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# ENDOW: ENGAGE RECOMMENDATIONS



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June 28, 2018



**Dear Governor Matt Mead, Members of the Joint Minerals, Business and Economic Development Committee, and ENDOW Executive Council,**

Throughout the ENDOW process, many folks have said young people are Wyoming's greatest resource. When many of us wrote the Casper Star-Tribune in February calling for a seat at the table for Wyoming's Next Generations, we had no idea the extent to which our voices would be heard. We were astonished to have been recruited directly by the Office of the Governor to coordinate a summit focused specifically on the hopes, thoughts, and dreams of Wyoming's Next Generations. By accepting our proposal to create ENDOW: ENGAGE (Empowering the Next Generations to Advance and Grow the Economy), the state of Wyoming has given a voice to its future in a way no other place has done. We are honored to present to you our Recommendations Report, which is an initial document in the ongoing dialogue ENDOW: ENGAGE will have with ENDOW and the state of Wyoming in years to come.

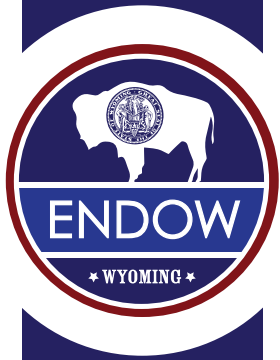
ENDOW: ENGAGE has been requested to prepare and present a report of the recommendations generated by feedback and analysis from the ENDOW: ENGAGE Summit held on June 9th in Laramie. Recommendations from ENDOW: ENGAGE will be considered by the ENDOW Executive Council for inclusion in their Final Recommendations Report due August 24, 2018. This document serves as a foundation for the many years of continued dialogue between Wyoming's Next Generations, ENDOW, and the state of Wyoming.

In addition, ENDOW: ENGAGE has been tasked with long-term activity, including continuous ENDOW: ENGAGE involvement, a four-year strategic plan due to the ENDOW Executive Council on November 1, 2018, and a gubernatorial transition plan due to the ENDOW Executive Council and the incoming administration on November 15, 2018.

The conversation from ENDOW: ENGAGE Summit contributors from all over Wyoming and beyond provided plentiful feedback, with appendices of over 100 pages of notes compiled from the Solution Sessions. Within these many notes, the ENDOW: ENGAGE data management team found key themes of connection, inclusion, and investment arose.

A primary theme emerging from conversations among Wyoming's Next Generations was the need for connection. Whether it is connecting entities, individuals, or resources, Wyoming should ensure that it is building bridges among those who can help effectively foster the state environment that they want. In doing so, future generations can learn from past generations and one another in order to work together on diversifying and growing Wyoming's economy.





**ENGAGE**

Another common theme was expanding Wyoming's collective narrative to include its diverse populations. Wyoming is the Cowboy State and the Equality State. It is also much more. Wyoming is more than just the West, and its Next Generations want to appreciate the multitude of perspectives and voices within and outside of the state that can promote personal, community, and state-wide growth. This involves providing space not only for those demonstrating our traditional Wyoming heritage, but also cherishing those outside of the cowboy paradigm.

Lastly, the theme of investment was heavily discussed. Participants demonstrated the perception that Wyoming has plentiful resources in many sectors, but could do more to invest those resources in its people, whether by providing more infrastructure, more services, and more opportunities in employment and education. Many in Wyoming have said that the state's most valuable resource is its people, and the state of Wyoming ought to invest the most in its most valuable resource. Furthermore, Wyoming has invested in current industries and sectors that have made our state great, but they must continue to invest in innovative and up-and-coming areas to continually develop the state's economy and resources.

We are honored to provide the feedback to support the diversification of Wyoming's economy and the formation of the state of Wyoming its Next Generations want to inherit. Our enthusiasm for Wyoming, its residents, and its migrants is evident in the discussions we have had as is our commitment to making the dreams described a reality. We look forward to your consideration as we strive to develop the strong, diverse, and robust economy Wyoming is more than capable of having. In Wyoming, #WeAreWY anything is possible.

