Provided support and staff for the 2009 Hugh O'Brian Youth (HOBY) Wyoming Youth Leadership Seminar, which provided leadership training to 29 high school sophomores from around Wyoming. HOBY seminars are held in all 50 states.
- Promoted Wyoming-made products through publications, local and national trade shows and events. The Wyoming Business Council sold Wyoming products from 50 companies at the Cheyenne Frontier Days General Mercantile, Wyoming State Fair Pavilion and the Adjutants General Association of the United States Conference. These events generated over \$16,000 in sales for these companies and exposure to thousands of potential customers. In addition, the Wyoming First catalog, promoting Wyoming-made products from 321 companies, was distributed at trade shows and events and is available at wyomingfirst.org.
- Encouraged the promotion and sales of Wyoming products and services statewide, nationally, and internationally. The Business Council awarded a total of \$36,570 in Trade Show Incentive Grants to 34 Wyoming businesses to assist them in attending trade shows. The Wyoming Business Council also helped 28 Wyoming companies attend SHOT Show, Data Center World, Denver Merchandise Mart, International Sportsmen's Expo in Utah and Colorado and the Wind Power 2009 Expo. These efforts resulted in an estimated 7,000 contacts and over \$1 million in sales for these companies.
- Promoted 70 companies in the national, regional and local media; featured products on the weekly KGWN-TV Wyoming-Made segment; and hosted the Wyoming Outdoor Products Days which brought seven national outdoor writers to Wyoming to meet with Wyoming companies that produce outdoor products. Efforts to promote Wyoming's business environment resulted in coverage in the Economic Daily, Processor Magazine (Data Centers), Alberta Outdoorsmen (Canada) and on National Public Radio (NPR).
- Consulted with 33 businesses on human resources.

- Responded to research and grant requests from one business.

The Wyoming Business Council's partners, seven of which are contracts through the University of Wyoming, helped businesses and entrepreneurs by doing the following:

- Provided 5,832 hours of business assistance to 1,747 clients at the Wyoming Small Business Development Center (SBDC) from July 1, 2008 to June 30, 2009. In addition, 699 participants attended 39 training programs. The SBDC assisted clients in raising \$9,115,860 in capital, starting 37 businesses, and creating/retaining 127 jobs.
- Assisted 397 clients in obtaining 64 government contracts totaling \$3,035,049 through the efforts of the Wyoming Procurement Technical Assistance Center (GRO-Biz). In addition, GRO-Biz trained 800 clients on procurement topics at 27 training events, and conducted 830 counseling sessions. The overall economic impact was 60 jobs retained or created as a result of the government contracts. The GRO-Biz program also began incorporating innovative uses of technology into all aspects of its services, including creating a social networking group on Ning where its first online training tutorial videos have been posted and using web conferencing software to conduct interactive client counseling on a regular basis.
- Provided market research to 289 clients with 360 separate projects via the Wyoming Market Research Center. Research was provided for clients from 22 counties in the state. Demand for the services of the Market Research Center declined along with the economy during FY09, although the most recent quarter showed an increase in demand. The Market Research Center provided research services to Wyoming businesses with a market value of \$352,762.
- Provided assistance to over 101 manufacturing and technology oriented companies through Manufacturing-Works. Of which, 60 used the free added value services offered through the commitment with the Wyoming Business Council to provide at least eight hours of free service for qualifying candidates. The other 41 companies were helped under contract with a fee. The economic impact anticipated from Manufacturing-Works clients include: increased sales of \$988,900; decreased costs of \$148,800; increased capital investment of \$164,350; and 20 jobs created/retained. These numbers are validated with the client a year after project completion by an independent research firm that uses a separate survey approach.
- Worked with 95 inventors and entrepreneurs on 165 projects to identify and protect their intellectual property and develop their technology innovations into marketable products through the Wyoming Research Products Center.
- Gave \$120,000 in awards through the Wyoming SBIR/STTR Initiative's Phase 0 Program to 16 Wyoming businesses to help them access federal funds to develop their innovative technologies and businesses. In addition, four Wyoming companies received over \$2 million in federal awards. For every \$1 invested by the Wyoming Legislature, Wyoming has realized an average of \$201 in return.
- Assisted 192 small business owners and start-up entrepreneurs through 514 hours of business counseling through the help of the Wyoming Women's Business Center. The center has provided 35 training programs to 706 participants through 135 hours of instruction. The center has assisted three small business owners with access to capital through the Microloan Program in the amount of \$20,500. Three business owners have successfully paid their microloans in full this fiscal year in the amount of \$30,000. One IDA program participant has successfully completed her savings program and received her match of \$840.

