



ANNUAL REPORT | FY2011

Sept. 25, 2011



www.wyomingbusiness.org

Helping Wyoming businesses and communities build places where people want to live, work and play





BUSINESS COUNCIL

www.wyomingbusiness.org



Ptolemy Data Center, Sheridan, Wyo.

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Pages 3/5 General Information

Read how the Wyoming Business Council and its many partners help residents, businesses and communities build places they want to

Live, Work & Play

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FY2011 Annual Report Performance Measures

The Wyoming Business Council submitted this annual report to the Governor's Office. This report describes the status of the agency in reaching its performance measures in FY2011.

Business Council staffers, board members on a site visit, Worland, Wyo.



APPENDICES

Appendix A: What has Been Accomplished Pages 22 - 29

The Wyoming Business Council and its partners have provided services to 4,640 Wyoming businesses and entrepreneurs in FY2011. The WBC and its partners helped companies, start-ups and agribusinesses.

Appendix B: Wyoming Partnership Legislative Benchmarks Pages 30 - 43

The Wyoming Legislature passed legislation to create the Wyoming Business Council in 1998. That legislation, "Senate File 35" and W.S. 9-12-112, required the Wyoming Business Council to include within its annual report statistics about the state's economy, workforce and quality of life.

FY 2011 ANNUAL PERFORMANCE MEASURES



NCAR Wyoming Supercomputing Center press tour, Cheyenne, Wyo.

The Wyoming Business Council submitted its fiscal year 2011 annual report to the Governor's Office. This report describes the agency's efforts in reaching its performance measures, which were established in the Business Council's Business Plan in the summer of 2011.

General Information

Agency Name: Wyoming Business Council

Director: Robert K. Jensen, Chief Executive Officer

Agency Contact Person: Robert K. Jensen, Chief Executive Officer

Agency Contact Phone: 307-777-2800 (switchboard)

Mailing Address: 214 W. 15th Street; Cheyenne, WY 82002

Other Locations: Casper, Kemmerer, Laramie, Powell, Riverton, Rock Springs, and Sheridan

Wyoming Business Council's Web Sites:	
www.wyomingbusiness.org	Business and Community Assistance Site
www.whywyoming.org	Business Relocation Site
www.wyomingfirst.org	Wyoming-Made Products
www.wyomingmainstreet.org	Revitalization of Historic Downtown Districts
www.wyomingrural.org	Wyoming Rural Development Council

Web Sites in Partnership with Others:	
www.wylead.org	Wyoming Leadership Education & Development Program
www.wyobeef.com	Wyoming Beef Cattle Listing Service
www.wyomingextension.org/haylist/default.asp	Wyoming Hay Listing Service
www.wyomingwomenscouncil.org	Wyoming Council for Women's Issues
www.wyomingbusiness.org/program/wyoming-business-leadership-institute/5092	Wyoming Business Leadership Institute

University of Wyoming/and Other Collaborative Partnerships' Web Sites:	
www.uwyo.edu/sbdc	Wyoming Small Business Development Center
www.manufacturing-works.com	Manufacturing-Works
www.uwyo.edu/sbir	Wyoming SBIR/STTR Initiative
www.gro-biz.com	Wyoming Procurement Technical Assistance Center
uwadmnweb.uwyo.edu/sbdc/contact/market_research_center.html	Market Research Center
www.uwyo.edu/rpc	Wyoming Research Products Center
www.wyomingwomen.org/	Wyoming Women's Business Center
www.uwyo.edu/WTBC/	Wyoming Technology Business Center
www.wrdf.org	Wind River Development Fund

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. 9-12-1201 through 9-12-1203	Wyoming Energy Performance Program
W.S. 9-12-1301 through 9-12-1312	Wyoming Small Business Investment Credit
W.S. 9-4-701	Investment of State Funds
W.S. 11-34-303	Area Redevelopment Loans
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

Name of Department:

Wyoming Business Council

Plan Period:

FY2011 (July 1, 2010 through June 30, 2011)

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
- recruiting new firms and industries targeted to complement the state’s assets
- helping communities retain and strengthen their unique assets through revitalization of their existing core businesses.

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 (WBC) has 55 full and part time staff positions with a total 2011/2012 biennium budget of \$87.1 million (\$77.7 million general funds, \$7.8 million federal funds and \$1.6 million special revenue funds).

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 WBC 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 WBC to meet its three main goals:

1. Business Goal - Promote business development that maximizes Wyoming’s assets for the benefit of its people

- The Wyoming Business Council works with communities to expand and attract target industries, grow existing niche industries and support local infrastructure investments. The WBC 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/energy.

2. 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 the gender wage gap; promotes youth entrepreneurship; and works with other communities, agencies and organizations in workforce development and recruitment efforts. The WBC also provides services to help communities with prioritized and planned investments in quality child care, senior care and health care facilities.

3. 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.

Clients Served:

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

Wyoming Business Council ANNUAL REPORT PERFORMANCE MEASURES



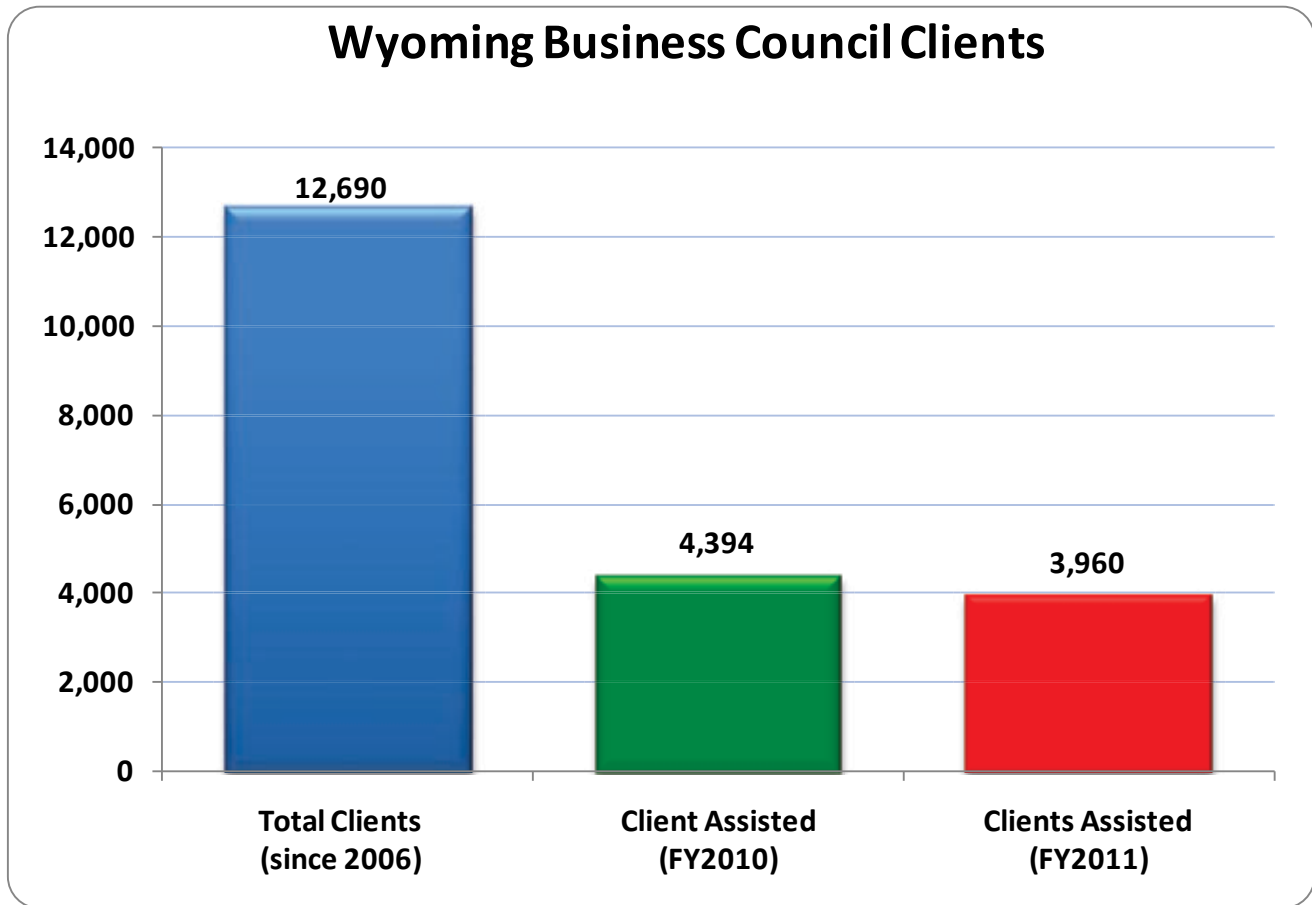
The Wyoming State Capitol Building, Cheyenne, Wyo.

The following 13 performance measures reflect a combination of measures described in the Wyoming Business Council's Business Plan and the Legislative Benchmarks required by statute. (*Appendix B, page 30 addresses the Legislative Benchmarks specifically.*)

The Business Council believes these 13 items provide a broad overview of the state's general business performance, as well as the specific performance of the agency.

Performance Measure #1:

Number of Wyoming clients (less duplicates) receiving assistance from the Wyoming Business Council and/or its contract partners, primarily associated with the University of Wyoming:



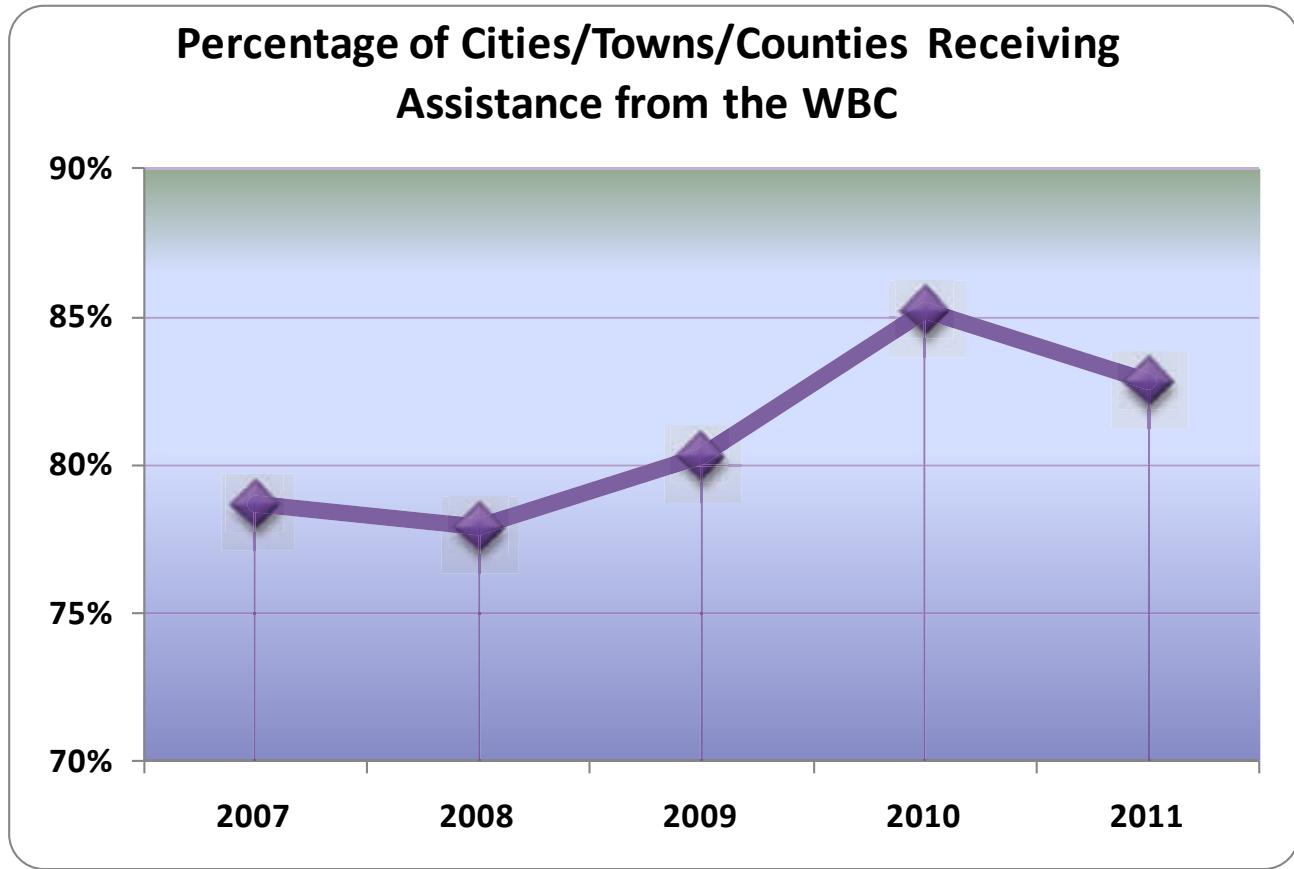
The red bar represents clients whom the Business Council and its partners provided significant services to in fiscal year 2011 (4,640 clients less duplicates), such as in-depth business and community development consultation of project development. It does not represent every contact or outreach made to clients by the Business Council and its partners, but it does represent efforts made to assist a business or community.

Compared to the previous year (green bar) there was a 10% decline in this measure. This was likely due to three factors: (1) a further successful coordination effort between the Business Council and its partners to avoid any double counting of clients served; (2) a slower business climate in the state; (3) a continuing trend for existing clients to use more of the services provided and thereby using more of the resources.

There were 1,709 new clients among the 3,960 served.

Performance Measure #2:

Percentage of Wyoming cities, towns and counties receiving assistance from the Wyoming Business Council and/or its contract partners during the fiscal year:



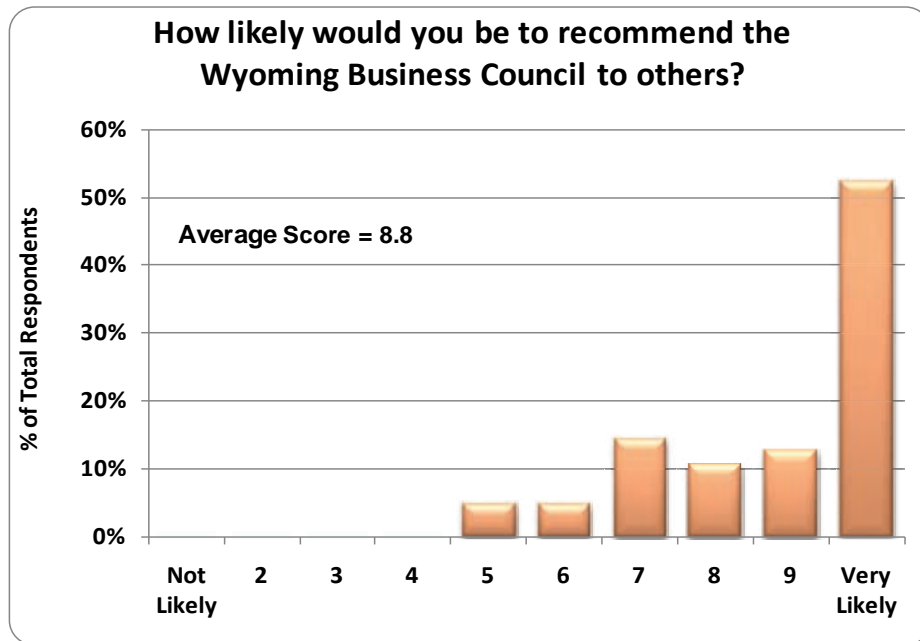
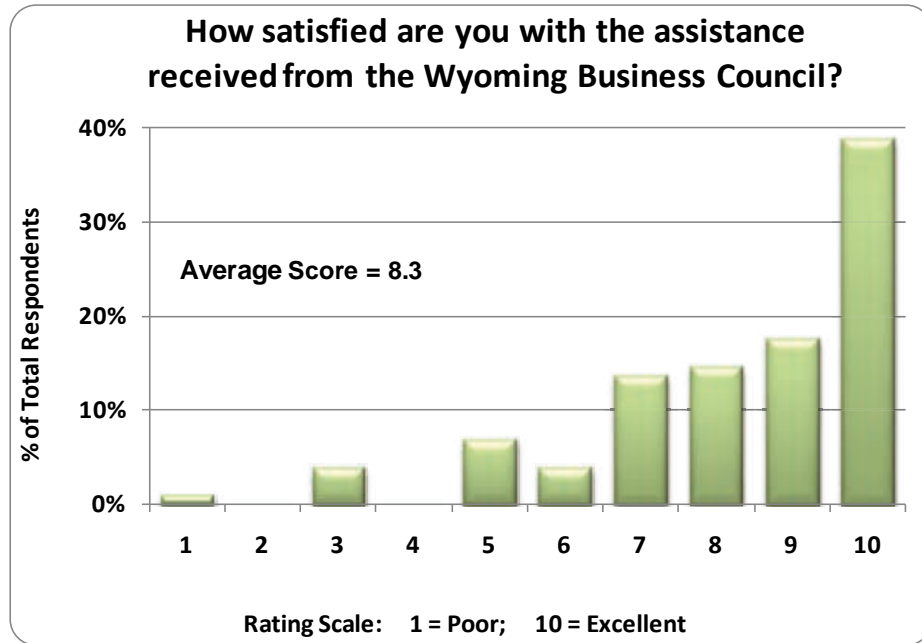
This measure declined slightly during fiscal year 2011, reflecting a slightly slower economy in many communities in the state for a large portion of the year.