Sincerely,

**The ENDOW: ENGAGE Council**



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# ENGAGE

## A NOTE ON THE REPORT

This report intends to fulfill the charge of the Office of the Governor in requesting Wyoming's Next Generations feedback in- and out-of-state prior to the ENDOW Executive Council's drafting of their Final Recommendations Report due on August 24, 2018. The Office of the Governor and ENDOW have provided tremendous and continual support in our efforts to recruit over 200 attendants in-person and remotely to participate in the ENDOW: ENGAGE Summit held at the Marian Rochelle Gateway Center in Laramie, Wyo. on June 9, 2018. The ENDOW: ENGAGE Council anticipates furthering this dialogue with the presentation of this report on Thursday, June 28.

Our Recommendations Report is structured to provide recommendations within the Summit's ten Solution Session topics that ENDOW: ENGAGE developed with guidance from ENDOW, including Advanced Manufacturing, Agriculture, Energy & Natural Resources, Tourism & Outdoor Recreation, Community Health & Quality of Life, Technology & Financial Services, Healthcare, Workforce & Education, Entrepreneurial Ecosystem, and Arts & Culture. Within each topic are both findings and recommendations to be considered for inclusion in ENDOW's Final Recommendations Report, which will outline a 20-year vision for Wyoming and its economy. The findings attempt to summarize perspectives discussed in the Solution Sessions based on the notes provided in Google Docs by the sessions' note takers. Several recommendations were crafted as broadly or specifically as possible with the best quantitative and qualitative data collection and analytic methods available to our volunteer Council in the time frame between the ENDOW: ENGAGE Summit and the ENDOW: ENGAGE Recommendations Report presentation on June 28, 2018. Lastly, the overarching themes are discussed and individual recommendations are compiled from all ten topics. The ENDOW: ENGAGE Council's Next Steps until the end of the calendar year are then outlined, and additional information about ENDOW: ENGAGE is provided at the end of this document. A separate document, the ENDOW: ENGAGE Recommendations Report Appendices, provides the raw notes from the Solution Sessions, Mentimeter data, and organizations contacted during outreach.

Since the formation of the ENDOW: ENGAGE Council in April 2018, with our presentation of the Recommendations Report and with the selection of the 2018-2019 ENDOW: ENGAGE Council, we anticipate the dialogue between Wyoming's Next Generations, the ENDOW Executive Council, and the rest of Wyoming to continue on a regular and ever expansive basis.

## BACKGROUND

ENDOW reached out to vocal Wyomingites in March 2018 to develop the dialogue between the state of Wyoming and its Next Generations. In early April 2018, a group of Next Generations voices, recruited both by ENDOW and by their peers, submitted a proposal for ENDOW: ENGAGE, which stands for Empowering the Next Generations to Advance and Grow the Economy. This proposal was accepted with enthusiastic support, and planning for the ENDOW: ENGAGE Summit and beyond began. In this proposal, a mission, vision, goals, and target audience were drafted, and apart from light editing, hold true today. Over time, an organizational structure, roles and responsibilities were developed. All are included at the end of this document in Additional Information about ENDOW: ENGAGE for reference.





## ENDOW: ENGAGE Summit 2018

### Event Details

The design of the 2018 ENDOW: ENGAGE Summit was structured with one purpose in mind: help craft the strong, diverse, and robust economic future we want to inherit. The Summit, held in Laramie at the Marian H. Rochelle Gateway Center and the University of Wyoming Conference Center at the Hilton Garden Inn from 8:00 am - 5:30 pm on Saturday, June 9th, welcomed over 200 participants, 60% of which were 16-35 year old contributors whose voices we were committed to hearing in the 40 Solution Sessions focused on the ten unique topics listed in this report. These Solution Sessions were facilitated by ENDOW team members and professionals throughout the state and were coupled with surveys. These sessions provided both the quantitative and qualitative data underpinning this report.

