



# STATE OF WYOMING

# 066

Agency Number

## 2013-2014 BIENNIUM BUDGET REQUEST

### WYOMING TOURISM BOARD

Agency Name

The information in this budget request has been developed in accordance with the agency plan prepared according to W.S. 28-1-115 & 28-1-116 [W.S. 9-2-1011 (b)(vi)]. Submitted by:

Signature Diane Shober

Name Diane Shober

Title Director

Person(s) responsible for the preparation of this budget:

Anita Benton

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Prepared for the February 2012 Legislature

**Budget Division**, Department of Administration & Information

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DEPARTMENT WYOMING TOURISM BOARD							DEPT 066
1	2	3	4	5	6	7	
Description	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
DIVISION							
WYOMING TOURISM BOARD	0100	26,247,242	25,315,686	7,155,000	32,470,686	(2,237,423)	30,233,263
WELCOME CENTER RENOVATIONS	7000	0	0	393,000	393,000	(393,000)	0
TOTAL BY DIVISION		26,247,242	25,315,686	7,548,000	32,863,686	(2,630,423)	30,233,263
OBJECT SERIES							
PERSONAL SERVICES	0100	3,709,672	4,140,946	0	4,140,946	0	4,140,946
SUPPORTIVE SERVICES	0200	1,428,637	1,428,637	300,000	1,728,637	0	1,728,637
CENT. SERV./DATA SERV.	0400	160,716	147,886	0	147,886	(42,423)	105,463
GRANTS & AID PAYMENT	0600	900,000	900,000	0	900,000	0	900,000
CAPITAL EXPENDITURES	0700	0	0	393,000	393,000	(393,000)	0
CONTRACTUAL SERVICES	0900	20,048,217	18,698,217	6,855,000	25,553,217	(2,195,000)	23,358,217
TOTAL BY OBJECT SERIES		26,247,242	25,315,686	7,548,000	32,863,686	(2,630,423)	30,233,263
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	26,243,642	25,312,086	7,548,000	32,860,086	(2,630,423)	30,229,663
OTHER FUNDS	Z	3,600	3,600	0	3,600	0	3,600
TOTAL BY FUNDS		26,247,242	25,315,686	7,548,000	32,863,686	(2,630,423)	30,233,263
AUTHORIZED EMPLOYEES							
TOTAL AUTHORIZED EMPLOYEES							

DEPARTMENT WYOMING TOURISM BOARD

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**SECTION 1. DEPARTMENT STATUTORY AUTHORITY**

W.S. 9-12-1001 thru 1002 Wyoming Tourism Board

W.S. 9-12-402 thru 406 Film and Video Promotion

**SECTION 2. QUALITY OF LIFE RESULT**

Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences. Wyoming has a diverse economy that provides a livable income and ensures wage equality.

**SECTION 3. CONTRIBUTION TO WYO QUALITY OF LIFE**

Wyoming Office of Tourism (WOT) supports these quality of life results by promoting and facilitating increased travel to and within the state of Wyoming. A healthy tourism economy contributes to business sustainability and strengthens the industry's job and income generation capacity.

**SECTION 4. BASIC FACTS**

Wyoming Office of Tourism has twenty four full and part-time staff positions and currently operates with a biennium budget of \$24,897,242. The funding sources for the budget are \$24,893,642 general funds and \$3,600 from non-governmental sources.

Programs include sales and marketing efforts in the following areas:

- Advertising, Web and Research
- Domestic Tourism Marketing
- Customer Service, Welcome Centers and Fulfillment
- International Tourism Marketing
- Media and Public Relations
- Film, Arts & Entertainment

**SECTION 5. PERFORMANCE MEASURES**

Performance Measure #1

Percent of visitor responses in relation to tourism marketing efforts.

DEPARTMENT WYOMING TOURISM BOARD

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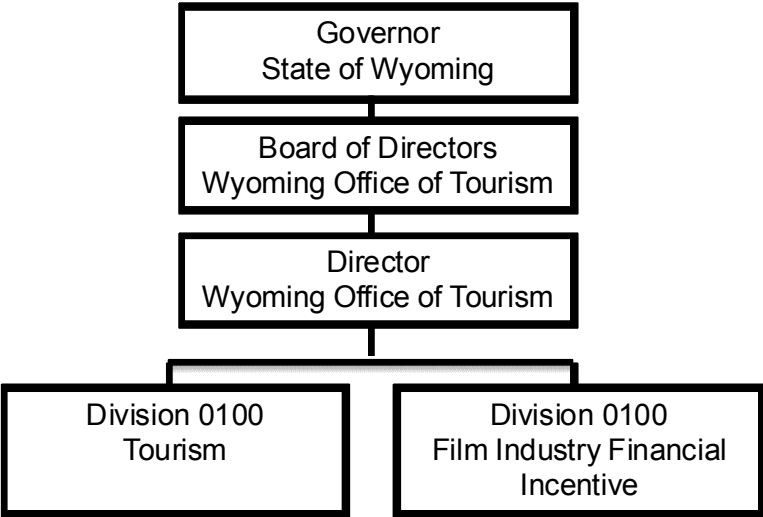
## Performance Measure #2

Percent of film production activities in relation to film location marketing activities.

**SECTION 6. DEPARTMENT PRIORITIES****2013-2014 Biennium Budget Request  
Wyoming Tourism Board (066)**

Department Priority	Division Number	Unit Number	Item Requested	Department Information on Request Request	
1	Welcome Center	0101	SE Wyoming Welcome Center	\$510,000	Commercial Mover, Furnishings, Workstations; Equipment and O&M
2	Web	0101	Web Development	\$621,000	Redesign of Front End; Back End transition; Web Development; Hosting and Maintenance of Website
3	Advertising	0101	Increased Advertising & Ambient Marketing	\$5,400,000	Increase overall number of aware households; repeat visitation from target markets and multiple trips from adjacent markets
4	International Tourism Marketing	0101	International Development	\$624,000	International Development in UK and Canadian Marketing
5	Welcome Centers	0101	Welcome Center Renovations	\$393,000	Renovations at Bear River Information Center
Total Budget Request for Department				\$7,155,000	
Capital Construction Request for Department				\$393,000	
General Fund				\$7,548,000	
Federal Funds				\$0	
Other Funds					
Total Funding				\$7,548,000	