This measure is largely a function of the various grants administered by the Business Council for economic and community development. The constitutional constraints on these programs result in the money being awarded to these entities rather than to individual businesses, as is the case with many other states. This arrangement has proven beneficial and effective in expansion and recruitment projects. It has provided the additional benefit of allowing local communities to keep building asset availability to new businesses when, in a few cases, economic downturns have forced the original tenants out of a facility and provided an income stream to local programs.

Beyond the grants, the Council also serves communities and counties in a number of other ways, including the Community Assessment Program which provides local leaders with a planning platform to chart the future development of their areas. Often this process provides the basis for targeting new business and developing the infrastructure to support those entities.

Performance Measure #3:

FY2011 Client satisfaction survey results:



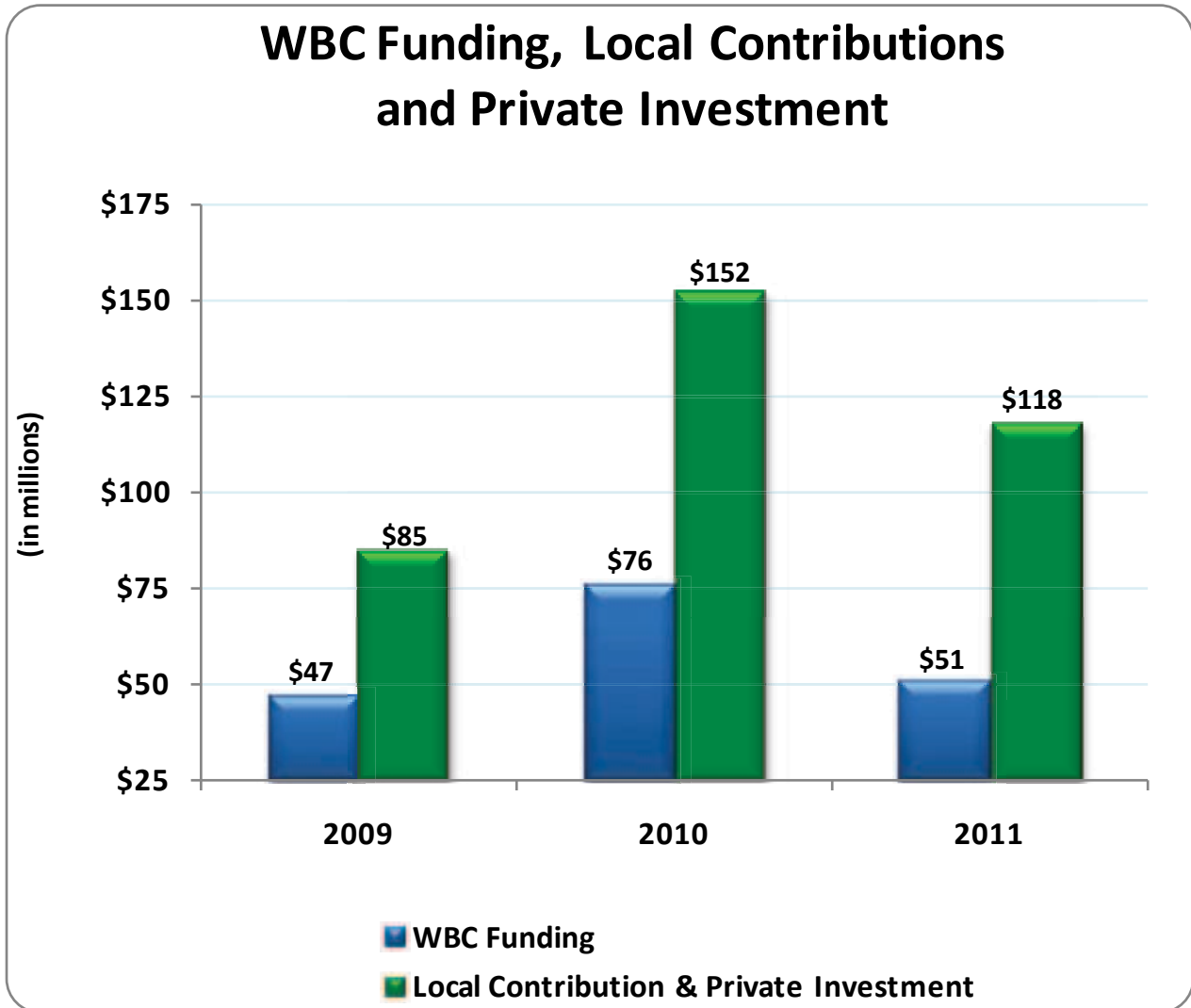
As illustrated in the graphics above, an extremely high level of client satisfaction has been maintained and the likeliness of client referral increased. Of the 852 surveys sent, 103 responses were received (12.1% response rate) allowing for a satisfactory sampling.

In the preceding year the Satisfaction measure (top bar graph) was also 8.3, but the Referral measure (bottom bar graph) improved from 8.7. The response rate last year was 19%.

The Business Council continues its efforts to maintain or improve on these results.

Performance Measure #4:

Comparison of financial leverage: Wyoming Business Council investment compared with the resulting private investment in WBC supported projects:



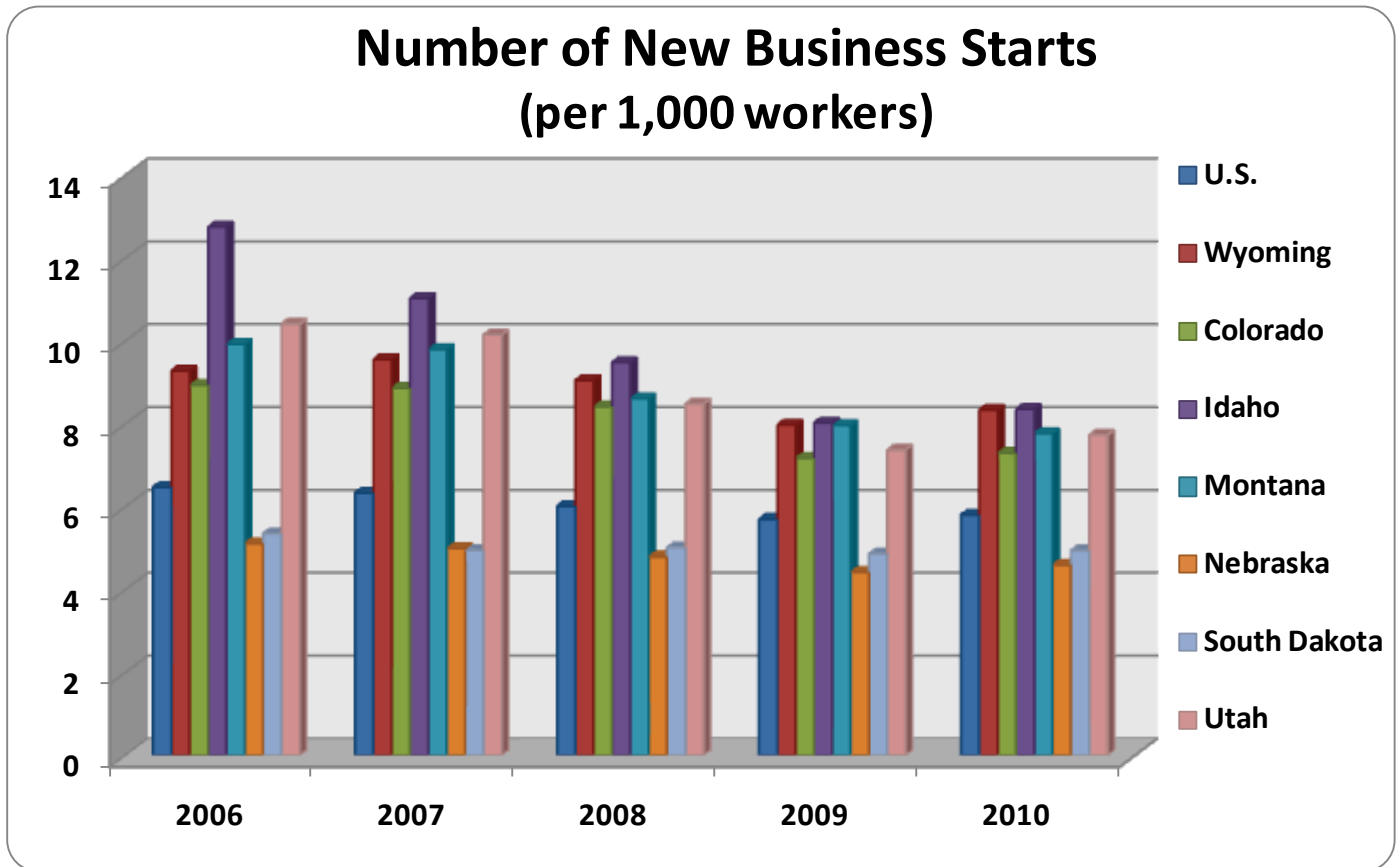
The Business Council sees this as an extremely important measure. In every investment of state funds the Business Council seeks to maximize the leverage that results in local and private investment.

While the graph continues to reflect a good and improving ratio (\$1 to \$1.8 in 2009; \$1 to \$2 in 2010; and \$1 to \$2.3 in 2011), it almost certainly underestimates that leverage. To date, the majority of grant funds have gone to Investment Ready Community projects that have put infrastructure in place for potential growth, without a direct business associated with it. The resulting business growth from these speculative investments in infrastructure occurs over a period of years and is beyond the Business Council’s ability to monitor or accurately predict.

The improving ratios reflect the fact that with the basic infrastructure in place more of the Business Council’s investments are being directed to projects that provide support for specific business projects (Business Committed Grants) and that trend is expected to continue.

Performance Measure #5:

Annual number of start-up companies in Wyoming compared to regional and national numbers on a starts per 1,000 workers basis:



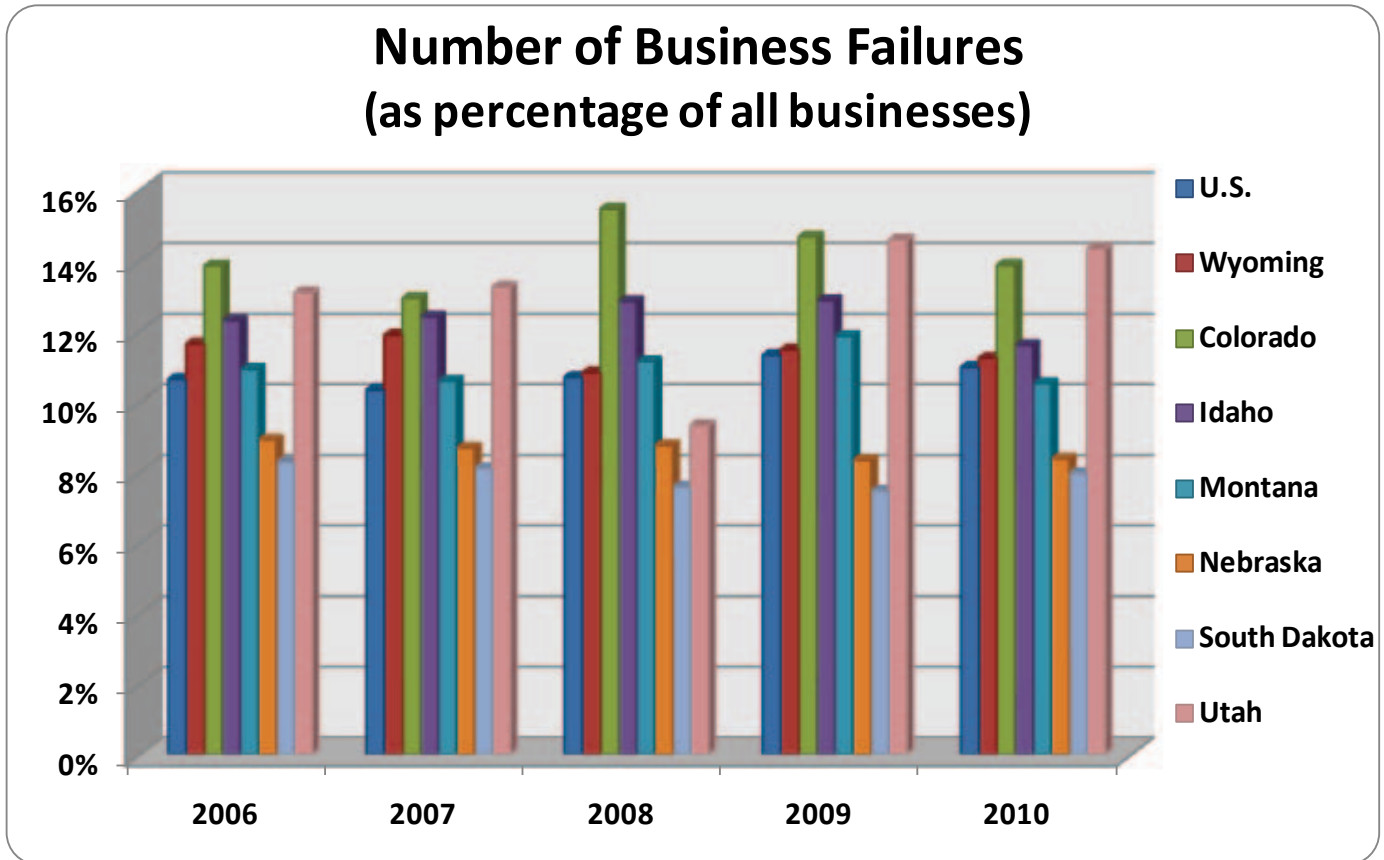
This is largely a state system measure, rather than one that can be attributed directly to the Business Council and/or its partners. It demonstrates the favorability of the business climate in Wyoming compared to the nation and region.

Wyoming continues to do quite well in comparison to its national and regional competitors. It should be noted that the Business Council partner most involved with start-up assistance is the Small Business Development Center of the University of Wyoming, which is considered one of the star programs in the nation. This program is national and partially paid for by the U.S. Small Business Administration.

As a leading indicator, the past year's results indicate that the declining trend seen over the past four years seems to be abating. As the economy recovers, these numbers should continue to improve.

Performance Measure #6:

Annual number of business failures in Wyoming compared to regional and national numbers as a percentage of all businesses:



This is a state system measure indicating how supportive the economy and the area governments are in sustaining business health. This measure is especially important in an economic down cycle, indicating the strength of the state’s support system.