Speeches by Governor Matt Mead, Chairman Greg Hill, Superintendent Jillian Balow, and members of the ENDOW: ENGAGE Council helped set the tone for the day, yet it was the Solution Sessions that were the crowning effort of the Summit. The opinions, insights, and feedback from Wyoming's Next Generations are an invaluable resource for all, and we believe that the Summit's platform provided ample opportunity to do just that.

### Marketing

Marketing hit the ground running and utilized a broad approach to get the word out about the 2018 ENDOW: ENGAGE Summit to possible attendees, including the use of radio, social media, and digital/mobile ads. The driving force behind the marketing efforts were four main goals: building awareness of the ENDOW: ENGAGE process, driving attendance to the ENDOW: ENGAGE Summit, encouraging global participation, and soliciting ENDOW: ENGAGE pre-Summit survey responses. Each of these goals are apparent when looking at media created and released promoting the summit.

Radio ads held great influence with a majority of the ads reaching statewide. The following stations hosted radio ads for the Summit: Northern Ag Network, Wyoming Public Radio, Day Weather, Cowboy State News Network, and Townsquare Media. Radio ads were recorded by members of the ENDOW: ENGAGE Council.

Digital and mobile ads were targeted in the Laramie area. Those ads received 26,242 impressions, 538 clicks, and an impressive 2.05% Click-through rate. This is much higher than the industry average Click-through rate of 0.08%. Facebook, Instagram, and Twitter were the applications utilized for connecting through social media. Ten ads ran through Facebook with 1,011 link clicks and post engagements. This resulted in a reach of 62,276 and 171,691 impressions. The seven posts on Instagram accumulated 277 likes, and the eight Twitter posts boasted 5,009 impressions and 301 engagements.





## Outreach

Outreach took an all-inclusive approach to ensuring that the ENDOW: ENGAGE Summit had diverse and inclusive populations of people. Inclusivity and accessing diverse populations was an overarching goal for Outreach. It was integral to ENDOW: ENGAGE to include a robust population of people so that Wyomingites from all walks of life may be heard. It was important that not only young professionals were targeted for outreach, but that trades, Tribes and as many underrepresented groups as the ENDOW: ENGAGE Council could think of were reached for inclusion.

Outreach worked off of a master list of organizations across the state of Wyoming. The governor's office also sent personal invitations to a select group and dignitaries. The master outreach list was the ENDOW: ENGAGE Council's collaborative effort to include government agencies, professional organizations, underrepresented populations, educational institutions, and more. The list is extremely comprehensive and will be passed down to the next ENDOW: ENGAGE Council to work off of. The list was so comprehensive that it would be cumbersome to name all of the populations that were reached out to in this report, and is best understood when accessed.

Once the master outreach list was formulated, there were three rounds of contact performed. The first was an initial blast email sent to all organization's contact emails. The next round of contact was performed by the governor's office and the ENDOW: ENGAGE Council. Each member chose several organizations that they may have identified with or had a contact at. Then each member sent an email or called the organization to follow up with the initial invitation to provide more information. The last round of outreach was again done by each member and the governor's office to remind all organizations of the event and to inform the organizations about global participation. After the event, Outreach also sent an invitation to apply for the ENDOW: ENGAGE Council and the ENDOW Executive Council.

## Logistics

The ENDOW: ENGAGE Summit required a multifaceted approach to logistics planning. The Summit utilized one large room able to host 300+ participants, allowed for speeches from dignitaries, provided screens for projecting Mentimeter questions, and used 10 smaller rooms for the Solution Sessions. With the support from ENDOW, ENDOW: ENGAGE selected the Marian H. Rochelle Gateway Center and University of Wyoming Conference Center, both on the University of Wyoming campus, for the event because the combination provided ample room for the plenary and Solution Sessions.