- Provided broadband services to six companies through the Wyoming Technology Business Center at the University of Wyoming. Two companies have dedicated suites to house their equipment, and are the largest consumers of broadband services and data center space. Additionally, there are four companies with equipment in a collocation space and they utilize smaller amounts of broadband services. All together there are 78.5 full-time employees serving the six companies for an average company employment of 13 full-time employees. The average annual salary is \$43,285.
- Assisted 245 clients through counseling through the help of the Wind River Development Fund. Of the 24 participants that took a May 2009 financial literacy course, 90 percent were low-income American Indians from the Wind River Indian Reservation, and all participants claimed their financial knowledge had been increased. The Wind River Development Loan Program had 37 active loans for 26 businesses during FY09. These active loans resulted in retention and/or expansion of 98 jobs.

Performance Measure #2 Communities Served to Total Communities: The Wyoming Business Council has provided services to 98 of the incorporated cities, towns and counties in Wyoming by doing the following:

- Helped, through the Regional Offices, over 69 cities, towns and counties with projects ranging from writing grant applications to recruiting companies.
- Promoted energy efficiency in public buildings through the Wyoming Energy Conservation Improvement Programs with two counties, four cities/towns, two schools, one school district, two hospitals, one museum and one non-profit. One school, one city and one school district have signed up for an Investment Grade Audit.
- Helped economic development groups promote their communities by distributing 12 business recruitment leads to members of the Wyoming Economic Development Association; assisting with three company site visits to four different communities. Six economic development groups joined the Business Council in attending CoreNet (a site selector conference), West Pack, Power Gen and Wind Power.
- Conducted community assessments of Etna, Daniel and South Cheyenne, including six five year follow-up assessments of Alpine, Cokeville, Edgerton, Lyman, Pine Bluffs and Thermopolis. To date, the Wyoming Rural Development Council has conducted 96 community and six county assessments.
- Added Sheridan as a Certified Main Street community and Buffalo, Glenrock, Douglas, Platte County and Torrington as Aspiring Main Street communities, bringing the total communities participating in the program to 12.
- Provided \$183,670 in Main Street technical assistance funding to 11 communities and one county.
- Held a rural design workshop, entitled "Your Town: The Citizens' Institute on Rural Design," in Wheatland with 35 participants from 15 different communities.
- Awarded 22 Community Development Block Grants, totaling \$2 million and impacting 19 communities. It is projected that 15,275 people will benefit from the public facilities and accessibility improvements, 32 households will benefit from improved public infrastructure, and 13 plans will be developed.
- Awarded 27 Business Ready Community grants and one Business Ready Community loan, totaling \$33.2 million and impacting 19 communities. Over the three-year period after

construction is completed, grants targeting business start-up or expansion project are projected to create an estimated 155 jobs with an estimated average hourly wage of over \$20.

- Awarded 10 Community Facilities grants, totaling \$10.4 million and impacting 10 communities. It is projected that 23,379 people will have access to these facilities.
- Consulted with 10 communities on human resources.
- Responded to research and grant requests from 65 communities and government agencies.

Performance Measure #3 Client Satisfaction Survey:

- Standardized and modified the client management system to meet the Wyoming Business Council's unique requirements.
- Put one University of Wyoming partner, Manufacturing-Works, on the system.

Performance Measure #4 Jobs Created by Companies Assisted by the Wyoming Business Council and Performance Measure #5 Existing Jobs Supported through the Wyoming Business Council:

- Please see results under "Performance Measure #1 Business Served to Total Businesses."

Performance Measure #6 Financial Investments Made by the Wyoming Business Council Compared to Local/Private Sector Capital Investment:

- Invested about \$46.8 million in Wyoming projects through four Wyoming Business Council grant and loan programs which leveraged about \$52.7 million in private sector capital investment.