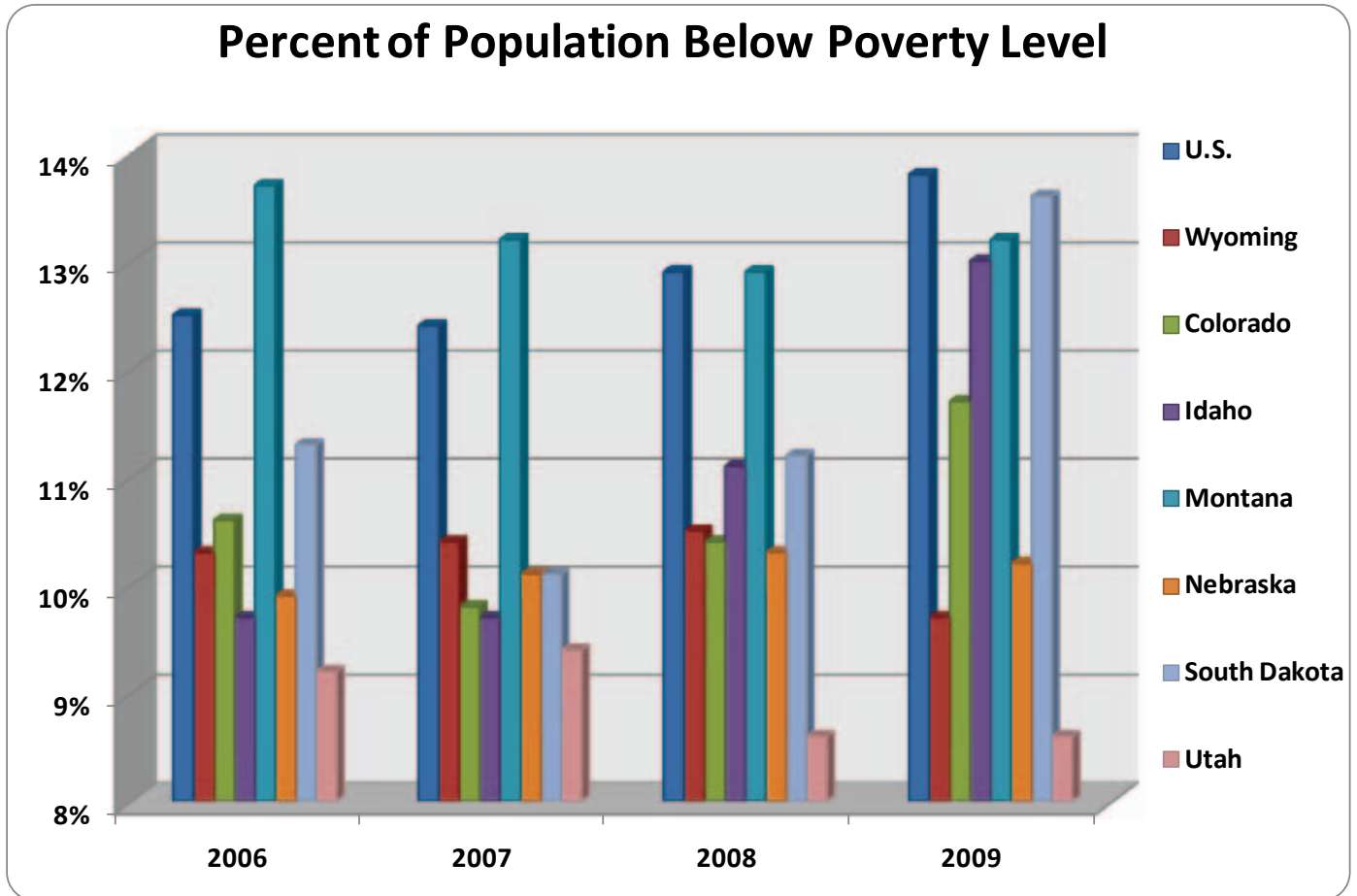
Performance in this measure is somewhat reflective of the number of new business ventures launched in the state, as demonstrated in Performance Measure #5, as 80% of new businesses fail within the first five years*. With the relative high number of business start-ups in the state, a relative high failure rate is not unexpected.

With that being said, one of the Business Council’s partners (the Wyoming Women’s Business Center) has expanded their micro-loan program this past year designed to help smaller businesses with limited access to credit. It is hoped the success of that program will be reflected in this measure in the next few years.

Source: Inc. Magazine and the National Business Incubator Association.

Performance Measure #7:

Percentage of population below the poverty level compared to regional and national numbers:



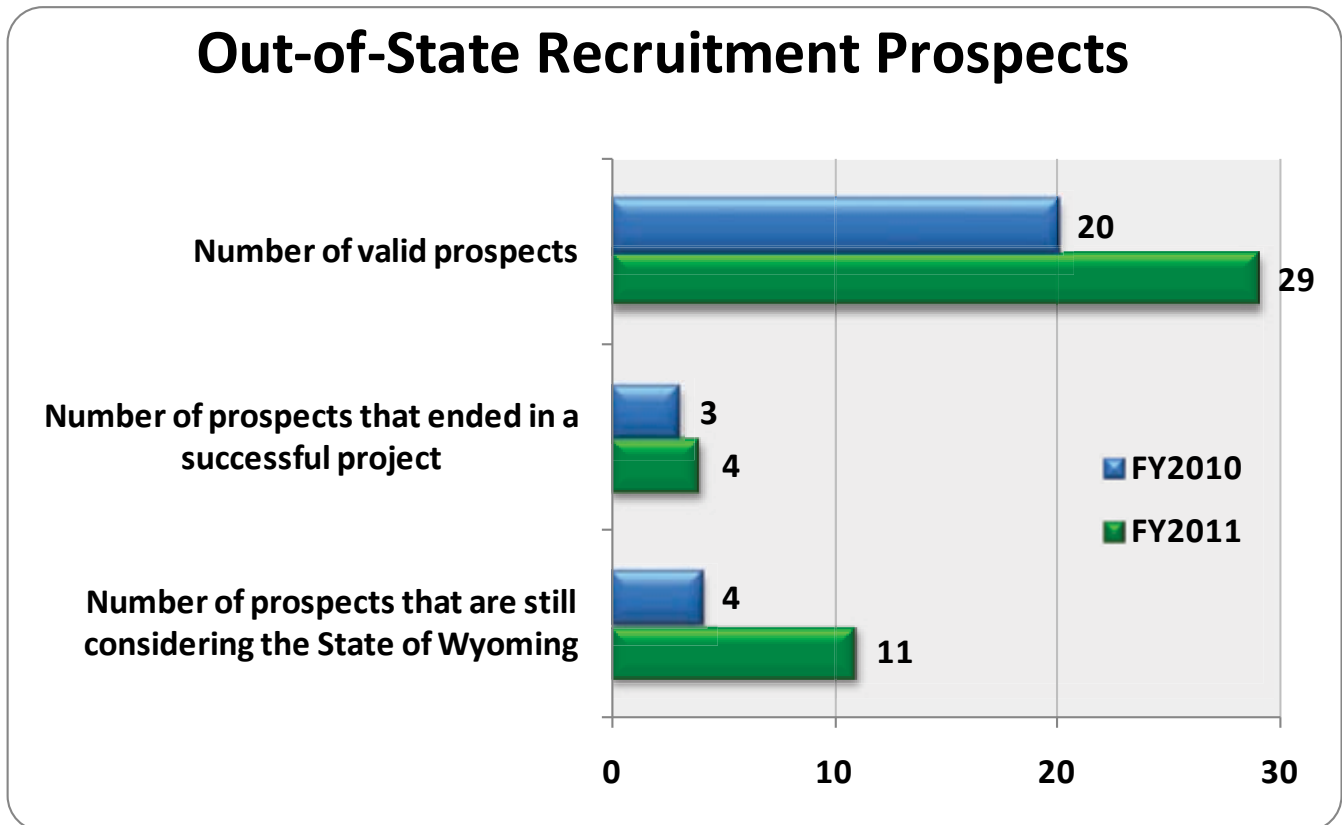
This is an important system measure, reflecting how well the socioeconomic system supports the population. Compared to national and, to a larger extent regional numbers (given environmental equalities), a successful system will better serve all segments.

Wyoming ranks well in this regard, but there is certainly room for improvement. To this end, the Wyoming Business Council targets and supports business expansion in segments that pay above the existing averages in its various counties.

2010 data for this measure is not available until October 2011.

Performance Measure #8:

Number of out of state recruitment prospects served within the fiscal year by the Wyoming Business Council:



This measure demonstrates the Wyoming Business Council’s increased emphasis on recruitment. With sufficient infrastructure in place, the Business Council has begun to put more effort into targeted recruitment with some demonstrable success.

To date, recruitment marketing funding availability has been limited, but the Business Council’s proposed budget for the next biennium hopes to address that shortfall.

Beyond infrastructure availability, the Business Council sees a greater recruitment potential in the next few years because of the financial weakness of some other states that will force them to increase tax burdens on individuals and businesses. Wyoming’s fiscal health and stability should provide the state with a greater competitive advantage than it has had in the past.

Performance Measure #9:

Percentage employment growth in Wyoming, with government jobs isolated, compared with regional and national growth:

**Annual Employment
Five-Year Growth Trend (2005 - 2010)**

United States 5-Year Growth Trend		Wyoming 5-Year Growth Trend		Colorado 5-Year Growth Trend	
Total	-2.8%	Total	6.6%	Total	-0.6%
Private	-4.0%	Private	5.1%	Private	-2.2%
Total Government	3.2%	Total Government	11.4%	Total Government	8.4%
Federal Government	9.0%	Federal Government	8.4%	Federal Government	6.9%
State Government	2.0%	State Government	5.7%	State Government	11.8%
Local Government	2.4%	Local Government	13.8%	Local Government	7.7%

Idaho 5-Year Growth Trend		Montana 5-Year Growth Trend		Nebraska 5-Year Growth Trend	
Total	-1.5%	Total	1.4%	Total	0.5%
Private	-2.4%	Private	0.3%	Private	-0.4%
Total Government	2.9%	Total Government	6.4%	Total Government	4.8%
Federal Government	4.6%	Federal Government	9.9%	Federal Government	6.1%
State Government	-2.5%	State Government	6.2%	State Government	2.2%
Local Government	4.5%	Local Government	5.4%	Local Government	5.3%

South Dakota 5-Year Growth Trend		Utah 5-Year Growth Trend	
Total	3.6%	Total	3.2%
Private	3.3%	Private	2.2%
Total Government	5.0%	Total Government	7.5%
Federal Government	6.6%	Federal Government	6.8%
State Government	4.0%	State Government	3.7%
Local Government	4.9%	Local Government	9.8%

This measure is an indication of the state’s favorable treatment to business as a system, rather than of the Wyoming Business Council in isolation. While the Business Council considers itself an important part of that system, it recognizes that the entire system must work in a synchronized manner to succeed.

While upward trends are an important measure and desirable, the type of comparison this data provides is of equal or greater importance in measuring system success. If Wyoming is performing better than the nation, that is desirable. But if it is performing better than its regional neighbors who are in similar environments, this indicates a superior system.

The nation and every state represented here experienced declines in their five-year growth trends as a result of the down economy last year. Wyoming remained the regional leader in employment growth. In fact, three neighboring states actually now have a negative growth trend over the past five years in private employment.

Performance Measure #10:

Wage growth in Wyoming compared to national and regional performance, isolating mineral related, government and agricultural segments:

**Average Weekly Wages
Five-Year Growth Trend (2005 - 2010)**

United States
5-Year Growth Trend

Total	15.0%
Agriculture	15.1%
Mining	25.1%
Government	15.8%
Other Industries	14.5%

Wyoming
5-Year Growth Trend

Total	26.3%
Agriculture	16.5%
Mining	24.7%
Government	25.0%
Other Industries	25.9%

Colorado
5-Year Growth Trend

Total	15.1%
Agriculture	18.9%
Mining	19.2%
Government	14.4%
Other Industries	14.6%

Idaho
5-Year Growth Trend

Total	13.3%
Agriculture	14.6%
Mining	46.2%
Government	11.9%
Other Industries	13.6%

Montana
5-Year Growth Trend

Total	18.5%
Agriculture	8.0%
Mining	2.2%
Government	16.5%
Other Industries	18.4%

Nebraska
5-Year Growth Trend

Total	15.1%
Agriculture	17.5%
Mining	9.3%
Government	16.9%
Other Industries	14.6%

South Dakota
5-Year Growth Trend

Total	17.6%
Agriculture	24.3%
Mining	17.6%
Government	15.8%
Other Industries	18.3%

Utah
5-Year Growth Trend

Total	18.3%
Agriculture	20.9%
Mining	22.1%
Government	16.1%
Other Industries	18.3%

This is largely a state system measure, rather than one that can be attributed directly to the Wyoming Business Council. As noted in Performance Measure #9, this is a measure that demonstrates the relative success of Wyoming's success against a meaningful group of competitors.

Wyoming continues to outperform the nation and its neighbors; however, like the nation and all of its neighbors, it has seen a decline in the rate of growth.

One of the Business Council's goals is to diversify the state's economy and the Other Industries category (excluding Agriculture, Mining and Government) has been of particular interest. Though, as is the case with almost every category, growth has slowed over the past year, the state continues to demonstrate that it has been doing a better job at diversification than certain data interpretations suggest. Diversification has been happening, but that growth has been overshadowed by the explosion of growth in the mining sector.

Performance Measure #11:

Gross domestic product growth in Wyoming compared to national and regional performance, isolating mineral related, government and agricultural segments:

**Gross Domestic Product
Five-Year Growth Trend (2005 - 2010)**

**United States
5-Year Growth Trend**

Total	4.3%
Agriculture	8.1%
Mining	41.2%
Government	4.5%
Other Industries	3.6%

**Wyoming
5-Year Growth Trend**

Total	31.1%
Agriculture	-15.4%
Mining	47.9%
Government	17.4%
Other Industries	27.5%

**Colorado
5-Year Growth Trend**

Total	8.2%
Agriculture	0.7%
Mining	39.1%
Government	7.3%
Other Industries	7.0%

**Idaho
5-Year Growth Trend**

Total	4.2%
Agriculture	10.8%
Mining	13.3%
Government	-0.3%
Other Industries	4.4%

**Montana
5-Year Growth Trend**

Total	5.7%
Agriculture	-8.6%
Mining	9.9%
Government	5.7%
Other Industries	6.3%

**Nebraska
5-Year Growth Trend**

Total	9.9%
Agriculture	34.5%
Mining	-6.7%
Government	6.4%
Other Industries	8.8%

**South Dakota
5-Year Growth Trend**

Total	14.6%
Agriculture	47.5%
Mining	9.1%
Government	3.0%
Other Industries	13.9%

**Utah
5-Year Growth Trend**

Total	13.3%
Agriculture	-29.2%
Mining	36.7%
Government	6.9%
Other Industries	14.1%

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Much like the other macro measures of economic health and vitality, the state has significantly outperformed its neighbors and the nation as a whole measuring GDP trends over the past five years.

There is an anomaly in the agricultural sector, which includes timber, fishing and hunting. Wyoming does not compare favorably, which is largely a result of decreased forest health, contributing to a decrease in timber production. In addition, the cattle and calf inventory has been declining since 2000 due to the following factors: (1) the severe drought that Wyoming faced in the past several years; (2) severe grasshopper damage in the past four years which affected pastureland and cropland; (3) spring blizzards in 2009 caused major livestock losses; heavy snow slowed sugarbeet and bean harvest; and summer hail storms damaged winter wheat yields. Wyoming just started rebounding last year from the inclement weather.

In relation to the Business Council's specific performance goals, the "Other Industries" category reflects significant success in diversification of the state's economic base. Though still dwarfed by mining in size and growth, this measure reflects better results than is readily apparent using other broad measures. Wyoming is diversifying its economy outside of mining, government and agriculture successfully, but the explosive growth in mining over the past five years overshadows that effort in terms of percentage of the economy.