The ENDOW: ENGAGE Council was successful in generating financial support to make lodging available at no cost to participants at the University of Wyoming Residence Halls. Room blocks were also made at local hotels for the event. The University of Wyoming Residence Halls have a stipulation for minors on campus, which may require special attention in the future. Catering for the event was managed by the University of Wyoming Catering and Events and was paid for by the Office of the Governor.

Technological logistics were coordinated by the data management team but were somewhat limited by the technology available to the leadership team. There is tremendous potential to expand technology inclusion in subsequent years.





# ENGAGE

## Global Participation

The ENDOW: ENGAGE Council took a hands-on approach to making the event accessible to anyone who wished to participate around the world. Wyoming's economy affects millions of people with Wyoming ties all around the state, the country, and the globe. We hoped that inability to travel or sheer distance would not exclude any young leader from giving their input into the future health of the state of Wyoming. As such, multiple opportunities were developed to engage Wyoming's leaders globally in these dialogues. Throughout the day, all of the large group sessions, including the words said by Governor Mead, Chairman Hill and Superintendent Balow, were live streamed on Facebook, as well as a meeting application, GoToWebinar. This allowed anyone with a computer and internet to hear all of the presentations, and allowed participants to "raise their hand" and ask a question via a chat room.

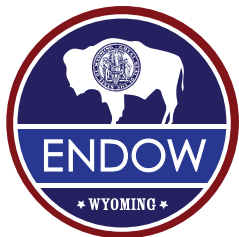
During the Solution Sessions, small group sessions occurred in a conference room in the Marian H. Rochelle Gateway Center with video capabilities covering Entrepreneurial Ecosystems, Tourism & Outdoor Recreation, and Community Health & Quality of Life. During these sessions, participants joined from Laramie, across the state, and Mexico. The opportunity for in-depth dialogue with smaller groups was beneficial. As the last session concluded, one of our participants thanked the facilitators and said, "as a pregnant mother, on crutches, I could not have made it to Laramie. I can't thank you enough for giving me the opportunity to give back to my state." Going forward, the standard should always be to accommodate Global Participation. Thanks to modern technology, we can continue to fight some of the battles we see in Wyoming of distance, weather, and other factors, and show that leadership efforts in Wyoming are inclusive and acceptable to all constituents, no matter the circumstances.

## Data Management

ENDOW: ENGAGE's data management team agreed to collect both qualitative and quantitative data with the intent to increase trustworthiness by ensuring that themes were supported by both data types. While participation in the quantitative data collection was too low to report in a statistically significant manner, certain themes did appear in both the quantitative and qualitative data collected. The ENDOW: ENGAGE data collection methodology is as follows:

Both qualitative and quantitative data was collected simultaneously through facilitated discussion groups called Solution Sessions and through survey questions distributed through Mentimeter live polling software. Approximately 200 participants were broken out across ten Solution Sessions. Each Solution Session topic corresponded to one of ten economic sectors identified by ENDOW: ENGAGE as foundational to Wyoming's future economic development. Each Solution Session lasted forty-five minutes and was repeated four times throughout the day, allowing participants to potentially attend up to four Solution Sessions total. At the beginning of each Solution Session, participants were asked to use their smart phones to answer three multiple choice questions distributed through Mentimeter's online platform. The multiple choice questions were standardized across each session for consistency, and requested that participants identify existing opportunities and barriers to growth, as well as vital opportunities for growth in the Solution Session's topic sector. These questions were purposefully open-ended so that participants were not biased and provided their own insight and opinions.

Facilitators in each Solution Session were also provided with a list of three discussion questions with additional sub-questions which were used as discussion prompts and as guidelines to encourage relevant



conversation development. The discussion questions were also standardized as much as possible across each Solution Session topic, and asked participants to discuss: what role, if any, each sector would play in Wyoming's future economy; how, if at all, Wyoming supports opportunities available in each sector; and what kinds, if any, of education or training would be most beneficial for each sector. Again, to decrease bias, these questions were open-ended. Note takers were also present in each session and recorded participants' discussion. These notes and, where appropriate, trends from the Mentimeter questions were analyzed to form the basis of the ENDOW: ENGAGE Recommendations Report findings.