SECTION 7. DEPARTMENT ORGANIZATION



DEPARTMENT WYOMING TOURISM BOARD							DEPT 066
DIVISION WYOMING TOURISM BOARD							DIV NO 0100
1	2	3	4	5	6	7	
Division	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
UNIT							
WYOMING TOURISM BOARD	0101	26,247,242	24,415,686	7,155,000	31,570,686	(2,237,423)	29,333,263
FILM AND VIDEO PROMOTION	0102	0	900,000	0	900,000	0	900,000
TOTAL BY UNIT		26,247,242	25,315,686	7,155,000	32,470,686	(2,237,423)	30,233,263
OBJECT SERIES							
PERSONAL SERVICES	0100	3,709,672	4,140,946	0	4,140,946	0	4,140,946
SUPPORTIVE SERVICES	0200	1,428,637	1,428,637	300,000	1,728,637	0	1,728,637
CENT. SERV./DATA SERV.	0400	160,716	147,886	0	147,886	(42,423)	105,463
GRANTS & AID PAYMENT	0600	900,000	900,000	0	900,000	0	900,000
CONTRACTUAL SERVICES	0900	20,048,217	18,698,217	6,855,000	25,553,217	(2,195,000)	23,358,217
TOTAL BY OBJECT SERIES		26,247,242	25,315,686	7,155,000	32,470,686	(2,237,423)	30,233,263
SOURCES OF FUNDING							
AGENCY FUND	A	3,600	3,600	0	3,600	0	3,600
GENERAL FUND/BRA	G	26,243,642	25,312,086	7,155,000	32,467,086	(2,237,423)	30,229,663
SPECIAL REVENUE	SR	0	0	0	0	0	0
TOTAL BY FUNDS		26,247,242	25,315,686	7,155,000	32,470,686	(2,237,423)	30,233,263

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## **SECTION 1. UNIT STATUTORY AUTHORITY**

W.S. 9-12-1001 thru 1002 Wyoming Tourism Board

## **SECTION 2. STANDARD BUDGET REQUEST**

### **A. Narrative**

Wyoming Office of Tourism (WOT) is the agency charged with bringing non-resident visitors to Wyoming by promoting the state as a vacation destination to both domestic and international audiences. The local tourism industry relies on WOT to create an umbrella marketing campaign, promoting Wyoming as an ideal vacation destination and positioning Wyoming against competitive brands as the destination of choice.

Aware consumers are twice as likely to visit as non-aware consumers. Effective advertising and outreach efforts create brand awareness. Once deployed, potential visitors respond to marketing campaigns and are driven to explore Wyoming vacation planning information through the website, call center and publications (inquiries). As WOT's advertising and outreach efforts increase, so has the volume of inquiries as a result of those efforts. An increase in inquiries is a direct result of increased awareness which is a result of increased and consistent messaging in the marketplace. While advertising and outreach grew by 99% from FY04 to FY10, during that same time inquiries grew by five times that much.

Awareness about a destination leads to inquiries and in turn, inquiries lead to actual visits. Actual visits are measured in overnights (i.e., 10 overnights could be measured as one visitor staying for 10 nights, or 10 visitors staying for one night) which generates direct travel-generated sales on such things as shopping, accommodations, gasoline and fuel, food, entertainment and recreation, just to name a few. Increasing the number of visitors and/or extending their length of stay are both growth factors in a healthy, sustainable tourism economy.

By creating and implementing a fully integrated marketing campaign, WOT builds business potential for Wyoming constituents who operate tourism-related businesses and services, adding strength to the Wyoming travel industry . . . an industry predominantly made up of small, independent businesses. The six year trend analysis indicates that it's working. While the number of overnights has grown by nearly 16%, the expenditures per overnight have grown at two times that rate.

It is important to note that Wyoming's tourism industry is subject to outside influences over which the division has no control. Natural catastrophes (fires; floods) and global issues (terrorism; housing market; presidential elections; gas prices) can have a profound impact on people's ability and willingness to travel. The shift in the national economy in 2008 clearly affected consumers' confidence which is evidenced by the drop in inquiries in FY08 over FY07. The fluctuating national economy and fuel prices may continue to effect consumers' travel and in turn, travel to Wyoming.



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## B. Revenue

Expenditures made by the Division were from the following revenue sources for the following bienniums:

	09/10	11/12*	13/14*
General Funds	\$24,127,824	\$25,343,642	\$24,412,086
Other funds	\$3,600	\$3,600	\$3,600
Capital Construction	\$2,112,772 (a)	\$14,598,00 (b)	\$393,000 (c)
Total	\$26,244,196	\$39,945,242	\$24,808,686
* Estimated			

(a) Represents one-time funding to A&I Capital Construction Division for the site prep and earthwork in conjunction with the engineering design and construction of the High Plains Road; then money was appropriated for Level III design for the Southeast Welcome Center (\$652,468 in the Standard Budget and \$1,460,304 from the Supplemental Budget)

(b) Represents one-time funding to A&I Capital Construction Division for the Southeast Welcome Center for the construction costs, remaining site work and interactive design and exhibits.

(c) Estimate for renovations at Bear River Welcome Center

### GOVERNOR'S RECOMMENDATION:

*Based on my recommendation of the A&I-OCIO/ITD budget (306) funding change, I recommend reductions in this standard budget of \$33,288 from the 0410 object code and \$9,135 from the 0420 object code, resulting in a General Fund reduction of \$42,423. If the A&I-OCIO/ITD budget (306) funding change is not approved the I recommend that the funding provided for in these object codes remain as proposed in the standard budget.*

*I recommend approval of the remaining Standard Budget as submitted.*

## SECTION 3. EXCEPTION BUDGET REQUEST

### PRIORITY #1 – SE WYOMING WELCOME CENTER

A. BASIS FOR REQUEST: The primary mission of the Wyoming Office of Tourism (WOT) is to promote travel to and within the state of Wyoming. In order to safely and adequately serve tourists visiting Wyoming as a result of national and regional marketing efforts, WOT requested and received money for the construction of a combined Welcome Center, Rest Area and space for the agency's offices, to be located on the east side of I-25 between Cheyenne and the Colorado border. Clear Creek Land Company and Swan Ranch, LLC signed deeds of warranty to the State of Wyoming, Department of Transportation for

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approximately 27 acres for the purpose of constructing this SE Wyoming Welcome Center. The property is located on the east side of I-25, mile marker 4.9 and is accessible from the newly constructed High Plains Road interchange.

During the 2008 Budget Session, the legislature appropriated \$652,468 for site prep and earthwork to be done on the site in conjunction with the engineering design and construction of the High Plains Road interchange. The High Plains Road interchange was completed in the fall of 2010. During the 2009 General Session, the legislature approved \$1,460,304 for Level III design. Then during the 2010 Budget Session \$14,598,000 was appropriated for construction costs, remaining site work and interactive design and exhibits.