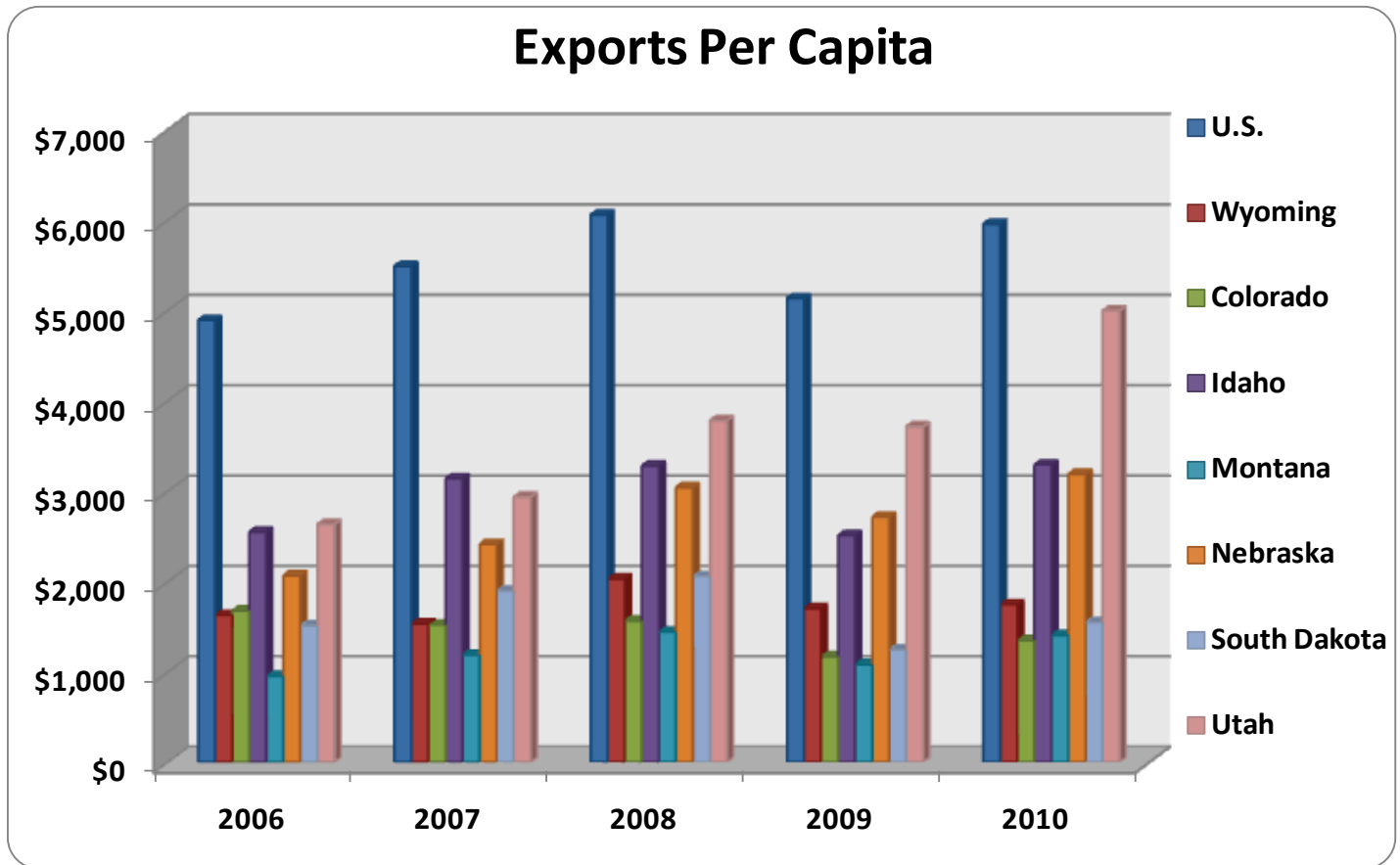
Climate and weather patterns are beyond our control, but there is potential for reversing this trend for the following reasons: (1) more Wyoming livestock producers are participating in value-added opportunities and receiving a premium by participating in programs such as the Wyoming Verified program; (2) Wyoming vegetable and meat producers and processors are expanding their marketing areas and taking advantage of local, regional and international marketing opportunities through a wide variety of programs offered by the Business Council.



Ribbon cutting at the Rainbow Te-ton Entrepreneur Center, Rawlins, Wyo.

Performance Measure #12:

Total exports per capita in comparison to regional and national numbers:



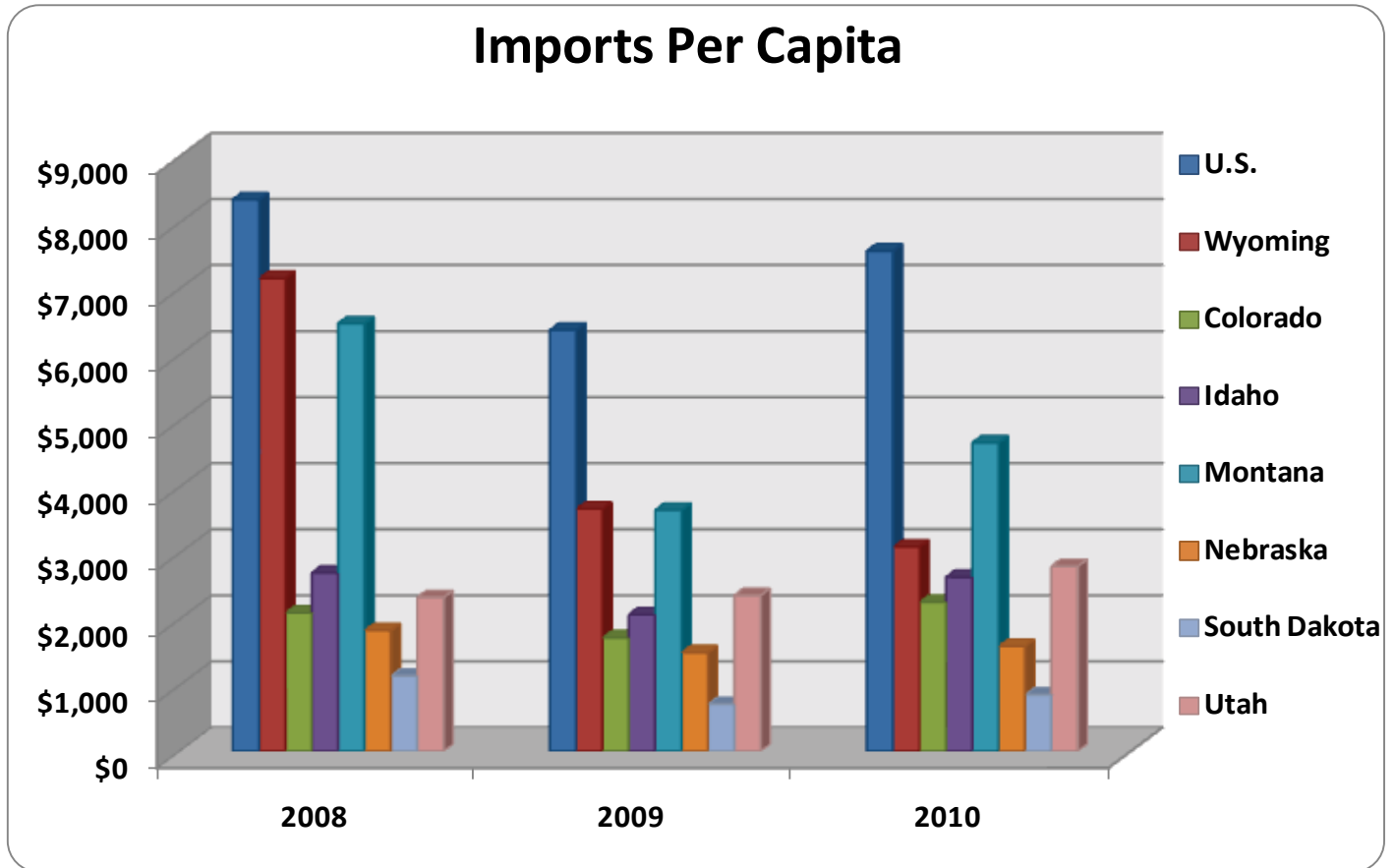
This is generally an important indication of the state’s relative competitive strength in the global market. This is a state system rather than an individual agency measure.

In regards to Wyoming this measure is misleading. The energy focus of the state’s economy has resulted in Wyoming “exporting” to the rest of the country, rather than globally. If the domestic demand in the U.S. were not so great and certain export regulations were changed, it is likely Wyoming would have one of the highest “Exports Per Capita” measures in the nation.

In the past year it should be noted that export interest in regards to coal has increased dramatically and may alter this measure significantly in years to come. Transportation of the product presents a major challenge at this point.

Performance Measure #13:

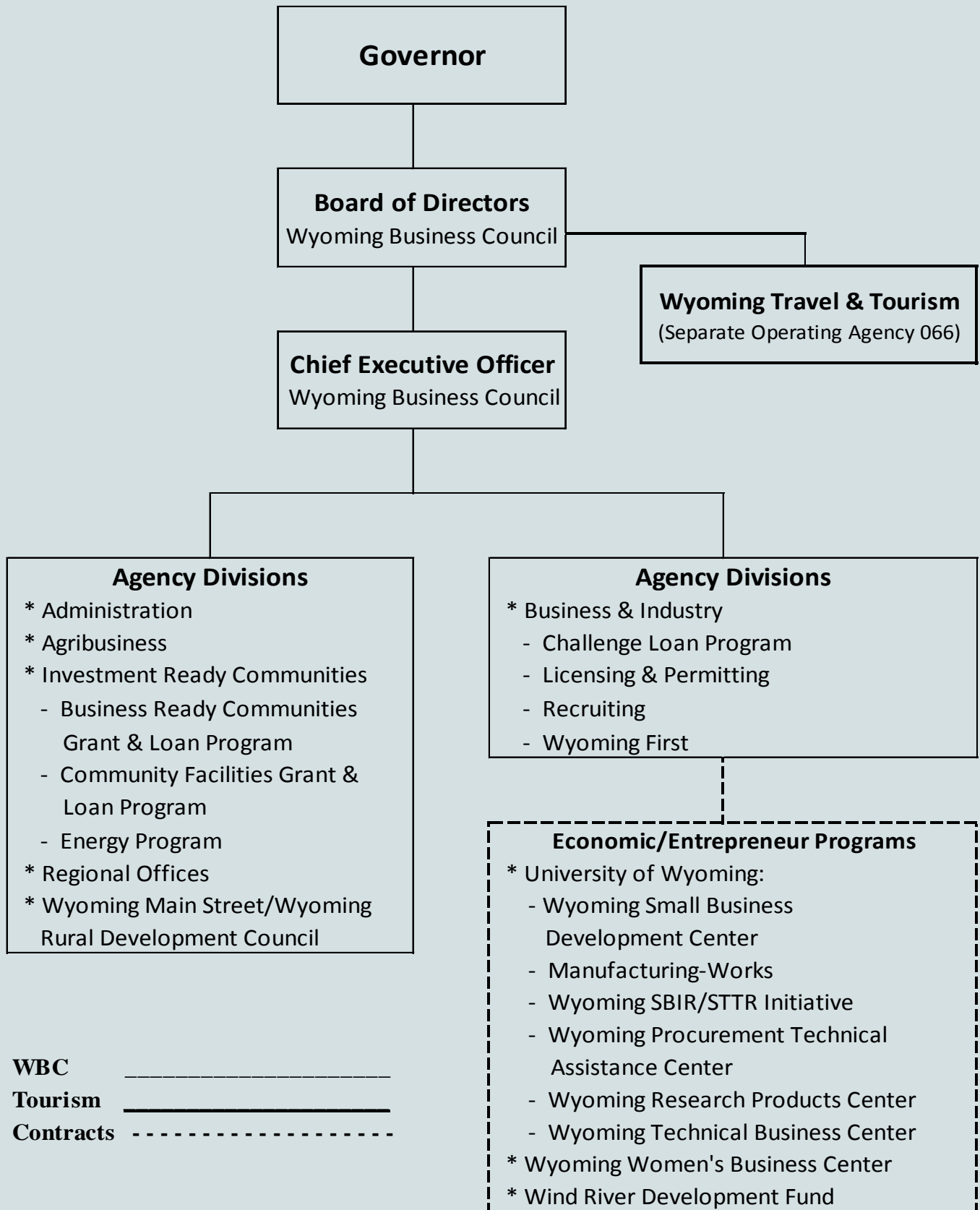
Imports per capita in comparison to regional and national numbers:



This is considered a negative measure because it reflects an outflow of wealth from the state. However, in a rural state like Wyoming, it does indicate a degree of economic health inasmuch as the residents can afford items that cannot be produced within the state.

While most regional competitors saw an increase in this measure, Wyoming experienced a minor decrease. Taken in conjunction with other measures, it may indicate that as efforts to diversify produce results, the state may be starting to address the “leakage” issue.

Organizational Chart as of June 30, 2011



Appendix A

WHAT HAS BEEN ACCOMPLISHED?



Eleutian groundbreaking, Cody, Wyo.

Business Support - *The Wyoming Business Council and its partners provided individual services to 4,640 Wyoming businesses and entrepreneurs in FY2011. The WBC and its partners helped companies, start-ups and agribusinesses by doing the following:*

Regional Directors

- Assisted numerous businesses, entrepreneurs, and organizations with marketing, market research, access to capital, business planning, licensing, permitting, and overcoming operational challenges.
- Provided technical assistance to local Economic Development Organizations, Chambers of Commerce and non-profits to help them achieve their goals. Assistance included grant/financial resource procurement, planning, business development and recruitment, marketing, fundraising and organizational development.

Agribusiness

- Expanded certifications in the Wyoming Verified Program. A total of 164 producers certified 59,028 head of livestock in 2010, which is an increase of 9,000 head.

A survey of participants indicated producers received an average \$9 per head premium by participating in the program, generating \$532,235 in additional revenue for Wyoming producers.

- Graduated 18 members from the state's agriculture community in Wyoming LEAD Class 11, a two-year leadership and education training program, and provided four training seminars for this year's class.
- Increased exposure and marketing opportunities for more than 48 Wyoming agribusinesses and producers at the following domestic and international trade events: National Western Stock Show, NILE, World Dairy Expo, value-added food and produce trade missions, United States Livestock Genetics Export Marketing Program trade missions, and Wyoming State Fair Farmers Market.

- Held events and produced publications that increased awareness of marketing and business development opportunities for Wyoming farmers and ranchers. These efforts included coordinating: the Diversified Ag Tour (75 participants), Wyoming State Fair Hay Show (13 entries), five risk management training sessions for 16 livestock producers, biofuel field day and educational tours (over 40 producers) and provided marketing plan development to 16 producers. Four editions of the Agtivities newsletter were mailed to over 2,800 people. The Wyoming Farm, Ranch and Agribusiness Directory lists 456 agribusinesses online and in a print publication.
- Provided over \$30,000 for the following grants: biofuel seed grants to three producers; 15 promotional grants to Wyoming farmers' markets; 10 youth educational and leadership grants through the Wyoming Rural Rehabilitation Program; three agribusiness grants.
- To celebrate 2011 National Ag Week, the Division participated in the 2011 Cheyenne Home & Garden Show with a booth to connect consumers to agriculture. The show had over 5,000 guests.
- Sponsored the USDA/NASS Wyoming Ag Stats book.
- Conducted a survey through USDA/NASS Wyoming of over 10,000 producers asking for program feedback.
- Co-facilitated the Living and Working on the Land Conference in August 2010 in Torrington. Approximately 130 participants attended the 15 seminars and three tours.
- Held two business training programs for 24 participants in the Wyoming Business Leadership Institute, a partnership between the University of Wyoming College of Business and the Wyoming Business Council.

Business & Industry

- Assisted one Wyoming business by participating in a loan through the Wyoming Partnership Challenge Loan Program. The total amount loaned to the businesses was \$160,250 with a Business Council participation of \$34,982. Equity injected by the business was \$78,750.
- Responded to 2,673 (1,463 resident; 1,210 nonresident) requests for licensing and permitting information, resulting in the creation or retention of 301 jobs. In addition, the Business Permit Program sent out client satisfaction surveys. When asked, "Overall, were you satisfied with the efforts of this office?" the average score from respondents was 4.95 where "5" indicated they strongly agreed.
- Provided business training at the 2011 GRO-Biz Conference & Idea Expo, a business conference with an attendance of 205; which included about 135 business people and five students from Central Wyoming College. The GRO-Biz Conference & Idea Expo is a combined conference focusing on federal procurement for small businesses on one side and general business improvement issues and networking on the other. The conference 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 2011 Hugh O'Brian Youth (HOBY) Wyoming Youth Leadership Seminar, which provided leadership training to 26 high school sophomores from around Wyoming. Two of the students who attended the conference were also selected to attend the World Leadership Conference in Chicago in July 2011. HOBY seminars are held in all 50 states.
- Facilitated meetings with 29 valid prospect companies, four of which were deemed successful. Eleven prospects still considering doing business in Wyoming.