To increase trustworthiness, the data management team used "triangulation," or the process of ensuring that data is found in either quantitative and qualitative responses or at least three different solution sessions from the same sector topic. This practice ensured that one statement or opinion was not provided as a finding, but instead findings were corroborated by more than one source of data. Additionally, trustworthiness was also enhanced by the data management team, once finished with their analysis and findings, meeting with facilitators and/or note takers from each Solution Session. These meetings allowed for the data management team members to discuss the findings and check to ensure that findings were consistent with what the facilitators and note takers witnessed from the discussion in their sessions.

## Pre-Summit Survey

A Pre-Summit Survey was compiled to inform the structure of the ENDOW: ENGAGE Summit, the ENDOW: ENGAGE Council, and ENDOW for activities going forward. A total of seventy-five people completed the Pre-Summit Survey, and qualitative analysis of the free-form answers provided helpful information in structuring the Solution Session questions and format. Results will be shared internally with the ENDOW: ENGAGE Council in the 2018-2019 term, who will incorporate the feedback into dialogue with ENDOW, upcoming efforts, the four-year strategic plan, and the gubernatorial transition plan later this year.





## Solution Sessions

### Advanced Manufacturing

Facilitator: Ron Gullberg

Note taker: Jerimiah Rieman

#### *Findings*

The participants at the ENDOW: ENGAGE Summit identified advanced manufacturing as a sector that has ample potential to play a significant role in diversifying Wyoming's economy. Specifically, participants at the summit identified that this sector has potential for job growth for all education levels. Current physical maker-spaces exist to support growth, and Casper being a foreign trade zone also fosters growth potential of this sector.

Though responses to distributed survey questions were limited (19 responses), some trends appeared. First, participants recognized that there are education and training opportunities, opportunities to start a new business, and internship opportunities available in advanced manufacturing (11, 8, and 6 respondents, or 58%, 42% and 32%, respectively), while 12 respondents (63%) were unsure what opportunities exist.

Respondents also identified that there are significant obstacles to starting a new business (10 out of 19 respondents or 53%) and that there is a lack of available start-up capital for new businesses (12 respondents or 63%). This was supported in the discussion sessions. The discussions around the difficulty of obtaining start-up capital identified that access to materials, rather than financing or investors. However, maker-spaces around the state, such as Area 59 in Gillette, help make capital obtainable. These maker-spaces give access to educational programs, accelerate entrepreneurs, and build skills needed to join the industry. A potentially untapped manufacturing resource recognized by participants also lies in bringing other markets to Wyoming that would give the opportunity for existing companies to expand their operations into these markets.

A topic that came up in every session was the lack of a state-wide community or network in this sector. The types of networks described would ideally be a cooperative network of talent, equipment, materials, education, and other production markets. A second type of network would be one that connects the industry with research and education. Besides training a workforce, this partnership would allow access to entrepreneurial education to help get businesses off the ground.

#### *Recommendations*

- Develop statewide networks between resources (workforce, businesses, education, etc.), including opportunities for education to join the advanced manufacturing workforce and entrepreneurial training.
- Market existing resources (such as existing maker-spaces and education) and new resources as they become available.
- Maintain and improve infrastructure to contribute to development of this sector.





## Agriculture

Facilitator: Jessie Dafoe

Note taker: Madison Mankin

### *Findings*

It is clear from participants that agriculture is an important industry in Wyoming. However, participants noted that while agriculture is dynamic, the state needs to more effectively market this industry. For example, participants saw Wyoming as having a specific “brand” and discussed the importance of marketing that brand to those outside the state. This would include showcasing Wyoming products, such as beef and wool, but also the “lifestyle” of being a farmer and rancher in Wyoming, in order to encourage individuals to join the agriculture sector and buy products from the state.