A ground breaking was held on March 30, 2011 with a scheduled completion in summer 2012. To date, \$16,710,790 has been appropriated for this project.

During the last biennium budget session, WOT was instructed by the Joint Appropriations Committee to return during this budget cycle to request the remaining one-time funds for additional furnishings, workstations and equipment; and the ongoing funds necessary to operate and maintain the facility. This budget request includes these items.

The Wyoming Department of Transportation will be responsible for the operation and maintenance (O&M) of the facility. Additional operating and maintenance costs for utilities, repairs, maintenance, janitorial cleaning, caretaker contracts, etc. are recurring annual expenses. The estimated biennial cost for O&M is \$300,000.

Most of the furnishings in the current facility will be utilized in the new facility. Although some additional furnishings, workstations and equipment are needed as follows:

2 Conference and 1 Break Room(s)	\$36,104
7 Modular Workstations	\$59,980
2 Office Components	\$12,373
Conversion of Existing Furniture	\$17,338
Visitor Information Center	\$13,330
Installation (labor)	\$10,875
Equipment (Utility equipment for loading dock and warehouse; audio visual and sound for Conference Rooms)	\$50,000

The total estimated one-time cost for these items is \$200,000.

An estimated one-time cost to move the existing office furnishings and equipment; and inventory/supplies stored in the A&I warehouse to the new facility is \$10,000.

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B. REQUEST BY OBJECT CODE, FUNDING AMOUNT & FUND SOURCE:

1. 0201 - Building Maintenance	\$300,000	100% General Fund	
2. 0903 - Furnishings/Work Stations/Equipment	\$200,000	100% General Fund	(one time)
3. 0903 - Commercial Mover–Office & Warehouse	<u>\$ 10,000</u>	100% General Fund	(one time)
Total	\$510,000	100% General Fund	

C. PERFORMANCE JUSTIFICATION: The addition of this vital gateway Wyoming Welcome Center has the potential to greatly impact the economic return of Wyoming's tourism industry. By making Wyoming more visitor-friendly and easily accessible, visitors can be influenced to add to their travel plans, thus extending their length of stay and further contributing to destination spending at the local level. By providing quality travel information and having it readily available to the traveling public, WOT can directly benefit the economic opportunities of Wyoming's travel-related businesses.

In recent intercept studies conducted by Michigan State University for the State of Michigan, the economic impact of the Welcome Center information programs was assessed by measuring the changes in traveler spending due to information provided by the state Welcome Centers. The impact measure includes only the additional spending during their current trip for those who received information and does not cover the influence of information or other Welcome Center services on future trips. Results showed that 63% of vehicles stopping at the Welcome Centers during open hours in July and August reported using information provided at the Center. Many visitors reported a change in behavior as a result of the information provided: 10 out of every 100 vehicles stopping at the Welcome centers spent more time in Michigan because of the travel information obtained at the Centers, 18% traveled to more areas of Michigan than planned, and 19% spent more money in the state than planned. Visitors who reported spending more money than planned averaged an additional \$128 in spending on their trip.

Drawing on a parallel analysis for Wyoming, the addition of this Welcome Center will positively affect the number of overnights, dollars per overnight and the travel-generated sales as noted in performance measure #1.

**GOVERNOR'S RECOMMENDATION:**

*I recommend approval of the request for building maintenance funding of \$300,000, the request for furnishings/work stations/equipment funding of \$200,000 and the request for commercial mover funding of \$10,000. I further recommend that only the funding for building maintenance be on-going in nature.*

**PRIORITY #2 – WEB DEVELOPMENT**

A. BASIS FOR REQUEST: *Travel planning and purchases are the largest industries on the internet.* The entire digital landscape offers the broadest and most comprehensive marketing platform available to reach millions of consumers every day. The WOT consumer website, [www.wyomingtourism.org](http://www.wyomingtourism.org), represents

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the means by which to share Wyoming tourism product offerings, events and businesses to consumers responding to the \$5.4 million annual advertising investment.

In January-February of 2011 a website evaluation study was conducted by Strategic Marketing and Research, Inc. on the usability of www.wyomingtourism.org. The study included 355 intercept surveys from the site as well as feedback from focus groups conducted in 2 key markets, Chicago and Denver. The outcomes highlighted 20 recommendations necessary for improving the site. In addition, the State of Wyoming Office of Procurement requires a mandatory review of all contracted services and the vendors providing those services. The 5 year mandatory review of the website development services contract coincided with the aforementioned usability study and a RFP for services was issued in the summer of 2011. This budget request is a result of the RFP which includes addressing the recommendations identified in the recent usability study.

**Front-End Redesign** – Redesign the creative look and feel of www.wyomingtourism.org. The main purpose for this re-design is to make the content more easily accessible for the 1.8 million annual users planning a vacation on wyomingtourism.org. Easily accessible content causes consumers to stay on the site longer and view more pages ultimately providing more options to extend the consumer's length of stay when they travel to Wyoming. In addition, new creative has been developed for all media advertising and the look and feel of the consumer website needs to reflect the same elements of the brand. The newly designed front end would launch in 2012 and include upgrades in all areas of the site with specific attention to the ease of navigation, new look and feel, enhanced search functionality, content integration, and development of a mobile website.

**Back-End Transition and Enhancements** – The back-end is the backbone of the entire website; housing all planning tools used to deliver robust content on the front-end. The smooth transition of these tools and how they interface with the re-designed front-end is critical to the efficiency of this development process and to the maintenance of this dynamic marketing platform. It is important to maintain the current functionality of the website and continue to develop enhancements as technology expands to provide consumers with the best possible planning tools resulting in a better user experience.

**Ongoing Development** – A website is never done. Opportunities with technology are greater in today's marketplace than ever before and emerge very quickly. The WOT must be prepared to analyze these opportunities and implement the options that best fit overall goals and strategies. With these advancements in technology, digital marketing platforms require ongoing attention and development to keep them fresh and engaging in a very competitive environment. Enhancements will focus on elevating business profiles to consumers, providing planning tools that make it easier for consumers to choose Wyoming and ultimately converting web users to Wyoming visitors. This request will provide the necessary resources to keep the digital marketing platform timely, relevant, fresh and meaningful.

**Ongoing Hosting and Maintenance** – A necessary part of managing a website is hosting the site and performing routine maintenance. These basic functions are necessary for optimum site performance including speed of the site, up time of the site, and basic functionality of the site. Based on contractual rates, there has been no increase in this budget for the past four years. Quotes from a current RFP showing higher rates, along with increases in the size of the website being hosted and increased bandwidth needs support this request.