- Promoted Wyoming-made products through publications, local and national trade shows and events. The Wyoming Business Council sold “Wyoming Made” products from 49 companies at the Cheyenne Frontier Days General Mercantile and Wyoming State Fair Pavilion. These two events generated \$21,356 in sales for participating Wyoming First members. The Wyoming Business Council also worked with Optimum Communications to create a television commercial promoting the Wyoming First Program and its 300 members.
- Encouraged the promotion and sales of Wyoming products and services statewide, nationally, and internationally. The Business Council awarded a total of \$35,313 in Trade Show Incentive Grants (TSI) to 29 Wyoming businesses to assist them in attending trade shows. With the TSI grant assistance, 13 of the 29 businesses reported a total of \$283,637 in sales from attended events. The Wyoming Business Council also helped 19 Wyoming companies attend SHOT Show, Data Center World, Denver Merchandise Mart, and International Sportsmen’s Expo in Utah and Colorado.

Support Services

- Consulted with six businesses on human resources, conducted 31 grant searches, and responded to client management database assistance from 10 businesses.

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

Small Business Development Center (SBDC)

- Between July 1, 2010 and June 30, 2011, the Wyoming Entrepreneur SBDC had initial, follow-on and information transfer sessions with 1,607 distinct clients with Wyoming addresses. Of these clients, 300 signed up for services through their website. The greatest volume of interest occurred in Natrona (243 clients), Laramie (200 clients), and Fremont (164 cli-

ents) counties. Advisors logged a total of 2,218 contact hours and 3,345 prep hours, for a total of 5,563 counseling hours in 4,440 sessions, of which 3,914 were Initial or Follow-on sessions, and 526 were Information Transfer sessions. Sessions are classified as Information Transfers if the initial contact is less than one hour in duration for face-to-face sessions or less than ½ hour (including contact and prep time) for telephone or Internet meetings, or if the business is a non-profit or government entity not directly involved in economic development activities.

- Wyoming Entrepreneur SBDC clients obtained \$10,049,370 in financing, including loans, owner investment and other capital. 73 clients started new businesses. 248 jobs were created and 30 jobs were retained.
- Wyoming Entrepreneur SBDC sponsored 57 training events, with 1,066 attendees, for a total of 2,190.5 training hours. Gross income totaled \$10,597. Topics presented included: eCommerce, sustainability, digital marketing, worker classification, inventors, taxes, and more. 14 of the programs were webinars that attracted 534 attendees.

- The SBDC also went through an accreditation process during this time period. Based on this process, client feedback surveys are now distributed from a centralized location, so all feedback remains anonymous, unless the client elects to provide their name. The SBDC is also in the process of revising its logo to emphasize the Small Business Development Center brand, which is a national priority of the Association for Small Business Development Centers.

Wyoming Procurement Technical Assistance Center (PTAC)

- During the performance period from July 1, 2010 through June 30, 2011, the Wyoming Procurement Technical Assistance Center (PTAC) assisted 232 Wyoming clients in obtaining 212 government contracts totaling

\$5,564,252. This includes 178 federal government prime contracts totaling \$3,919,340; 20 state or local government prime contracts totaling \$1,495,207; 11 federal government subcontracts totaling \$45,145; and three state or local government subcontracts totaling \$104,560. In addition, the Wyoming PTAC trained 441 clients on procurement topics at 12 sponsored training events and conducted outreach to 95 people at 12 additional events. During this time, the Wyoming PTAC also conducted 609 one-on-one counseling sessions.

The overall economic impact was 111 jobs retained or created as a result of the government contracts, using the Defense Logistics Agency standard of one job created or retained for each \$50,000 in contract awards. During this time, the Wyoming PTAC served clients in every county in Wyoming except Weston County. The highlight of the year was the collaboration with Senator Enzi and the Wyoming Business Council to offer the GRO-Biz Conference & Idea Expo in Evanston on February 23-24, 2011.

Wyoming Market Research Center (MRC)

- Provided market research to 344 clients with 451 separate projects via the Wyoming Market Research Center. The Market Research Center also provided weekly updates to 58 clients receiving the Reed Construction Data service. Research was provided for clients from all 23 counties in the state. Demand for the services of the Market Research Center remained strong, with increase of 4% in client count and 2% in total number of projects. The Market Research Center provided research services to Wyoming businesses with a market value of \$527,626.

Manufacturing-Works (M-W)

- In fiscal year 2011 Manufacturing-Works provided assistance to 191 manufacturing and technology-oriented companies, of which 182 are business oriented and nine were community oriented, including 204 projects of free added-value services offered through the com-

mitment with the Wyoming Business Council to provide at least eight hours of free service for qualifying candidates. Of these projects, 100 were accomplished under contract with a fee.

The economic impact that these clients anticipated receiving from Manufacturing-Works include: increased sales of \$8,394,500, retained sales of \$5,644,600, 120 jobs created, 68 employees retained, cost savings of \$4,051,123, plant equipment investment of \$3,765,000, information systems investment of \$149,000, workforce practices investment of \$270,300, investment in other areas of \$243,000, and saved investment amount of \$175,500. These numbers are validated six months after project completion with the customer by an independent research firm conducting a separate survey approach.

Wyoming Research Products Center (RPC)

- Worked with 122 inventors and entrepreneurs on 143 projects to identify and protect their intellectual property and develop their technology innovations into marketable products through the Wyoming Research Products Center.

Wyoming Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR)

- Provided \$110,000 in awards through the Wyoming SBIR/STTR Initiative's Phase 0/00 Program to 20 Wyoming businesses to help them access federal funds to develop their innovative technologies and businesses. In addition, Wyoming companies received over \$3.35 million in federal awards and eight Phase I and four Phase II awards. For every \$1 invested by the Wyoming Legislature, Wyoming realized an average of \$30 in return. That is a return ratio of 30:1.

Wyoming Women's Business Center (WWBC)

- The Wyoming Women's Business Center assisted 185 individual small business owners/

start-up entrepreneurs by providing 311 general business counseling hours, 474.50 pre and post loan technical assistance hours, and 75 hours of business and financial management counseling to Individual Development Accounts (IDA) participants. The WWBC also provided 56.25 hours of general information and assistance to non-clients (non-client is an individual who contacts the WWBC for assistance and has not yet completed our Client Intake).

- The WWBC provided 88 training programs (via Roundtables, Works of Wyoming (WOW) workshops and trainings) to 739 participants through 155 hours of instruction on topics such as financing, accounting, taxes, start-up, business planning, business management, human resources, customer relations, government procurement, technology, e-commerce, marketing & sales and other general business topics.
 - There were also three clients who completed 195 online training courses over 4.25 hours of online instruction on topics such as Quick Books, Microsoft Word, Excel or Access.
- The WWBC has assisted two small businesses in obtaining access to capital through its Microloan Program.
 - One of the clients who operates a construction company specializing in steel building erection has received three separate loans, first for start-up (Aug 2010), a second for working capital (May 2011), and a third loan for purchase of equipment (June 2011) for a total of \$31,600. This borrower has fully repaid the working capital loan of \$12,600 made in May 2011 and will have fully repaid the first loan of \$10,000 by July 28, 2011. This client is a true success story as their business has now graduated to traditional bank financing and has obtained a working capital line of credit through a local bank. This business will likely not need additional financing from the WWBC for future projects as they have grown and learned to manage finances sufficient to obtain other financing.
 - One business owner has successfully paid her Microloan in full this fiscal year which was originally closed in Sept 2004 in the amount of \$10,130 and another business owner will fully repay her loan by mid July 2011 in the amount of \$6,030 which was originally closed in April 2004.
 - Currently, the WWBC has approved three additional loans in the amount of \$56,500 to three clients which are scheduled to close July 1, July 6, and July 22, 2011.
- The WWBC underwent a loan policy and portfolio review in late 2010/early 2011 which resulted in strengthened lending policies, addition of an external loan committee, and implementation of “best practices” as recommended by the contract reviewer who completed the assessment.
 - Part of this review and implementation resulted in the WWBC charging off three loans for a total of \$12,954.51. Previous collection and charge-off procedures allowed for these loans to remain on the books in a past due status far beyond collectability. (New policy and collection procedures require credits to be collected, refinanced or foreclosed upon within 180 days.) Charging these loans off allowed for our portfolio to move forward and direct attention to existing loan clients and expansion to new clients.
 - The WWBC completed an update of the IDA program policies and application packet to be provided on our website. The WWBC also added a Fast-Track IDA program for individuals who are already in business needing a shorter savings period in an effort to be more responsive to existing business owner needs.
 - One IDA program participant successfully completed her savings and training pro-

gram using the Fast Track Program by saving over a three month period and received matching funds in the amount of \$1,000 which she used to purchase equipment for her business.

- Another IDA client was accepted in December 2010 for the traditional IDA Program and is working on her savings goal of \$2,000 and completion of her training and business planning program. Currently, she has saved \$700 of her \$2,000 savings goal.
- Thirteen families are currently enrolled in the WWBC IDA program in collaboration with the Wyoming Home Ownership Project. The WWBC has provided \$8,057 in matching funds.

Wyoming Technology Business Center (WTBC)

- The Wyoming Technology Business Center (WTBC) provided outreach counseling for fifteen outreach companies and 10 incubator clients. One of the outreach clients, Happy Jack Software, received an award this year from the Laramie Chamber of Commerce for “Business of the Year.”
- The Laramie and Sheridan Entrepreneurial nodes continued to grow. New clients have been identified in both the Laramie and Sheridan nodes. Laramie e2e had 452 attendees for 2010 while Sheridan StartWest had 281. Gillette entrepreneurial node completed the first e2e meeting in June 2011. The advisory boards for both Sheridan and Laramie met in 2011 and have provided valuable leadership in growing their respective programs. Partnerships with the economic development entities in Sheridan, Laramie and Gillette have grown strong and they continue to work with WTBC, using innovative ways to identify technology companies within the area. The WTBC conducted a survey regarding the programs. Results show strong support for the entrepreneurial/education

programs and attendance is no longer the challenge it once was.

- There were five e2e meetings in Laramie with an average attendance of 100.
- There were four StartWest meetings in Sheridan and one in Buffalo, with an average attendance of 55.
- There are 15 outreach clients of WTBC with over 100 total full-time equivalent employees with an average salary of \$37,625. There are 10 incubator clients housed in the WTBC building with 45 employees with an average salary of \$46,400.

Wind River Development Fund (WRDF)

- From July 1, 2010 to June 30, 2011, 468 individual clients were assisted by the Wind River Development Fund through business counseling. During that time, a variety of workshops and trainings were also held, including:
 - Four “How to Start Your Business Workshop,” four “Money Matters Classes,” five “Growing Small Businesses in Indian Country,” and one “Construction Bidding and Calculators Workshop” for contractors.
 - Five “Money Matters Personal Financial Literacy” classes, “Strengthening & Growing Entrepreneurs Business Plan” course.
 - Thirty two business loans were written during this time totaling over \$1,088,000.

Community Support - The Wyoming Business Council provided services to 101 of the 99 incorporated cities/ towns and 23 counties (totaling 122) in Wyoming by doing the following:

Regional Directors

- Assisted over 77 cities, towns, counties and other local government entities with a variety of projects including planning, infrastructure development, business development, grant writing and administration, business recruitment, and community enhancements.

Rural Development/Main Street

- In 2011 initial community assessments were conducted in Burns and Hulett; follow-up assessments were completed in Kemmerer, Evanston, Buffalo, Dubois, Basin and Bear River. To date, the Wyoming Rural Development Council has conducted 121 community and eight county assessments.
- The WRDC Grant Writing Scholarship program has provided grant writers to Wyoming communities which leveraged over \$300,000 in grants this year which brings total grants approved that were written by our scholarship recipients to over \$1,000,000 of grant monies for Wyoming communities.
- Through the HPRP (Homeless Prevention and Rapid Re-housing Program - ARRA funds), \$686,813.09 was distributed to over 1,500 homeless individuals and families to pay for rent and utilities and to assist them with legal and financial services.
- Wyoming Rural Development Council was contracted by LinkWyoming to facilitate broadband regional planning throughout Wyoming and developed broadband investment plans in the seven regions of the Wyoming Business Council.
- Wyoming Main Street added Pinedale as an Affiliate Main Street community, bringing the total communities participating in the program to 14.
- Wyoming Main Street provided \$145,000 in technical assistance funding to 12 communities and one county in which funds were used to enhance their programs; training for business owners; developing streetscape master plans; and marketing of local Main Street programs.
- The staff of Wyoming Main Street orchestrated the National Main Street conference pre-trip, taking 57 individuals from Wyoming on a two-day tour of Iowa Main Street communities. This gave Main Street managers, board members and local officials the opportunity to

learn more about Main Street and gain ideas to enhance their programs.

- In partnership with the State Historic Preservation Office (SHPO), Wyoming Main Street awarded \$95,000 in Historic Architecture Assistance Funds to property owners in 17 Wyoming communities.

Investment Ready Communities

2011 IRC Highlights of FY2011 Activities

- **Business Ready Community Program**
 - Awarded 18 Business Ready Community grants totaling \$12,869,454, impacted 16 communities and directly assisted 37 businesses. Of the \$12.8 million awarded, \$5.2 million of Business Committed funds were granted for community infrastructure projects that will directly create a proposed 142 new jobs with a projected median wage of \$25.85/hr. \$2.25 million was awarded for a data center cost reduction grant through the Business Ready Community program which will help the data center grow and add 25 jobs with a median wage of 29.03/hr. \$4.4 million was awarded for projects to ready communities for future business development through infrastructure investments. \$574,108 was awarded for community enhancement projects. One award of \$364,344 was made for infrastructure to a senior care business.
 - In all, Business Ready Community projects leveraged \$14,901,049 in local match as well as \$72,667,322 in additional private investment.
- **Community Facilities Program**
 - Awarded two Community Facilities Program grants totaling \$2 million and impacting two communities. Projects leveraged \$944,839 in local match commitment from the communities.

- **Community Development Block Grant Program and Related Program**
 - Awarded 36 Community Development Block Grants totaling \$6,234,883 and impacting 36 Communities in 16 Counties. Projects leveraged \$6,760,685 in local match commitment from the communities. As a result of these projects 76 jobs will be created and 24,966 persons of low to moderate income will be assisted.
- **State Energy Office Grants**
 - Through funding made available by the American Recovery and Reinvestment Act (ARRA, or federal stimulus), the State Energy Office of the Wyoming Business Council awarded a total of 142 Energy Retrofit and/or Audit Grants totaling \$29,613,472 and impacting the local governments, county governments, and non-profit agencies in 21 Wyoming counties. Through energy savings created by retrofitting buildings and street lights, local governments, schools districts and non-profits will save an estimated \$2 million annually in energy costs.

Support Services

- Provided community/county profiles for nine community and county assessments.
- Responded to research and grant requests from 10 communities and government agencies.



Appendix B

LEGISLATIVE BENCHMARKS



The Business Council works closely with local ED agencies, Cody, Wyo.

The Wyoming Legislature passed legislation to create the Wyoming Business Council in 1998. That legislation, “Senate File 35” and W.S. 9-12-112, required the Wyoming Business Council to include within its annual report statistics about the state’s economy, workforce and quality of life.

Explanation of Benchmark Data

I. Operational Benchmarks:

A. *Existing Business and Recruitment:*

1. Companies Started, Recruited, and Identified in Expansion/Retention Programs (and the jobs associated with these efforts) come from the Wyoming Business Council’s Business and Industry division and the Investment Ready Communities division. The data represent only those companies and/or jobs announced.

Interpretation: In fiscal year 2011, there were three new start-up companies (creating 54 new jobs), four companies were

recruited (creating 245 new jobs), and 9 companies were identified in expansion/retention programs (creating 227 new jobs). A total of 526 jobs are projected.