While traditional forms of agriculture are still solidly well-known and present in Wyoming, participants discussed the need for the state’s agriculture industry to diversify. Participants stated that diversification efforts could focus on tried-and-true aspects of Wyoming agriculture, such as a livestock and crops. For example, ideas brought out in discussion focused on finding other forms of livestock and insects, such as bison and bees, to serve as products in the state. While there were less specific examples for crops, participants stated that diversification of crops can be hard, due to Wyoming’s soil and temperature, but should be considered. Other ideas involving diversification centered around new and up-and-coming businesses, including the creation of a USDA packing plant for processing Wyoming meat, as well as movements, such as “local, sustainable farming” and “farm to fork” initiatives.

Participants discussed the varying generations of agriculturalists and people interested in agriculture and how those generations affect the current and future state of production agriculture. The aging of ranchers is a current issue in Wyoming, as these individuals are coming to ages that make it difficult to continue running and/or working on their operations, yet their family members either cannot or do not desire to assist in ranching. While these problems persist, participants noted that there are “new generations that are interested in [agriculture] that may not have ties to family ranches.” Participants stated that these younger generations could take over agriculture operations, but that they need to be mentored and guided by older generations. Additionally, the importance of incentive programs for older ranchers to pass off their operations and mentor younger agriculturalists was mentioned.

17 out of 20 (85%) ENDOW: ENGAGE Survey respondents marked that is difficult to start an agriculture business in Wyoming, which was reiterated through discussion from participants noting barriers to entering the agriculture sector in Wyoming. One of the largest obstacles includes “financial barriers,” which was corroborated by 18 out of 20 (90%) respondents on the ENDOW: ENGAGE Survey marking that start-up capital was an obstacle to entering the state’s agriculture industry. Another barrier noted by participants centered around land acquisition. It can be difficult for those entering agriculture to buy land when it is already owned by generational family operations, and participants also noted how hard it can be for those entering and even for those already in agriculture to acquire public land leases.



## *Recommendations*

- Market Wyoming products to those both inside and outside of the state, specifically focusing on what makes Wyoming-made products unique.
- Showcase the Wyoming agriculture lifestyle to encourage others to join the agriculture industry.
- Diversify forms of livestock and crop-based agriculture in Wyoming, while still capitalizing on current livestock and crops.
- Explore innovative and up-and-coming agricultural endeavors, such as less traditional forms of animals and plants, as well as new businesses like a meat packing plant and farmer's markets.
- Encourage and support younger generations of agriculturalists to engage in agricultural pursuits.
- Create mentoring programs for younger farming/ranching generations and incentive programs for older farming/ranching generations to foster supportive relationships among younger and older agriculturalists.
- Market current and create new start-up capital programs for young agriculturalists to enter farming/ranching.
- Determine how to make land acquisition easier for both new and continuing agriculturalists.

## **Energy & Natural Resources**

Facilitator: Jessica Western

Note taker: Sara Fitzgerald

## *Findings*

ENDOW: ENGAGE Summit Participants provided discussion and feedback on the role of Energy and Natural Resources in diversifying Wyoming's economy. Major topics that were discussed throughout the day include the need to support all forms of energy (traditional and alternative), provide a level playing field through the tax structure, engage in siting and bonding, and maintain and protect public lands and watersheds for multiple uses.

Responses to distributed survey questions were limited (max 31 participants); however, the results suggest some trends that are consistent with the Solution Session discussions. 16 respondents (52%) identified significant obstacles to starting a new business as a barrier to entering/developing Energy and Natural Resources in Wyoming. The second most popular answer was lack of available start-up capital for new businesses at 11 of 29 respondents (38%).