In essence, the overall digital marketing goal is to increase the website usability and functionality, to better engage with the consumers visiting the site, and to be more influential towards them choosing Wyoming as a vacation destination (conversion). Increased traffic to the website also provides an authoritative

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marketing platform in which to present Wyoming destinations and businesses to the traveling public, all resulting in consumers spending more time on the site, viewing more pages and ultimately converting web viewers into Wyoming visitors.

**B. REQUEST BY OBJECT CODE, FUNDING AMOUNT & FUNDING SOURCE:**

1. 0903 - Front-End Redesign	\$ 190,000	100% General Fund (one-time)
2. 0903 - Back-End Transition	\$ 205,000	100% General Fund (one-time)
3. 0901 - Web Development	\$150,000	100% General Fund
4. 0901 - Hosting and Maintenance	<u>\$ 76,000</u>	100% General Fund
Total	\$621,000	100% General Fund

**C. PERFORMANCE JUSTIFICATION:** The digital enhancement efforts will improve performance by ensuring the highest return on every ad dollar spent by readying the site to immediately engage the consumer and more quickly and directly steer the consumer to the information for which they are searching. Easily accessible information is critical in the planning stage. If this step in the vacation booking process is successfully accomplished, then the next phase of traveling will positively affect the number of overnights, dollars per overnight and the travel-generated sales.

Improving the WOT digital presence provides better visitor planning tools which positively impacts the number of overnights, dollars per overnight and the travel-generated sales as noted in performance measure #1.

**GOVERNOR'S RECOMMENDATION:**

*I recommend approval of \$550,000 general fund as a one time expense for Web Development. I recommend denial of the remaining \$71,000 general fund requested.*

**PRIORITY #3 – INCREASED ADVERTISING & AMBIENT MARKETING**

**A. BASIS FOR REQUEST:** Wyoming Office of Tourism (WOT) is the agency charged with bringing non-resident visitors to Wyoming by promoting the state as a vacation destination to both domestic and international audiences. The local tourism industry relies on WOT to create an umbrella marketing campaign, promoting Wyoming as an ideal vacation destination and positioning Wyoming against competitive brands as the destination of choice.

Aware consumers are twice as likely to visit as non-aware consumers. Effective advertising and outreach efforts create brand awareness. Once deployed, potential visitors respond to marketing campaigns and are driven to explore Wyoming vacation planning information through the website, call center and publications (inquiries). As WOT's advertising and outreach efforts increase, so has the volume of inquiries as a result of those efforts. An increase in inquiries

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is a direct result of increased awareness which is a result of increased and consistent messaging in the marketplace. While advertising and outreach grew by 99% from FY04 to FY10, during that same time inquiries grew by five times that much.

Awareness about a destination leads to inquiries and in turn, inquiries lead to actual visits. Actual visits are measured in overnights (i.e., 10 overnights could be measured as one visitor staying for 10 nights, or 10 visitors staying for one night) which generates direct travel-generated sales on such things as shopping, accommodations, gasoline and fuel, food, entertainment and recreation, just to name a few. Increasing the number of visitors and/or extending their length of stay are both growth factors in a healthy, sustainable tourism economy.

Fortunately, even during these tough economic times Wyoming's tourism marketing program has performed well. Because of the commitment to the continued, and at times enhanced, funding for the tourism marketing program, Wyoming has not lost market share like other competing destinations. In fact, by seizing the opportunity to broaden the Wyoming footprint, tourism continues to be a steady growth economy for Wyoming.

The success of the WOT marketing program over the past number of years is grounded in a clear understanding of what drives visitation to the state. The marketing program is rigorously researched and monitored. Specific metrics that drive business are continually tracked and reported. These performance metrics include:

1. building the number of aware households in markets where there is most interest in Wyoming as a vacation destination;
2. continually increasing the number of people who either request more information about the state and/or visit [www.wyomingtourism.org](http://www.wyomingtourism.org);
3. increasing the rate at which people from these target markets actually visit Wyoming (conversion rate);
4. all with the overall goal of increasing visitor expenditures in Wyoming.

Bottom line, the number of aware households grew to 35 million in 2010. Further, the number of people in 2010 requesting information about planning a Wyoming vacation was up nearly 16% over 2009; and the rate at which these people convert to visitors significantly increased from 54% in 2006 to 64.3% in 2009. (Another conversion study is planned for 2012.) Without question, increases in media spending have driven these results, from \$3.2 million in 2006 to \$5.4 million in 2011. And, the promotion efforts have not only been effective, but very efficient, with the cost to create an aware household dropping from \$.87 in 2006 to only \$.15 in 2010.

In order to effectively manage the tourism marketing budget, WOT strategically installs advertising campaigns specific to seasons and specific to markets. The summer season offers the greatest potential to engage with the traveling public and significantly grow Wyoming's tourism economy. Summer advertising efforts are further segmented by geographic parameters that correlate to the planning cycle. National markets are located an average of 300 miles or more away with a planning cycle of two to three months or more. Traditionally, these campaigns run in the late spring and represent about 80 % of the summer advertising budget. Regional/adjacent markets are nearby and have a much shorter planning cycle of 30 days or less. These campaigns run Memorial Day thru early September and represent approximately 20% of the summer advertising budget.

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The availability of winter product is limited and therefore, the winter marketing campaign is proportionate to the volume of available travel opportunities, consuming approximately 10% of the overall advertising budget.

A great deal of effort goes into market selection. While some advertising efforts have a national reach, such as print ads in national magazines or certain online placement, most of the WOT media buy is geo-targeted, or specifically placed in a market that shows the highest propensity to perform – meaning deliver visitors to Wyoming.

In 2006, utilizing the Brand Development Index (BDI) model, WOT began monitoring markets by tracking the number of Visitor Guide orders per capita throughout all two hundred eleven designated marketing areas (DMA) nationally. In 2008, WOT began to include web visits as part of the BDI analysis, further deepening the understanding of market performance. The higher the BDI in a given market, the greater the awareness in that market. This measure provides an indication of when new markets are ripe for development or when markets mature, thus driving the decision to allocate or shift funds throughout markets.

Other market indicators have also been established over the years:

- Consumers who order a Visitor Guide actually visit the state. The conversion rate for those who requested a Visitor Guides jumped to 64.3% in 2009 up from 54.0% in 2006. (Another conversion study is planned for 2012.)
- Television has proven to be the most powerful method to drive inquiry. When TV flights are running, both web traffic and guide orders far surpass periods when television commercials are not running. However, running TV commercials is expensive so targeting the most responsive market is key.
- Layering multiple mediums, i.e. TV, print, online, out-of-home, is the most effective way to achieve lift in any given market.
- Response is optimized when DMAs with larger numbers of households are targeted.
- National exposure enables the development of markets naturally. As people across the country are exposed to Wyoming messages, they inquire in some way (request a guide, visit the website, etc.). These developing DMAs are monitored and that activity is used as a way to assist in deepening marketing efforts and/or expanding campaigns into new markets.