Note: Expansion/Retention programs require working with existing firms to assist them in competing more effectively to maintain employment and expand more easily to create new jobs.

B. *Entrepreneurship/Enterprise Development:*

1. Number of New Business Starts is the number of new businesses started within the state per 1,000 workers. New businesses are defined as those requesting a new unemployment insurance account num-

ber from the state Department of Employment Security. This figure is used to count new starts because some businesses that register with the Secretary of State's office are not actively pursuing commerce. *Source: U.S. Department of Labor, Employment & Training Administration, Unemployment Insurance Services (New Businesses) and Bureau of Labor Statistics (Workers).*

Interpretation: In calendar year 2010, there were 8.33 new business starts per 1,000 workers.

2.Number of Business Failures is the percentage of all businesses within the state that report being out of business or report no employment for two years to the state Department of Employment Security Office. *Source: U.S. Department of Labor, Employment & Training Administration, Unemployment Insurance Services (Business Failures) and Bureau of Labor Statistics (Total Employers).*

Interpretation: In calendar year 2010, the number of business failures as a percentage of all establishments was 11.22 percent.

3.Number of Existing Firms Being Assisted/Enrolled in Development Programs comes from the Wyoming Business Council and Partners and is the number of clients that were assisted by various Economic/Entrepreneurial Development groups. *Source: Wyoming Business Council, Manufacturing-Works, Wyoming Procurement Technical Assistance Center, Small Business Development Center, Small Business Innovation Research, Wyoming Research Products Center, Wyoming Marketing Research Center, Wyoming Technology Business Center, Wyoming Women's Business Center, and Wind River Development Fund.*

Interpretation: The total number of firms/clients assisted by the Wyoming Business Council's programs was 1,454 during fiscal year 2011, which runs July 1, 2010 through June 30, 2011. The total number of firms/clients assisted by the nine partners was 3,186.

C. Community Enhancement:

1.Number of Communities/Regions with Business Development Plans comes from the Wyoming Business Council and the U.S.

Department of Commerce, Economic Development Administration. Twenty-two counties in Wyoming are participating.

Interpretation: All counties in Wyoming, with the exception of Teton, are currently participating in the program.

2.Grant Assistance Procured represents the total amount of funding awarded through the U.S. Department of Housing and Urban Development for the Wyoming Business Council administered components of the Community Development Block Grant program, the state funded Business Ready Community program, Community Facilities Program, and Energy Program (ARRA).

Interpretation: In fiscal year 2011, the Wyoming Business Council awarded \$6.23 million in funding for the Community Development Block Grant (CDBG) program, \$12.87 million in Business Ready Community grants (BRC), \$2 million in awards through the Community Facilities Program, and \$29.61 million to the Energy Programs (ARRA).

II. Economic Performance Benchmarks:

1.Per Capita Personal Income (PCPI) is the measure of all income coming into Wyoming divided by the number of residents living in the state. PCPI has three components, the largest being wages and salaries. The second component is interest, rents and dividends, a measure of all income to state residents from investments in real estate, capital, stock, and financial investments. The last component is transfer payments - monies from the federal government to state residents in the form of social security payments, welfare payments and agricultural subsidies. *Source: U.S. Department of Commerce, Bureau of Economic Analysis.*

Interpretation: From 2007 to 2010, PCPI has grown 2.4%, with an increase of 4.7% from calendar year 2009 to 2010.

2.Number of Primary Jobs Created and Lost is the net change in the total number of jobs by place of work (establishment) in the state. In order to be counted in this

measure, an establishment must have a Wyoming unemployment insurance account. Sole proprietors are not included in this data series. *Source:* U.S. Department of Employment, Bureau of Labor Statistics.

Interpretation: From calendar year 2007 to 2008 total covered employment grew by 8,612 jobs (4.1%). Calendar year 2008 to 2009 showed an employment loss of 11,575 jobs (-4.0%) and calendar year 2009 to 2010 reported an employment loss of 3,645 jobs (-1.3%).

3.Exports Per Capita is measured by taking the total dollar value of exports based where the merchandise starts its journey to the port of export and dividing it by the number of state residents. *Source:* The population estimates used to derive the exports per capita are from the U.S. Census Bureau, Population Division. The export data come from the U.S. Census Bureau, Foreign Trade Division, Origin of Movement Series. *Note:* The OM series provides export statistics based on the state from which the merchandise starts its journey to the port of export. These data, which reflect the transportation origin of exports, were developed to meet the needs of the transportation industry. *Limitations:* In certain cases, the origin of movement is not the transportation origin. For many large agricultural and bulk shipments, the state often reflects the consolidation point of port of exit.

Interpretation: Exports per capita increased from \$1,701 in calendar year 2009 to \$1,744 in 2010.

4.Imports Per Capita is measured by taking the total dollar value of imports and dividing it by the number of state residents. *Source:* U.S. Census Bureau, Foreign Trade Division.

Interpretation: Imports per capita decreased from \$3,667 in calendar year 2009 to \$3,092 in 2010.

5.Average Annual Earnings Per Job is taken from the Covered Employment and Wages data (QCEW). An average yearly wage is computed for all industries. This annual wage does not include sole proprietors. *Source:* Wyoming Department of Labor, Bureau of Labor Statistics (represents average for all sectors).

Interpretation: Wages in Wyoming are increasing. Wage rates rose from \$40,709 in calendar year 2009 to \$41,965 in 2010, a 3.1% increase.

6.Average Weekly Wages Per Industry Sector is taken from the Covered Employment and Wages data (QCEW). *Source:* Wyoming Department of Labor, Bureau of Labor Statistics (represents average for all sectors).

Interpretation: Average weekly wage rates rose from \$783 in calendar year 2009 to \$807 in 2010, a 3.1% increase. *Note:* 2010 data are preliminary.

7.Male/Female Wage Disparity is expressed as the percentage of a man's wage that a woman will earn. *Source:* Wyoming Department of Labor, Bureau of Labor Statistics, Highlights of Women's Earnings.

Interpretation: According to data from the Bureau of Labor Statistics, in 2007, women in Wyoming earned 61 cents for every dollar a man earned. In calendar year 2010, women earned 69 cents for every dollar a man earned.

III.Quality of Life Benchmarks:

A. *Community Health and Safety:*

1.Percentage of Population Below Poverty represents two-year averages. Averages are used to eliminate any spikes or dips in the poverty level due to localized economic conditions. The measure is intended to track those living in long-term poverty. *Source:* U.S. Census Bureau, Poverty in the United States, 2009. *Note:* Poverty data represent an average of a two-year period (i.e., 2007 data are an average of 2006 and 2007).

Interpretation: In 2007, (average of 2006 and 2007) 10.4% of the Wyoming population was living in poverty. The average decreased to 9.7% in calendar year 2009.

B. *Land Use:*

1.Number of Counties with Current Comprehensive Land Use Plans *Source:* Current is defined as being less than seven-years old. Telephone survey conducted by the Wyoming Business

Council (2010). All 23 Counties have land use plans. The date of the latest revision to the land use plan by county are as follows (if the county is currently revising the plan, the expected adoption date is listed): Albany-2008, Big Horn-2010, Campbell-2007, Carbon-2009, Converse-2003, Crook-2003, Fremont-2004, Goshen-2004, Hot Springs-2005, Johnson-2005, Laramie-2006, Lincoln-2006, Natrona-2004, Niobrara-2004, Park-1998, Platte-2008, Sheridan-2008, Sublette-2008, Sweetwater-2002, Teton-2010, Uinta-2004, Washakie-2004, Weston-1977. To obtain detailed information on a county's land use plan, please contact the county planning office.

Interpretation: In 2011, 19 counties in Wyoming had current land use plans.

IV. Contributions Received From Private Sources:

1. Contributions Received from Private Sources come from the Wyoming Business Council and are identified as Charges for Sales and Services and Other.

Interpretation: In fiscal year 2010, cash contributions totaling \$467,555 were received. Fiscal year 2011 cash contributions are not available for this report.

V. Other Measures:

1. State Expenditures for Research & Development come from the National Science Foundation, Division of Science Resources Studies, State Expenditures for R&D, National Patterns of R&D, 2007.

Interpretation: Total R&D remained unchanged at \$129,000 in calendar year 2007.



Senate File 35 - Legislated Duties

(In accordance with Wyoming Statutes 9-12-101 and 9-12-112 Annual Report and Budget)

Statute Section	2007	2008	2009	2010	2011
(d, i) Operational Benchmarks:					
(d, i, A) Existing Business and Recruitment:					
(d, i, A, I) # of Start-up Companies (# Jobs Created)*	5(96)	3(335)	3(85)	2(39)	3(54)
(d, i, A, I) # of Companies Recruited (# Jobs Created)*	3(175)	2(49)	0(0)	2(140)	4(245)
(d, i, A, I) # of Companies in Identified Expansion/Retention Programs (# Jobs Created)*~	14(315)	8(70)	13(129)	11(216)	9(227)
(d, i, A, II) Total # of Jobs Created from Start-up, Recruited, Expanded/Retained Companies	586	454	214	395	526
(d, i, A, III) Economic Sector Employment Statistics		Data Provided in Chart 1 and 2			
(d, i, B) Entrepreneurship/Enterprise Development:					
# of New Business Starts Per 1,000 Workers	9.55	9.05	7.97	8.33	NA
(d, i, B, I) # of Business Failures (% of all Businesses)	11.87%	10.81%	11.46%	11.22%	NA
(d, i, B, II) # of Existing Firms Being Assisted/Enrolled in Development Programs:					
(d, i, B, II) Wyoming Business Council ¹	2,368	2,498	1,252	1,653	1,454
(d, i, B, II) (PTAC) Wyoming Procurement Technical Assistance Center ¹	1,308	357	397	276	232
(d, i, B, II) (M-W) Manufacturing-Works ¹	145	119	117	182	182
(d, i, B, II) (SBDC) Small Business Development Center ¹	2,259	1,776	1,646	1,650	1,607
(d, i, B, II) (SBIR/STTR Initiative) Small Business Innovation Research ¹	25	23	16	21	20
(d, i, B, II) (RPC) University of Wyoming Research Products Center ¹	89	126	95	125	122
(d, i, B, II) (MRC) Wyoming Marketing Research Center ¹	285	329	289	330	344
(d, i, B, II) (WWBC) Wyoming Women's Business Center ¹	1,888	221	192	248	185
(d, i, B, II) (WTBC) Wyoming Technology Business Center ¹	NA	NA	26	20	25
(d, i, B, II) (WRDF) Wind River Development Fund ¹	NA	NA	237	238	469
(d, i, C) Community Enhancement:					
(d, i, C, I) # of Communities/Regions with Current Business Development Plans	22	22	22	22	22
(d, i, C, II) Amount of Grant Assistance Procured ¹	\$50,063,710	\$33,935,670	\$45,857,460	\$74,631,960	\$50,717,809
(d, ii) Economic Performance Benchmarks:					
(d, ii, A) Per Capita Personal Income Levels	\$46,726	\$48,580	\$45,705	\$47,851	NA
(d, ii, B) Number of Primary Jobs Created and Lost	10,827	8,612	-11,575	-3,645	NA
(d, ii, D) Exports Per Capita	\$1,532	\$2,028	\$1,701	\$1,744	NA
(d, ii, D) Imports Per Capita	NA	\$7,158	\$3,667	\$3,092	NA
(d, ii, E) Average Earnings Per Job	\$39,254	\$41,487	\$40,709	\$41,965	NA
(d, ii, E) Average Weekly Wages	\$755	\$798	\$783	\$807	NA
(d, ii, G) Average Male Wages	\$45,032	\$45,916	\$47,684	\$46,332	NA
(d, ii, G) Average Female Wages	\$27,820	\$31,148	\$32,032	\$32,032	NA
(d, ii, G) Difference in Average Male and Female Wages	0.618	0.678	0.672	0.691	NA
(d, iii) Quality of Life Benchmarks:					
(d, iii, B) Community Health and Safety:					
(d, iii, B, I) Percentage of Population Below Poverty	10.4%	10.5%	9.7%	NA	NA
(d, iii, C) Land Use:					
(d, iii, C, I) # of Counties with Current Comprehensive Land Use Plans	23	17	17	19	19
(d, iv) Contributions Received From Private Sources:¹					
(d, iv) Cash Contributions:					
(d, iv) Charges for Sales and Services	\$111,373	\$148,859	\$289,608	\$268,711	NA
(d, iv) Other	\$175,820	\$137,754	\$185,424	\$198,844	NA
(d, v) Other Measures					
State Expenditures for R&D by Performing Sector (millions of current dollars)					
Total R&D	129	NA	NA	NA	NA
Federal Government	8	NA	NA	NA	NA
Business	37	NA	NA	NA	NA
Universities & Colleges	80	NA	NA	NA	NA
Other Nonprofit Institutions	**	NA	NA	NA	NA

Note: All data presented above are subject to revision and reflect the calendar year unless otherwise noted.

NA is used to represent not available.

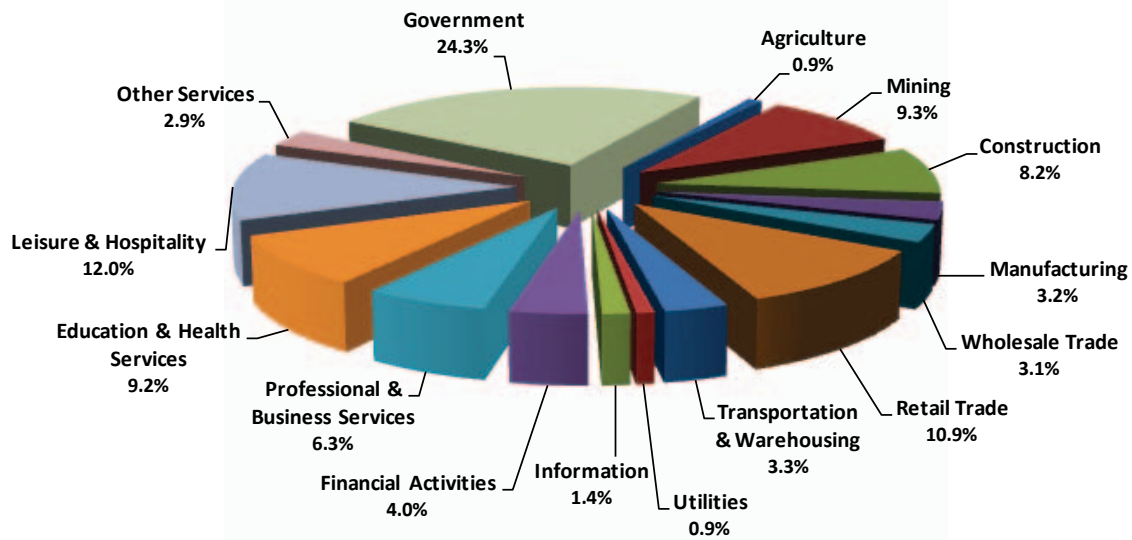
~ These figures also represent the number of existing firms being assisted/enrolled in development programs.

* Data based on the fiscal year (e.g., 2007 represents July 2006-June 2007). Capital investment was not obtained as companies did not disclose this information.