Opportunities identified as most vital to Energy and Natural Resource development were education and training opportunities, opportunities to start a new business, and accessible start-up capital for new businesses with 20, 20 and 29 respondents (65%, 65% and 61%), respectively. Opportunities in Energy and Natural Resources that are currently available in Wyoming were identified by participants as education and training opportunities with 16 of 31 respondents (52%) and plentiful entry level jobs with 14 of 31 respondents (45%). However, unsure what opportunities exist was selected by 15 of 31 respondents (48%).



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Participants discussed the need for the state to encourage development of alternative forms of energy, while maintaining support for traditional energy forms. A common theme from discussions was the concept of 'us vs. them' that is prevalent within the state and limits discourse and development of alternative energy projects. Another major topic was taxes. Participants noted the lack of certainty within the current tax structure as it relates to energy development and that Wyoming does not compete well with other states from an energy tax perspective.

In all sessions, participants raised the issue about public lands and the desire to keep them in federal hands. All participants strongly agreed that public lands should be kept public and maintained for multiple uses. Additionally, participants emphasized the importance of keeping water in watersheds for recreation, fish, and agriculture, noting the importance of this as a source of both ecological and economic health within the state.

### *Recommendations*

- Develop K-12 education curriculum about renewable/alternative forms of energy.
- Implement tech transition or training programs at community colleges (Ex: LCCC Wind Tech Program) to broaden skills of oil/gas industry workers who commonly leave the state during bust cycle but have transferable skills to other industries.
- Improve tax structure and other avenues (ex. net metering) to foster development of renewables and diverse energy options within the state.
- Fund research and development for non-traditional uses of Wyoming's natural resources (ex. carbon nanotubes, carbon sequestration, etc.).

### **Tourism & Outdoor Recreation**

Facilitator: Jenn Ford

Note taker: Brittany Perez

### *Findings*

Participants at the ENDOW: ENGAGE Summit saw tourism and outdoor recreation as an important part of the future economy, and as one with a great deal of potential. Throughout the sessions, participants highlighted common themes of education, access, and marketing, and focused on target audiences including youth and out-of-state visitors. The discussions recognized many opportunities, but also emphasized the importance of the natural state and solitude of our great outdoors.

The Mentimeter survey results for this session are somewhat contradictory. While 23 of 43 respondents (53%) felt that opportunities for education and training are currently available in Wyoming, 19 of 42 respondents (45%) responded that a lack of education and training opportunities presents a barrier to the sector. 19 of 43 respondents (44%) who answered also said they were unsure what opportunities exist. These results may highlight a unique usage of the Education and Training Opportunities answer choice in this Solution Session. Participants' discussions included consideration of education both from the perspective of employment in the sector, and as users of opportunities to enjoy Wyoming's outdoors. Though determining the reason for the contradictory responses is beyond the scope of this report, it is clear that education





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played a key role in the day's discussion.

The importance of education about tourism and outdoor recreation opportunities arose in every session. Wyoming is filled with places to recreate, but sometimes even locals do not know what is in their own backyard. Wyoming and its communities should educate locals about trail heads, campgrounds, access points, wildlife preserves, hot springs, historic sites, and more. As one participant noted, parents are the gateways for children experiencing the great outdoors. State and local initiatives that inform community members will educate parents who, in turn, can share these experiences with their kids. The school system is another opportunity for educating our youth. Trainings and curriculum can get kids outside, instill valuable knowledge, and expand their comfort zones to include more of our great state.

An informed community also benefits tourists from out of state. When locals know more about the variety of opportunities around the state, they can do more than just give directions to the highway to get tourists to Yellowstone. Towns can serve as more than just pit-stops, and become valuable destinations in and of themselves.

Education feeds into access. Participants noted that Wyoming needs to prioritize access to public lands. Access includes space for all types of recreation, motorized and non-motorized, and there was even discussion of virtual reality tours for people who are physically limited from visiting certain areas. It also includes building an accessible culture – one that is inviting of and encouraging for out of state visitors.