In the current economic climate, there are two major goals – to increase the number of visitors to the state and to create programs that will extend the length of stay. Increases in the number of visitors and in length of stay are designed to counteract decreases in per party expenditures that are being experienced here in Wyoming and across the country. Wyoming must continue to be aggressive in the marketplace, seizing every opportunity to deepen existing markets and to expand into new markets. WOT must strategically utilize all channels including traditional media, online media, ambient marketing, public relations and event promotion to accomplish these goals.

(Ambient marketing is the name given to a new breed of out-of-home products and services determined by some as non-traditional or alternative media. Examples might include messages on soft drinks cans, wraps on city busses and commuter rail cars or luggage carousels at an airport. It also includes such techniques as projecting huge images on the sides of buildings, or slogans or images overlaid on an escalator.)

**Objective I – Deepen efforts (weight and length of campaign) in larger, existing markets particularly Chicago, but also including Portland, Minneapolis, St. Louis, Kansas City and Oklahoma City all of which are good sources of first-time visitation.** Budget allocations dictate the length of advertising

DEPARTMENT WYOMING TOURISM BOARD  
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 066 0100 0101 001 101

campaigns. While current long haul market campaigns may be spread over a 2-3 month period, the television messaging is presented on an intermittent schedule, such as 2 weeks on, 1 week off, 1 week on and so on. Deepening the campaign efforts adds continuity to the Wyoming message, exponentially increasing the frequency and reach of the message, keeping the Wyoming message in the forefront of the consumers' mind.

- Increase the amount and length of TV schedules by 2-3 weeks, increasing the marketing presence by as much as 50%.
- Use market-specific public relations, events and promotions to kick off the planning season in select markets. Utilizing high profile, highly visible locations within each market, feature Wyoming's New Traveling Road Show highlighting Wyoming's iconic destinations, events and attractions including Cheyenne Frontier Days, Yellowstone and Grand Teton National Parks, Devils Tower National Monument, the Buffalo Bill Historical Center and Jackson Hole. Introducing and engaging the consumer with the product in-market will provide lift to the advertising message and provides a tangible interaction with the Wyoming product. This further enhances their desire to visit and also increases the likelihood that they will proactively respond to the marketing efforts.
- Use ambient media, might include public transit, billboards, wallscapes, etc., to keep the Wyoming message consistently visible throughout the media campaign (approximately 3 months) and to add a tangible in-market presence.
- Partner with companies with multi-locations whose business category is compatible with a Wyoming vacation experience such as Taco John's, Cabela's, Bass Pro Shops, and others, to create in-market promotions to gain exposure and interest in Wyoming.
- Utilizing Vocus (a traditional and social media tracking software), enlist influential bloggers and past inquirers/visitors from these key markets to post/blog and advocate for Wyoming.

**Total \$1.2 million/year**

**Objective II - Expand into a new major metropolitan market that has shown to be the highest potential for Wyoming's efforts specifically, Seattle/Tacoma.** Taking all market performance measures into consideration, five markets of potential index well for emphasis in the future, including television campaigns for the first time. Of these five markets, one stands out as having the highest propensity to perform – or deliver visitors to Wyoming. The market is Seattle/Tacoma. Adding new markets expands the Wyoming message and increases the potential to grow market share.

Seattle represents the most attractive expansion market due to prior levels of inquiry – leads and web visits – as well as prior visitation. Due to national print and online advertising efforts, this selected market has already begun to perform well. In addition, Seattle shares many of the same market characteristics as Portland, a market opened in summer of 2011 with highly successful results. This market accounts for 1.6% of U.S. households, which would increase the geographic footprint of Wyoming tourism television advertising to 14% of U.S. households.

The advertising investment in use of television will accelerate immediate growth and the ensuing results will be evaluated against other markets of similar size and nature. Importantly, the funding provides proven advertising plans/levels in both the introductory year and sustaining years for these markets. Experience, such as the Chicago market, has shown that inquiry and visitation can meaningfully grow in markets through continued marketing investment.

- Create multi-media campaigns in this new market by using the successful launch model used in other markets (Chicago, Portland) which will lead with 8 weeks/market of TV advertising, out-of home including 10-14 billboards/market and 1 premiere wallscape/market. This will result in a 75%-85% reach into the market over a three-month campaign period.



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- Use market-specific public relations, events and promotions to kick off the planning season. Utilizing high profile, highly visible locations within the market, feature Wyoming's New Traveling Road Show highlighting Wyoming's iconic destinations, events and attractions including Cheyenne Frontier Days, Yellowstone and Grand Teton National Parks, Devils Tower National Monument, the Buffalo Bill Historical Center and Jackson Hole. Introducing and engaging the consumer with the product in-market will provide lift to the advertising message and provides a tangible interaction with the Wyoming product, further enhancing the desire to visit.
- Partner with companies with multi-locations whose business category is compatible with a Wyoming vacation experience such as Cabela's, Bass Pro Shops, REI/REI Adventures, Austin-Lehman Adventures and others, to create in-market promotions to gain exposure and interest in Wyoming.

**Total \$1.5 million/year**

**B. REQUEST BY OBJECT CODE, FUNDING AMOUNT & FUNDING SOURCE:**

1. 0901 Objective I - Deepen Existing Markets	\$2,400,000	100% General Fund
2. 0901 Objective II - Major Market Expansion	<u>\$3,000,000</u>	100% General Fund
Total	\$5,400,000	100% General Fund

**C. PERFORMANCE JUSTIFICATION:** Increased Advertising and Ambient Marketing efforts will improve performance by enhancing frequency and reach in the distribution of the Wyoming message. Years of strategic research have provided more in-depth information about market-by-market differences and the opportunities that lie within each. Wyoming Office of Tourism can more confidently than ever create marketing programs that will increase visitation and positively affect the economic return of the tourism industry.

Creating awareness, increasing inquiry, conversion, frequency of visitation, length of stays and expenditures from visitors in key markets is critical to the growth of Wyoming's tourism industry. Established Return On Investment (ROI) benchmarks from Wyoming's three key inquiry market types provide ways in which measure, monitor and direct these factors to assure performance and accountability.