** = < \$0.5 million

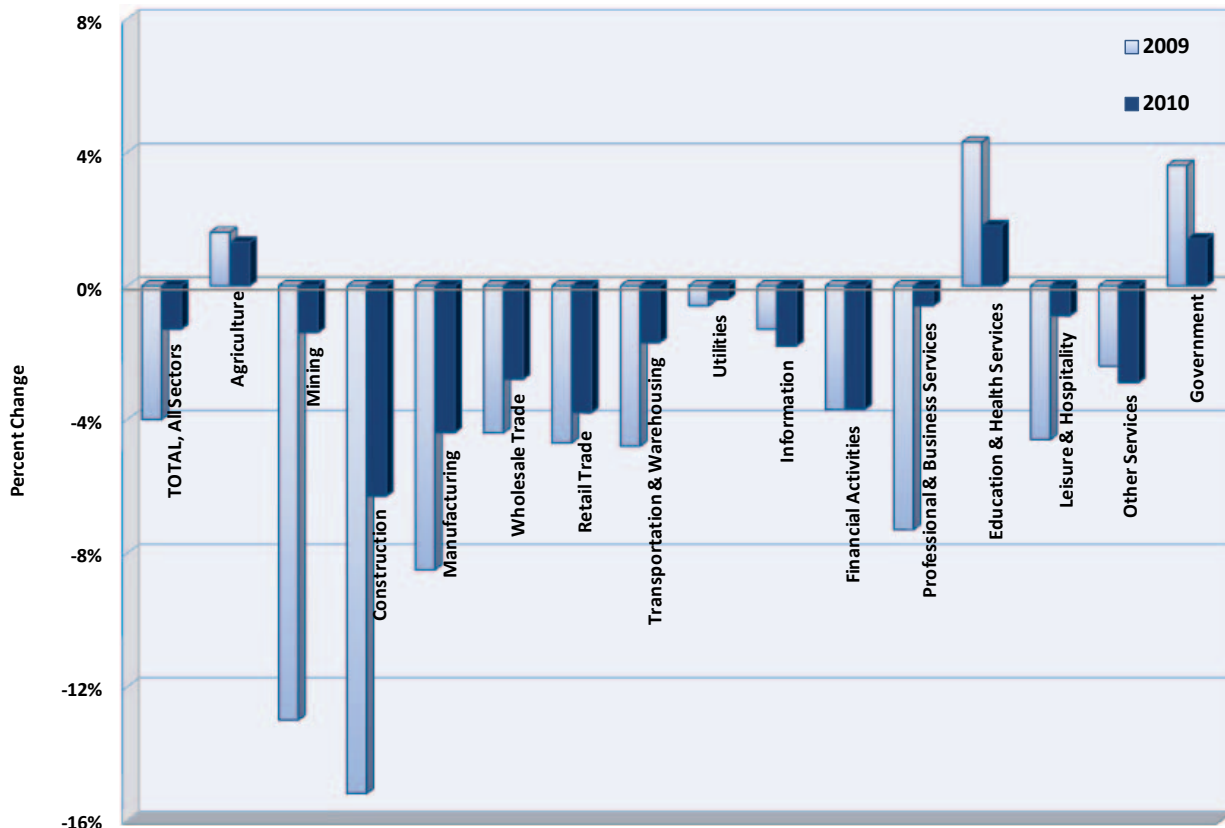
¹ These data are based on the fiscal year (July 1, 2010 to June 30, 2011).

Chart 1: Wyoming Employment by Industry Sector, 2010
(NAICS Codes)



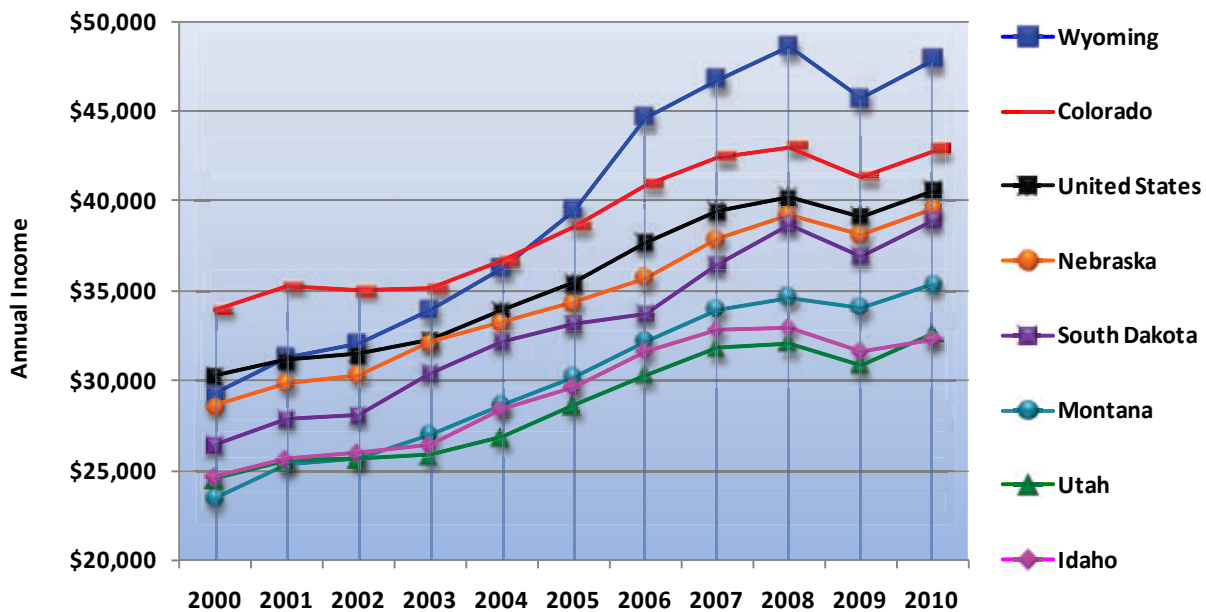
Source: U.S. Department of Labor, Bureau of Labor Statistics

Chart 2: Wyoming Employment Growth by Industry Sector, 2009 - 2010



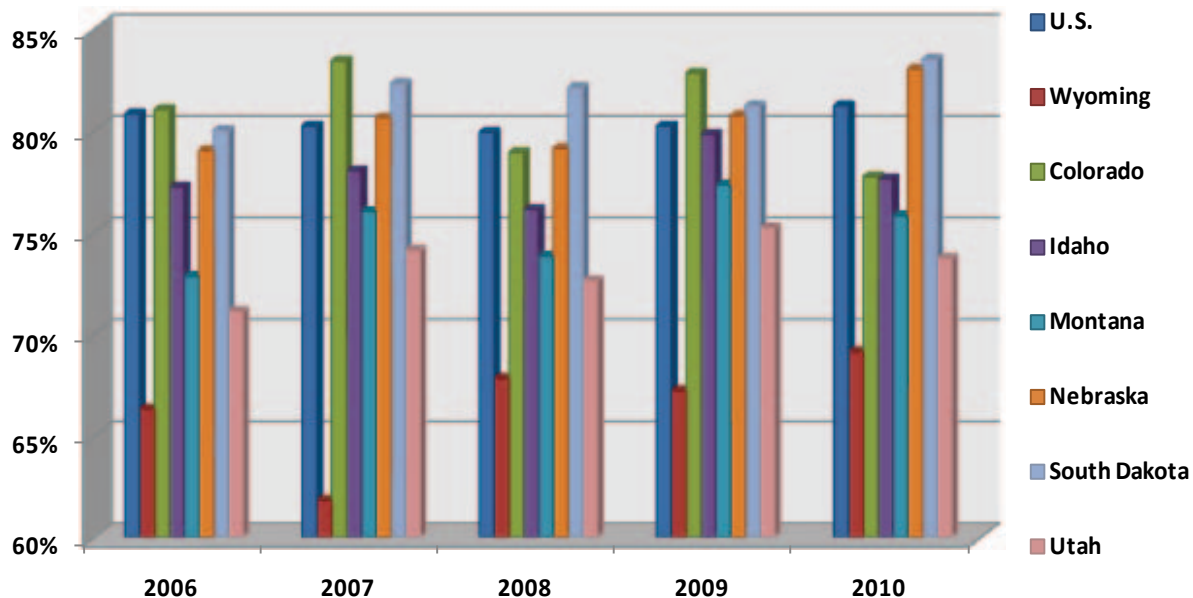
Source: U.S. Department of Labor, Bureau of Labor Statistics

Chart 3: Per Capita Personal Income



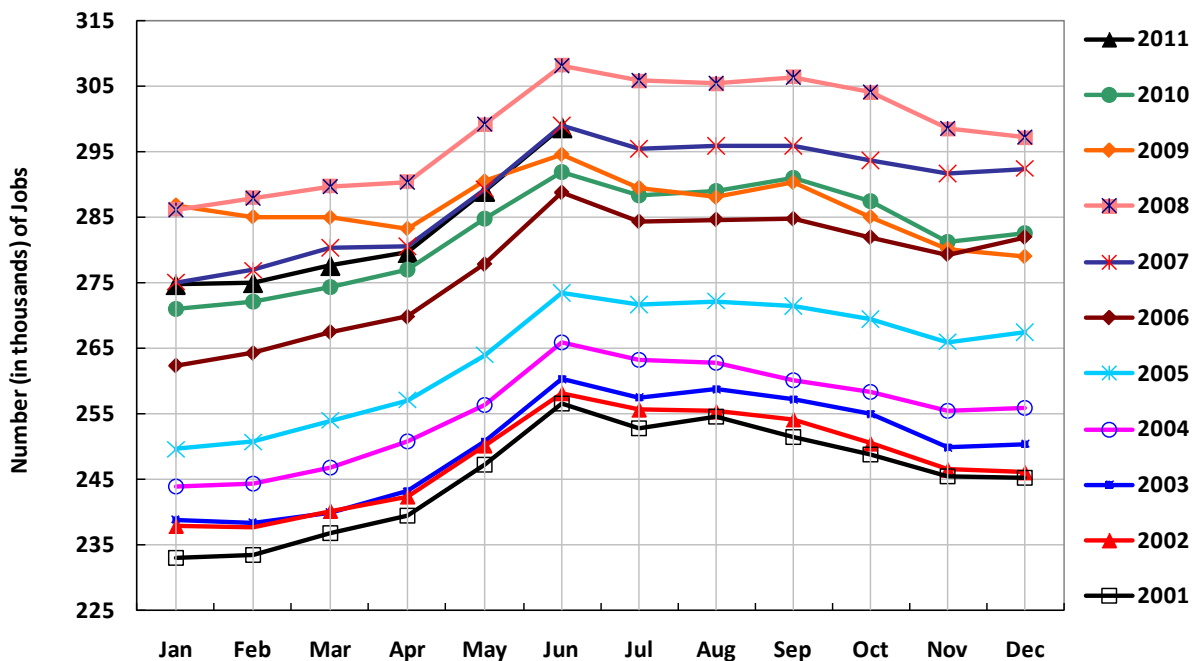
Source: U.S. Department of Commerce, Bureau of Economic Analysis

**Chart 4: Gender Wage Gap
(Women's Earnings as Percent of Men's)**



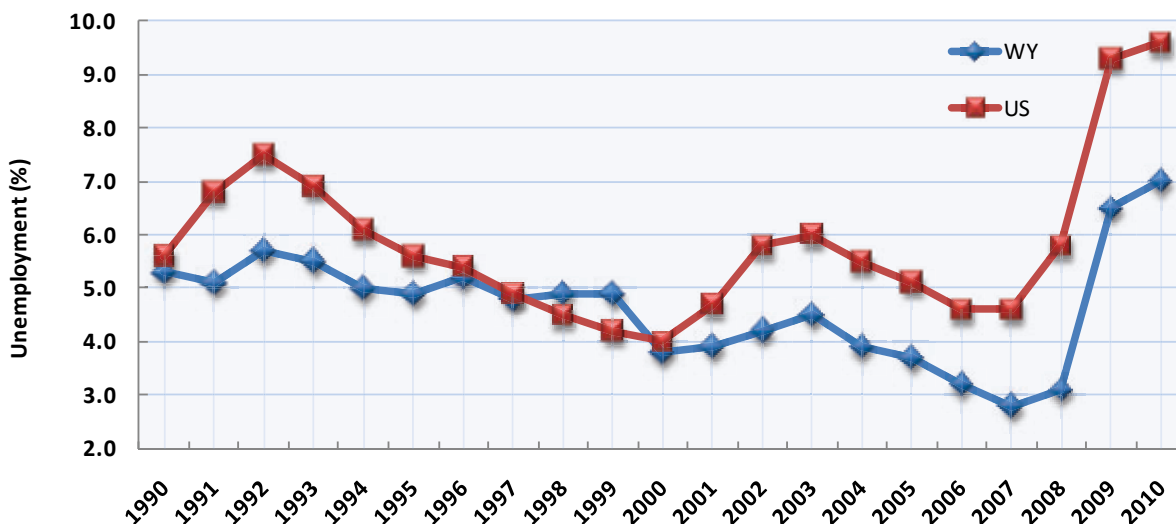
Source: U.S. Department of Labor, Bureau of Labor Statistics

Chart 5: Wyoming Nonagricultural Wage & Salary Employment (January 2001 - June 2011)



Source: U.S. Department of Labor, Bureau of Labor Statistics

Chart 6: Unemployment Rates for Wyoming and the U.S. (1990 - 2010)



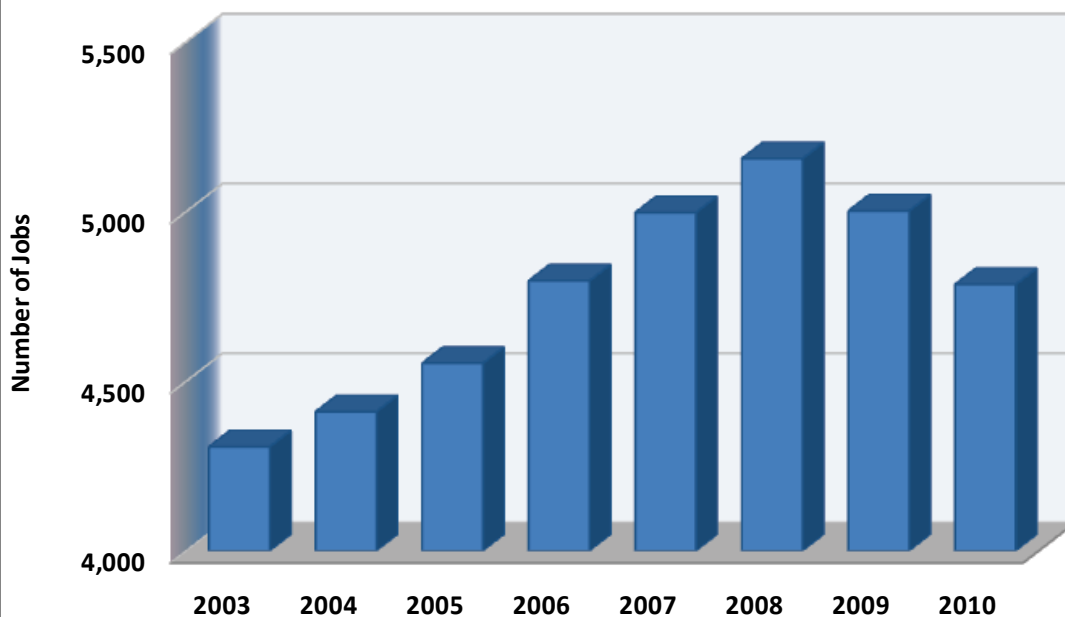
Source: U.S. Department of Labor, Bureau of Labor Statistics

Table 1: Population Growth

	2000	2010	% Change 2000-2010
United States	281,421,906	308,745,538	9.7%
Wyoming	493,782	563,626	14.1%

Source: U.S. Census Bureau, Population Division

Chart 7: Total Technology Jobs in Wyoming



Source: Wyoming Department of Employment, Research & Planning

Note: NAICS codes were expanded in 2010 to reflect a broader scope of technology jobs. All data were recalculated back to 2003 by the Wyoming Department of Employment.