As many states face a decline in traditional industries, they are looking to tourism to provide economic relief and stability and are investing accordingly. In order to sustain and grow competitive position, Wyoming Office of Tourism must be a leader in the region in terms of resources available to support its marketing programs.

Additional advertising and ambient marketing efforts will positively affect the number of overnights, dollars per overnight and the travel-generated sales as noted in performance measure #1.

**GOVERNOR'S RECOMMENDATION:**

***I recommend approval of \$2,400,000 in one-time general fund to deepen existing markets and \$1,500,000 in one-time general fund for major market expansion. I recommend denial of \$1,500,000 general fund for the remaining balance of the request.***

DEPARTMENT WYOMING TOURISM BOARD  
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 UNIT WYOMING TOURISM BOARD

Wyoming On Line Financial Codes  
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 066 0100 0101 001 101

#### PRIORITY #4 – INTERNATIONAL DEVELOPMENT

A. BASIS FOR REQUEST: The U.S. has been struggling in the long-haul international travel market for many years as travel has boomed globally. New travel destinations have jumped into the global marketplace targeting profitable travel markets, and creating intense competition for travelers from these markets. In a recent CNN article, the Corporation for Travel Promotion's (CTP) CEO, Jim Evans, cites several reasons for this decline: *"Other countries and destinations have grown more competitive; they are spending more on marketing and promotion; and travelers have more choices now. Meanwhile, the U.S. has become more difficult to visit due to security requirements, both real and perceived. Our inability to simply keep pace with this growth has cost the U.S. an estimated 68 million "lost" arrivals, \$509 billion in total spending, \$32 billion in direct tax receipts and 441,000 travel-related jobs that could have been created or sustained in the years over the past decade."*

Despite Wyoming's active presence in important markets, the effects of global competition for international travelers clearly effects international travel to the mountain west. Not only to achieve growth, but to sustain an established presence in crucial markets who deliver large volumes of international visitors, it is necessary to enhance marketing programs in Canada and the United Kingdom (UK). These specific markets, rated 1 and 3 respectively on the 2010 list of inbound markets to the US, according to the U.S. Office of Travel and Tourism Industries (OTTI), are also vital to Wyoming's tourism industry.

In addition, an opportunity exists for Wyoming Office of Tourism to take advantage of cooperative marketing programs on the international level, to further infiltrate existing international markets and develop new markets of opportunity. In 2010, the US Congress passed the Travel Promotion Act – legislation that established an organization, the CTP, and a funding mechanism to promote the United States as a travel destination to strategically selected markets around the world. Until the establishment of the CTP, the U.S. was the only industrialized nation in the world that lacked a nationally coordinated program to attract international leisure visitors. Now, the CTP has established a mechanism to fund a global marketing campaign by utilizing fees collected from international visitors coming to the U.S. No tax payer dollars are used to fund this effort. Cooperative marketing programs will be available for international travel development, which presents new opportunities for states and other destinations to augment the resources they invest in international marketing.

Opportunity presents itself on many levels for growing international visitation to Wyoming. In Canada, due to the size and extensive budget required, little formal marketing has been done by Wyoming, even though potential for growing the number of visitors is great. Canadian consumer and group tour markets are strategic Wyoming targets to accomplish this task. However, a concentrated marketing effort in Canada requires extensive resources. Upcoming co-op programs via the CTP make the development of this market more budget friendly. The UK, on the other hand, is a market where Wyoming has long enjoyed productive relationships with wholesalers and tour operators (travel trade) with minimal marketing expenditures. And, due to the fact that both Canada and the UK are English speaking countries, tourism development efforts are less expensive than markets where translation services are required.

In today's global marketplace, minimal expenditures are not sufficient to compete with destinations where tourism is recognized as their number one industry and funded generously. As is evidenced by growing visitor numbers in these well-funded destinations, the greater the rate of advertising expenditures, the greater the rate of return.

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This funding request would enable WOT to compete in the current marketplace and allow participation in the CTP co-op marketing programs. It would boost the impact of international marketing efforts and position Wyoming to:

- place targeted consumer and travel trade advertising;
- develop marketing co-ops with individual tour operators;
- grow participation in trade and consumer shows resulting in more leads online for Wyoming businesses;
- increase visibility through in-country promotions; and
- host a select group of notable travel professionals providing a first-hand familiarity with Wyoming's tourism product (FAM tour).

B. REQUEST BY OBJECT CODE, FUNDING AMOUNT & FUNDING SOURCE:

1. 0901 - International Development - Canada	\$224,000	100% General Fund
2. 0901 - International Development - UK	<u>\$400,000</u>	100% General Fund
Total	\$624,000	100% General Fund

C. PERFORMANCE JUSTIFICATION: As many states face a decline in traditional industries, they are looking to tourism to provide economic relief and stability and are investing accordingly. In order to sustain and grow its competitive position, Wyoming Office of Tourism must be a leader in the region in terms of resources available to support its marketing programs.

Additional advertising, ambient marketing efforts, and an increased overall visibility within our international markets will positively affect the number of overnights, dollars per overnight and the travel-generated sales as noted in our performance measure #1.

**GOVERNOR'S RECOMMENDATION:**

*I recommend denial of the request for \$624,000 in general fund for International Development.*

DEPARTMENT DIVISION UNIT		Wyoming On Line Financial Codes					
WYOMING TOURISM BOARD WYOMING TOURISM BOARD WYOMING TOURISM BOARD		DEPT 066	DIVISION 0100	UNIT 0101	FUND 001	APPR 101	
1	2	3	4	5	6	7	
Description	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
EXPENDITURES							
SALARIES CLASSIFIED	0103	2,501,206	2,672,054	0	2,672,054	0	2,672,054
SALARIES OTHER	0104	202,500	158,821	0	158,821	0	158,821
EMPLOYER PD BENEFITS	0105	990,155	1,293,094	0	1,293,094	0	1,293,094
RETIREES INSURANCE	0197	15,811	16,977	0	16,977	0	16,977
PERSONAL SERVICES	0100	3,709,672	4,140,946	0	4,140,946	0	4,140,946
REAL PROPTY REP & MT	0201	306,640	306,640	300,000	606,640	0	606,640
EQUIPMENT REP & MNTC	0202	6,600	6,600	0	6,600	0	6,600
UTILITIES	0203	6,575	6,575	0	6,575	0	6,575
COMMUNICATION	0204	177,089	177,089	0	177,089	0	177,089
DUES-LICENSES-REGIST	0207	81,031	81,031	0	81,031	0	81,031
ADVERTISING-PROMOT	0208	142,336	142,336	0	142,336	0	142,336
MISCELLANEOUS	0210	8,095	8,095	0	8,095	0	8,095
TRAVEL IN STATE	0221	147,131	147,131	0	147,131	0	147,131
TRAVEL OUT OF STATE	0222	164,245	164,245	0	164,245	0	164,245
PERMANENTLY ASSIGNED VEHICLES	0223	47,406	47,406	0	47,406	0	47,406
EMPLOYEE MOVING EXPENSES	0224	0	0	0	0	0	0
BD/COMM TRAVEL REIMBURSEME	0227	38,496	38,496	0	38,496	0	38,496
SUPPLIES	0230	35,000	35,000	0	35,000	0	35,000
OFFICE SUPPL-PRINTNG	0231	242,568	242,568	0	242,568	0	242,568
MTR VEH&AIRPLANE SUP	0233	0	0	0	0	0	0
INTANGIBLES	0240	0	0	0	0	0	0
OFFICE EQUIP-FURNISH	0241	0	0	0	0	0	0
DP REPRODUCT OTH EQ	0242	0	0	0	0	0	0
FOOD SERVICE EQUIPMT	0244	0	0	0	0	0	0
EDUCATION-RECRE-TECH	0246	0	0	0	0	0	0
REAL PROPERTY RENTAL	0251	0	0	0	0	0	0
EQUIPMENT RENTAL	0252	25,425	25,425	0	25,425	0	25,425
PAYMENTS	0255	0	0	0	0	0	0
MAINTENANCE CONTRACTS EXTERNAL	0292	0	0	0	0	0	0
VISA PURCHASE	0299	0	0	0	0	0	0
SUPPORTIVE SERVICES	0200	1,428,637	1,428,637	300,000	1,728,637	0	1,728,637
CENTRAL-SER DATA-SER	0410	0	33,288	0	33,288	(33,288)	0
TELECOMMUNICATIONS	0420	160,716	114,598	0	114,598	(9,135)	105,463
CENT. SERV./DATA SERV.	0400	160,716	147,886	0	147,886	(42,423)	105,463
GRANT PAYMENTS	0626	900,000	0	0	0	0	0
GRANTS & AID PAYMENT	0600	900,000	0	0	0	0	0

DEPARTMENT DIVISION UNIT		Wyoming On Line Financial Codes					
		DEPT	DIVISION	UNIT	FUND	APPR	
		066	0100	0101	001	101	
1		2	3	4	5	6	7
Description	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
PROFESSIONAL FEES	0901	18,698,217	18,698,217	6,250,000	24,948,217	(6,250,000)	18,698,217
SPECIAL PROJ & SVCS	0903	1,350,000	0	605,000	605,000	4,055,000	4,660,000
CONTRACTUAL SERVICES	0900	20,048,217	18,698,217	6,855,000	25,553,217	(2,195,000)	23,358,217
EXPENDITURE TOTALS		26,247,242	24,415,686	7,155,000	31,570,686	(2,237,423)	29,333,263
SOURCE OF FUNDING							
CURRENT YEAR RECOVERIES	9102A	3,600	3,600	0	3,600	0	3,600
AGENCY FUND	A	3,600	3,600	0	3,600	0	3,600
GENERAL FUND	1001	26,243,642	24,412,086	7,155,000	31,567,086	(2,237,423)	29,329,663
GENERAL FUND/BRA	G	26,243,642	24,412,086	7,155,000	31,567,086	(2,237,423)	29,329,663
ADVERTISING FEES	5503	0	0	0	0	0	0
REGISTRATION FEES	5906	0	0	0	0	0	0
ROYALTY-OTHERS	5907	0	0	0	0	0	0
PARKS & CULTURAL RESOURCS	6424	0	0	0	0	0	0
HIGHWAY	6445	0	0	0	0	0	0
CURRENT YEAR RECOVERIES	9102	0	0	0	0	0	0
SPECIAL REVENUE	SR	0	0	0	0	0	0
TOTAL FUNDING		26,247,242	24,415,686	7,155,000	31,570,686	(2,237,423)	29,333,263

DEPARTMENT WYOMING TOURISM BOARD  
 DIVISION WYOMING TOURISM BOARD  
 UNIT FILM AND VIDEO PROMOTION

Wyoming On Line Financial Codes  
 DEPT DIVISION UNIT FUND APPR  
 066 0100 0102 001 101

## **SECTION 1. UNIT STATUTORY AUTHORITY**

W.S. 9-12-402 thru 406 Film and Video Promotion

## **SECTION 2. STANDARD BUDGET REQUEST**

### **A. Narrative**

The purpose of the Wyoming Film Office is to promote Wyoming locations as settings for film production. When production companies film in Wyoming, they contribute to the economic vitality of that local community and to the state as a whole. Production companies purchase goods and services from local businesses, including everything from accommodations, food and beverage, hardware and lumber supplies, equipment rental and more. They also employ local crews ranging from just a few to hundreds. Film production also contributes significantly to Wyoming's tourism economy by enhancing the public visibility through television, DVD and motion picture distribution.

The Wyoming Film Industry Financial Incentive (FIFI) program was developed to provide the entertainment industry a financial incentive and make Wyoming more competitive in bringing the jobs, economic impact and tourism promotion that on-location filming contributes to a state. FIFI legislation was passed by Wyoming's 57<sup>th</sup> Legislature and enacted into law in February 2007.

Through marketing and promotion efforts, awareness about location opportunities, the incentive program and the increased number of qualified work force has expanded interest in filming in Wyoming. Film Office inquiries are fulfilled through an online packaging system called "Reel Scout." The software combines a comprehensive contact management system, digital photography library and a local crew database to better showcase Wyoming's production resources. By utilizing the web-based Reel-Scout database, the Film Office can increase the number of digital images and location packages offered to production companies. The system allows the Film Office to track requests from production companies including the status of projects, locations scouted and city or county statistics to measure usage. From FY08 to FY11, the number of Reel Scout location packages distributed has increased by 93%.

In FY09, the FIFI program began to show concrete production activity so it serves as the performance benchmark for FIFI activity including the number of applications as well as total economic value of productions while filming in Wyoming. Since the inception of the program, ten FIFI projects have been approved, representing just under \$ 4 million in Wyoming expenditures for the purchase of in-state goods and services associated with film production.