The following NAICS codes are included in the definition of the Technology Industry:

- NAICS 333, 334, 335 - Manufacturing Technology
- NAICS 511, 518, 519, 541, 611 - Software & Tech Services and Engineering Services
- NAICS 517 - Communications Services

Table 2: Wyoming Land Use Projects

County	Land Use Plan?	Current Plan (< 7 years old)	Year Written	Contact
Albany	Yes	Yes	August 5, 2008	Doug Bryant, Planning Director
Big Horn	Yes	Yes	January 6, 2010	Jim Waller, County Planner
Campbell	Yes	Yes	August 21, 2007	Megan Lehman, County Planner
Carbon	Yes	Yes	July 13, 2009	Sid Fox, Planning Director
Converse	Yes	No	July 15, 2003	Holly Richardson, Special Projects
Crook	Yes	No	Februray 5, 2003	Timothy Lyons, Growth/Development Administrator
Fremont	Yes	Yes	September 7, 2004	Ray Price, County Planner
Goshen	Yes	Yes	2004	Melvin Eaton, County Planner
Hot Springs	Yes	Yes	March 17, 2005	Lee Campbell, County Planner
Johnson	Yes	Yes	March 2005	Rob Yingling, County Planner
Laramie	Yes	Yes	2006	Gary Kranse, Director or Planning
Lincoln	Yes	Yes	November 13, 2006	John Woodward, County Planner
Natrona	Yes	Yes	1998 plan amended in 2004	Gene Wallace, County Planner
Niobrara	Yes	Yes	2004	Dan Cushman, Committee-Planning/Zoning
Park	Yes	Yes	September 15, 1998	Linda Gillett, County Planner
Platte	Yes	Yes	May 2008	Dennis Becker, City and County Planner
Sheridan	Yes	Yes	October 14, 2008	Mark Reid, County Planner
Sublette	Yes	Yes	June 18, 2008	Bart Myers, County Planner
Sweetwater	Yes	No	August 6, 2002	Mark Kot, County Planner
Teton	Yes	Yes	May 27, 2010	Alex Norton, County Planner
Uinta	Yes	Yes	2004	Kent Williams, County Planner
Washakie	Yes	Yes	July 1, 2004	Bruce Fredrick, County Planner
Weston	Yes	No	1977	Paulette Thompson, County Clerk

Table 3: Wyoming Announced Projects
 FY2011 (July 2010 - June 2011)

Project	Location	Date Announced	Business Type	Projected Jobs	Development Type	WBC Involvement
Insultech	Evanston	Aug-2010	Industrial Insulation Manufacturing	40	Recruitment	Recruitment
EchoStar Data Center	Cheyenne	Aug-2010	Data Center	12	Expansion	Expansion
Wyoming 2-1-1 Call Center	Cheyenne	Oct-2010	Call Center	5	Recruitment	Recruitment
Red Desert Water Reclamation	Wamsutter	Oct-2010	Water Reclamation	6	Start-Up	Consulting
ARA-JTEC Robotics Program Building	Guernsey	Jan-2011	Research, Development & Engineering	7	Expansion/Retention	BRC Business Committed Grant
Gluten Free Oats	Powell	Jan-2011	Grain Processing & Manufacturing	11	Expansion/Retention	BRC Business Committed Grant
Carbon Energy	Rawlins	Feb-2011	Electricity, SynGas, CO ₂	50	Recruitment	Consulting
Gestamp Worthington Wind Steel, LLC	Cheyenne	Apr-2011	Wind Tower Manufacturing	150	Recruitment	Recruitment/Bonds
Reagan Summit Subdivision-Assisted Living Senior Housing	Rock Springs	Apr-2011	Senior Care/ Assisted Living	33	Start-Up	BRC Business Committed/Sr. Care Grant
Haystack Coal Company Access Road	Uinta County	Apr-2011	Coal Mining/Extraction	100	Recruitment	BRC Business Committed Grant
North Park Subdivision	Wheatland	Apr-2011	Welding & Fabrication	20	Expansion/Retention	BRC Business Committed Grant
Thought Equity Motion	Cheyenne	May-2011	Data Center	25	Expansion	BRC Data Center Grant
Salt Creek Highway Turn Lane Motor Power Kenworth	Bar Nunn	May-2011	Truck & Trailer Dealership	15	Start-Up	CDBG-ED Infrastructure
American Tire Distributors	Casper	Jun-2011	Tire Distribution	35	Expansion	BRC Grant
Historic Investments, LLC	Laramie	Jun-2011	Retail Store	2	Retention	Main Street Loan
Niobrara Energy Park	Laramie County	Jun-2011	Pump Service/Repair for Oil & Gas Industry	15	Expansion/Retention	BRC Business Committed Grant

Total: 16 Projects

3 Start-up Projects, 54 Jobs

4 Recruitment Projects, 245 Jobs

9 Expansion/Retention Projects, 227 Jobs

Projected # of Jobs: 526

(Created/ Retained/ Added)

Table 4: 2000 - 2010 WYOMING BENCHMARK LABOR FORCE ESTIMATES--ANNUAL AVERAGES

WYOMING											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	266,882	269,985	269,654	271,607	273,091	278,183	285,958	291,604	295,592	296,880	293,769
EMPLOYMENT	256,685	259,508	258,462	259,489	262,358	267,927	276,882	283,543	286,394	277,669	273,313
UNEMPLOYMENT	10,197	10,477	11,192	12,118	10,733	10,256	9,076	8,061	9,198	19,211	20,456
UNEMPL. RATE	3.8	3.9	4.2	4.5	3.9	3.7	3.2	2.8	3.1	6.5	7.0
ALBANY COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	18,300	18,527	18,360	18,627	19,699	19,478	18,921	18,863	19,059	19,481	19,272
EMPLOYMENT	17,688	17,880	17,740	17,990	19,104	18,925	18,426	18,416	18,569	18,646	18,291
UNEMPLOYMENT	612	647	620	637	595	553	495	447	490	835	981
UNEMPL. RATE	3.3	3.5	3.4	3.4	3.0	2.8	2.6	2.4	2.6	4.3	5.1
BIG HORN COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	5,317	5,339	5,169	5,174	5,281	5,332	5,380	4,949	4,969	5,009	5,016
EMPLOYMENT	5,050	5,083	4,889	4,906	5,029	5,084	5,156	4,752	4,767	4,567	4,621
UNEMPLOYMENT	267	256	280	268	252	248	224	197	202	442	395
UNEMPL. RATE	5.0	4.8	5.4	5.2	4.8	4.7	4.2	4.0	4.1	8.8	7.9
CAMPBELL COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	19,908	21,428	22,091	21,657	21,783	23,325	25,281	26,425	27,565	28,492	27,531
EMPLOYMENT	19,299	20,847	21,418	20,856	21,104	22,703	24,739	25,902	27,017	26,927	25,888
UNEMPLOYMENT	609	581	673	801	679	622	542	523	548	1,565	1,643
UNEMPL. RATE	3.1	2.7	3.0	3.7	3.1	2.7	2.1	2.0	2.0	5.5	6.0
CARBON COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	8,094	7,984	7,794	7,654	7,561	7,657	7,947	8,378	8,334	7,864	7,707
EMPLOYMENT	7,757	7,629	7,434	7,227	7,220	7,351	7,680	8,141	8,058	7,284	7,120
UNEMPLOYMENT	337	355	360	427	341	306	267	237	276	580	587
UNEMPL. RATE	4.2	4.4	4.6	5.6	4.5	4.0	3.4	2.8	3.3	7.4	7.6
CONVERSE COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	6,582	6,532	6,274	6,476	6,499	6,714	6,920	7,013	7,401	7,550	7,529
EMPLOYMENT	6,324	6,277	6,006	6,174	6,235	6,459	6,683	6,817	7,194	7,107	7,093
UNEMPLOYMENT	258	255	268	302	264	255	237	196	207	443	436
UNEMPL. RATE	3.9	3.9	4.3	4.7	4.1	3.8	3.4	2.8	2.8	5.9	5.8
CROOK COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	3,173	3,117	3,075	3,105	3,192	3,274	3,411	3,456	3,507	3,556	3,486
EMPLOYMENT	3,057	3,006	2,961	2,970	3,067	3,157	3,315	3,363	3,404	3,349	3,284
UNEMPLOYMENT	116	111	114	135	125	117	96	93	103	207	202
UNEMPL. RATE	3.7	3.6	3.7	4.3	3.9	3.6	2.8	2.7	2.9	5.8	5.8
FREMONT COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	17,665	18,149	18,160	17,763	17,595	17,820	17,880	18,204	18,545	19,049	19,094
EMPLOYMENT	16,749	17,214	17,184	16,733	16,679	16,957	17,107	17,533	17,771	17,547	17,562
UNEMPLOYMENT	916	935	976	1,030	916	863	773	671	774	1,502	1,532
UNEMPL. RATE	5.2	5.2	5.4	5.8	5.2	4.8	4.3	3.7	4.2	7.9	8.0

Table 4: 2000 - 2010 WYOMING BENCHMARK LABOR FORCE ESTIMATES--ANNUAL AVERAGES

GOSHEN COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	6,249	6,151	5,945	5,832	5,757	5,713	5,955	5,963	6,132	6,244	6,294
EMPLOYMENT	6,022	5,902	5,690	5,563	5,502	5,454	5,724	5,774	5,912	5,900	5,912
UNEMPLOYMENT	227	249.0	255	269	255	259	231	189	220	344	382
UNEMPL. RATE	3.6	4.0	4.3	4.6	4.4	4.5	3.9	3.2	3.6	5.5	6.1
HOT SPRINGS COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	2,643	2,638	2,526	2,369	2,342	2,326	2,348	2,391	2,433	2,510	2,539
EMPLOYMENT	2,547	2,527	2,406	2,266	2,249	2,231	2,262	2,313	2,352	2,358	2,400
UNEMPLOYMENT	96	111	120	103	93	95	86	78	81	152	139
UNEMPL. RATE	3.6	4.2	4.8	4.3	4.0	4.1	3.7	3.3	3.3	6.1	5.5
JOHNSON COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	3,575	3,534	3,576	3,626	3,688	3,806	3,878	3,957	4,085	4,054	3,908
EMPLOYMENT	3,442	3,394	3,433	3,459	3,551	3,659	3,757	3,828	3,948	3,745	3,582
UNEMPLOYMENT	133	140	143	167	137	147	121	129	137	309	326
UNEMPL. RATE	3.7	4.0	4.0	4.6	3.7	3.9	3.1	3.3	3.4	7.6	8.3
LARAMIE COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	40,237	40,120	40,839	41,550	41,324	41,611	42,121	42,566	42,866	43,375	43,188
EMPLOYMENT	38,732	38,464	39,101	39,633	39,441	39,849	40,493	41,082	41,164	40,493	39,941
UNEMPLOYMENT	1,505	1,656	1,738	1,917	1,883	1,762	1,628	1,484	1,702	2,882	3,247
UNEMPL. RATE	3.7	4.1	4.3	4.6	4.6	4.2	3.9	3.5	4.0	6.6	7.5
LINCOLN COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	7,357	7,563	7,493	8,307	7,971	7,856	8,282	9,050	8,445	8,325	8,121
EMPLOYMENT	7,072	7,260	7,142	7,927	7,649	7,528	7,992	8,825	8,142	7,661	7,371
UNEMPLOYMENT	285	303	351	380	322	328	290	225	303	664	750
UNEMPL. RATE	3.9	4.0	4.7	4.6	4.0	4.2	3.5	2.5	3.6	8.0	9.2
NATRONA COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	36,536	37,183	37,455	37,986	38,651	39,354	40,432	40,647	41,006	40,826	40,739
EMPLOYMENT	35,110	35,780	35,899	36,271	37,197	37,961	39,227	39,612	39,835	38,072	37,805
UNEMPLOYMENT	1,426	1,403	1,556	1,715	1,454	1,393	1,205	1,035	1,171	2,754	2,934
UNEMPL. RATE	3.9	3.8	4.2	4.5	3.8	3.5	3.0	2.5	2.9	6.7	7.2
NIOBRARA COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	1,236	1,218	1,150	1,141	1,125	1,124	1,148	1,211	1,244	1,284	1,259
EMPLOYMENT	1,191	1,169	1,097	1,086	1,081	1,079	1,111	1,175	1,202	1,218	1,190
UNEMPLOYMENT	45	49	53	55	44	45	37	36	42	66	69
UNEMPL. RATE	3.6	4.0	4.6	4.8	3.9	4.0	3.2	3.0	3.4	5.1	5.5
PARK COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	14,378	14,373	14,294	14,501	14,435	14,468	14,362	14,340	14,552	14,749	14,839
EMPLOYMENT	13,799	13,758	13,641	13,827	13,832	13,876	13,845	13,896	14,030	13,817	13,815
UNEMPLOYMENT	579	615	653	674	603	592	517	444	522	932	1,024
UNEMPL. RATE	4.0	4.3	4.6	4.6	4.2	4.1	3.6	3.1	3.6	6.3	6.9

Table 4: 2000 - 2010 WYOMING BENCHMARK LABOR FORCE ESTIMATES--ANNUAL AVERAGES

PLATTE COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	4,355	4,178	4,125	4,050	4,077	4,037	4,028	3,982	3,977	4,095	4,153
EMPLOYMENT	4,179	4,001	3,927	3,836	3,866	3,837	3,850	3,826	3,813	3,840	3,867
UNEMPLOYMENT	176	177	198	214	211	200	178	156	164	255	286
UNEMPL. RATE	4.0	4.2	4.8	5.3	5.2	5.0	4.4	3.9	4.1	6.2	6.9
SHERIDAN COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	14,755	14,683	14,904	15,014	14,944	15,139	15,611	15,931	16,187	16,329	16,032
EMPLOYMENT	14,168	14,094	14,291	14,322	14,351	14,551	15,116	15,487	15,680	15,197	14,787
UNEMPLOYMENT	587	589	613	692	593	588	495	444	507	1,132	1,245
UNEMPL. RATE	4.0	4.0	4.1	4.6	4.0	3.9	3.2	2.8	3.1	6.9	7.8
SUBLETTE COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	3,560	3,756	3,881	4,126	4,463	5,004	5,735	6,726	7,069	7,213	7,163
EMPLOYMENT	3,455	3,656	3,767	3,996	4,354	4,898	5,631	6,630	6,951	6,886	6,834
UNEMPLOYMENT	105	100	114	130	109	106	104	96	118	327	329
UNEMPL. RATE	2.9	2.7	2.9	3.2	2.4	2.1	1.8	1.4	1.7	4.5	4.6
SWEETWATER COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	20,716	20,892	20,184	20,791	21,190	22,128	23,690	24,132	24,462	24,066	23,703
EMPLOYMENT	19,897	20,064	19,336	19,933	20,480	21,464	23,099	23,605	23,870	22,485	22,119
UNEMPLOYMENT	819	828	848	858	710	664	591	527	592	1,581	1,584
UNEMPL. RATE	4.0	4.0	4.2	4.1	3.4	3.0	2.5	2.2	2.4	6.6	6.7
TETON COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	14,183	14,267	13,796	13,600	13,627	13,838	14,164	14,631	14,580	13,729	13,376
EMPLOYMENT	13,840	13,885	13,370	13,106	13,193	13,410	13,803	14,314	14,142	12,760	12,283
UNEMPLOYMENT	343	382	426	494	434	428	361	317	438	969	1,093
UNEMPL. RATE	2.4	2.7	3.1	3.6	3.2	3.1	2.5	2.2	3.0	7.1	8.2
UINTA COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	10,461	10,802	11,092	10,896	10,576	10,711	11,135	11,309	11,603	11,447	11,213
EMPLOYMENT	10,042	10,392	10,610	10,388	10,163	10,336	10,798	11,014	11,261	10,655	10,431
UNEMPLOYMENT	419	410	482	508	413	375	337	295	342	792	782
UNEMPL. RATE	4.0	3.8	4.3	4.7	3.9	3.5	3.0	2.6	2.9	6.9	7.0
WASHAKIE COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	4,306	4,231	4,160	4,201	4,195	4,287	4,226	4,266	4,323	4,355	4,337
EMPLOYMENT	4,108	4,045	3,946	4,007	4,022	4,106	4,072	4,121	4,169	4,085	4,055
UNEMPLOYMENT	198	186	214	194	173	181	154	145	154	270	282
UNEMPL. RATE	4.6	4.4	5.1	4.6	4.1	4.2	3.6	3.4	3.6	6.2	6.5
WESTON COUNTY											
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
LABOR FORCE	3,299	3,321	3,313	3,162	3,119	3,183	3,105	3,214	3,251	3,278	3,267
EMPLOYMENT	3,159	3,180	3,176	3,014	2,991	3,053	2,996	3,114	3,145	3,069	3,060
UNEMPLOYMENT	140	141	137	148	128	130	109	100	106	209	207
UNEMPL. RATE	4.2	4.2	4.1	4.7	4.1	4.1	3.5	3.1	3.3	6.4	6.3

Source: Wyoming Dept. of Employment, Research & Planning, LAUS, April 2011



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