### **B. Revenue**

Expenditures made by the Division were from the following revenue sources for the following bienniums:

DEPARTMENT		WYOMING TOURISM BOARD			Wyoming On Line Financial Codes				
DIVISION		WYOMING TOURISM BOARD			DEPT	DIVISION	UNIT	FUND	APPR
UNIT		FILM AND VIDEO PROMOTION			066	0100	0102	001	101
		09/10	11/12*	13/14*					
General Funds		\$900,000	\$900,000	\$900,000					
Total		\$900,000	\$900,000	\$900,000					

\* Estimated

**GOVERNOR'S RECOMMENDATION:**

*I recommend approval of the Standard Budget as submitted.*

**SECTION 3. EXCEPTION BUDGET REQUEST**

There are no exception requests for this unit.

DEPARTMENT DIVISION UNIT		Wyoming On Line Financial Codes					
WYOMING TOURISM BOARD WYOMING TOURISM BOARD FILM AND VIDEO PROMOTION		DEPT 066	DIVISION 0100	UNIT 0102	FUND 001	APPR 101	
1		2	3	4	5	6	7
Description	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
EXPENDITURES							
GRANT PAYMENTS	0626	0	900,000	0	900,000	0	900,000
GRANTS & AID PAYMENT	0600	0	900,000	0	900,000	0	900,000
EXPENDITURE TOTALS		0	900,000	0	900,000	0	900,000
SOURCE OF FUNDING							
GENERAL FUND	1001	0	900,000	0	900,000	0	900,000
GENERAL FUND/BRA	G	0	900,000	0	900,000	0	900,000
TOTAL FUNDING		0	900,000	0	900,000	0	900,000



DEPARTMENT WYOMING TOURISM BOARD							DEPT 066
DIVISION WELCOME CENTER RENOVATIONS							DIV NO 7000
1	2	3	4	5	6	7	
Unit	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
UNIT							
WELCOME CENTER RENOVATIONS	7001	0	0	393,000	393,000	(393,000)	0
TOTAL BY UNIT		0	0	393,000	393,000	(393,000)	0
OBJECT SERIES							
CAPITAL EXPENDITURES	0700	0	0	393,000	393,000	(393,000)	0
TOTAL BY OBJECT SERIES		0	0	393,000	393,000	(393,000)	0
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	0	0	393,000	393,000	(393,000)	0
TOTAL BY FUNDS		0	0	393,000	393,000	(393,000)	0

DEPARTMENT WYOMING TOURISM BOARD  
 DIVISION WELCOME CENTER RENOVATIONS  
 UNIT WELCOME CENTER RENOVATIONS

Wyoming On Line Financial Codes  
 DEPT DIVISION UNIT FUND APPR  
 066 7000 7001 C01 C01

## 1. Capital Construction Request

### PRIORITY #5- WELCOME CENTER RENOVATIONS

#### A. EXPLANATION OF REQUEST

The primary mission of the WOT is to promote travel to and within the state. Welcome centers are the perfect opportunity to create the "You have arrived in Wyoming" moment for visitors and stimulate their imaginations with all there is to see and do across Wyoming. This, in turn, can enhance the visitor's experience and increase the visitor's length of stay which means additional expenditures at the local level.

The State of Wyoming has made substantial investments into the construction of new Welcome Centers at major gateways into Wyoming. As a continuation to the WOT mission to provide a visitor friendly and easily accessible Wyoming, WOT is requesting one-time funds to renovate the interpretive exhibits at the Bear River Welcome Center on I-80 near Evanston. The budget, which will be managed through A&I Construction Management Division, is derived from an average cost per square foot from previous projects of \$300/square foot. The Bear River Welcome Center renovation area totals 1,310 square feet.

This is a renovation to the interpretive elements within each facility only. There will be no structural changes to either facility. The current interpretive elements in each facility are outdated and new techniques and technology for interpretation can provide visitors a much more immersive and interactive experience through updated displays, touch screens, and interactive mapping, just to name a few. A complete interpretive plan will be written for the facility to ensure accuracy and integrity of the information presented. Local, state and federal stakeholders will be engaged through the interpretive planning process via a task force so all interests are represented and all levels of expertise are tapped.

(There are two remaining state owned and operated Welcome Centers, located in Sheridan and Pine Bluffs, that require renovations. These funding to support forthcoming renovations will be submitted in future budget requests.)

#### B. REQUEST BY OBJECT CODE, FUNDING AMOUNT & FUNDING SOURCE:

1. 0701 Interpretive Renovation Bear River Welcome Center	\$393,000	100% General Fund
<b>Total</b>	<b>\$393,000</b>	<b>100% General Fund</b>

#### C. PERFORMANCE JUSTIFICATION

The renovation of this vital gateway into Wyoming has the potential to greatly impact the economic return of the Wyoming tourism industry. By making Wyoming more visitor-friendly and easily accessible, visitors can be influenced to add to their travel plans, thus extending their length of stay and further contributing to destination spending at the local level. By providing quality travel information and having it readily available to the traveling public, the WOT can directly benefit the economic opportunities of Wyoming's travel-related businesses. Recent visitor center research commissioned by the WOT confirms this economic impact by showing that 25% of visitors who stop at Wyoming Welcome Centers change their travel plans and travel to more areas of Wyoming than originally planned.

**DEPARTMENT** WYOMING TOURISM BOARD  
**DIVISION** WELCOME CENTER RENOVATIONS  
**UNIT** WELCOME CENTER RENOVATIONS

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
066	7000	7001	C01	C01

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This renovation will positively impact the way in which consumers are greeted and interact with these welcome centers, ultimately extending length of stay. Extending length of stay will impact the number of overnights, dollars per overnight and the travel-generated sales as noted in performance measure #1.

**STATE BUILDING COMMISSION'S (SBC) RECOMMENDATION**

The SBC recommends denial of this request of \$393,000 in general fund for the welcome center renovations.

**GOVERNOR'S RECOMMENDATION**

I concur with the SBC and recommend denial of \$393,000 in general funds for the welcome center renovations.

DEPARTMENT		Wyoming On Line Financial Codes					
DIVISION		DEPT		DIVISION	UNIT	FUND	APPR
UNIT		066		7000	7001	C01	C01
1		2	3	4	5	6	7
Description	Code	Base Budget	Standard Budget	Total Exception Request	Total Agency Request	Total Governor's Recs Changes	Governor's Recommendation
EXPENDITURES							
REMODELING-ADDITION	00701	0	0	393,000	393,000	(393,000)	0
CAPITAL EXPENDITURES	0700	0	0	393,000	393,000	(393,000)	0
EXPENDITURE TOTALS		0	0	393,000	393,000	(393,000)	0
SOURCE OF FUNDING							
GENERAL FUND	1001	0	0	393,000	393,000	(393,000)	0
GENERAL FUND/BRA	G	0	0	393,000	393,000	(393,000)	0
TOTAL FUNDING		0	0	393,000	393,000	(393,000)	0