ENDOW: ENGAGE participants in every session also recognized the importance of marketing the opportunities that exist – of “telling our story.” Wyoming is more than just the Cowboy State. It is home to more than Yellowstone National Park and the Teton Mountains. We can do more intra-state marketing. Smaller or lesser-known attractions could have better signage. Technology and collaboration could facilitate detailed maps for all kinds of recreation and a centralized information point for both locals and visitors. Social media was noted as a toolkit, and could be integrated into more creative marketing strategies to bring in and engage visitors.

### *Recommendations*

- Increase intra-state communication and education about and centralize information for Wyoming's state-wide recreational opportunities, noting more of the state than the popular destinations of Yellowstone and Jackson.
- Increase the focus on Wyoming's own people, in addition to out-of-state visitors, who enjoy visiting other parts of the state, as well as utilizing the opportunities available in their own local communities.
- Make use of social media tools available to tell and market Wyoming stories to a broader public.
- Maintain access and multiple use for public lands. Access includes space for all types of recreation, motorized and non-motorized.
- Where cellular and internet service are available, use technology to enhance experience. Visualize data, including interactive maps, about the parks, develop and deploy pay for parking/permit software applications, even virtual tours for those with limited mobility.
- Streamline park permits as much as possible to make it easier to understand and access different areas.



## Community Health & Quality of Life

Facilitator: Sara Burlingame

Note taker: Hana Rogers

### *Findings*

The discussion and feedback from the Community Health and Quality of Life sessions consistently focused on several common ideas, including diversity, inclusion and communication. Several ideas were discussed as means to improve these areas across the state, and participants emphasized the importance of increasing diversity and inclusion to growing Wyoming's economy.

Responses to distributed survey questions were limited (max 39 participants). However, the survey results reiterate the common themes from participants discussion. Barriers to developing Community Health and Quality of Life in Wyoming were identified as lack of public spending with 26 of 36 respondents (72%) and few welcoming and inclusive communities with 24 of 36 respondents (67%). Accessible social venues and welcoming and inclusive communities were the most common answers to opportunities that are most vital to Wyoming with 30 and 28 of 36 respondents (83% and 78%), respectively. 24 of 39 respondents (62%) identified opportunities to participate in community leadership as opportunities that are in Wyoming to participate in community activities and social life.

By and large the most common theme discussed during all sessions was the need for Wyoming to improve its diversity and inclusion within communities across the state. Many participants expressed the sentiment that Wyoming is the Equality State and should live up to its name. Others cited a lack of diversity and inclusion as a deterrent for those moving to the state and also as a reason people leave the state.

Another important point of discussion throughout all sessions was accessibility of information about community events and communication between individuals and groups (city councils, boards, etc.) within communities, as well as across the state. Participants felt that there is not so much a lack of community events as a lack of communication and information regarding these events. Additionally, some participants cited lack of diversity and accessibility and not feeling safe or welcome at events as deterrents from participating. David St. Station and the Cheyenne bike path were given as examples of successful community projects.

### *Recommendations*

- Enact a statewide non-discrimination law and work to ensure the culture of Wyoming is inclusive to all.
- Implement projects and events, such as revitalization projects, that will improve communities and provide welcoming spaces for Wyoming's citizens.
- Increase communication and marketing of existing community projects.



## Technology & Financial Services

Facilitator: Spencer Pollock

Note taker: Jasmine Varos

### *Findings*

Participants in Technology & Financial Services focused on several main topic areas that they felt could improve this sector and encourage its growth in the state of Wyoming. Specifically, participants focused on increasing state-wide communications and networks among Wyoming's schools, businesses, and workforce, and increasing high speed internet access across the state.

Though responses to distributed survey questions were limited (max 22 participants), some trends appeared. 13 of 22 respondents (59%) recognized that there are opportunities to access education and training for Technology and Financial Services in Wyoming. 12 of 22 respondents (55%) were unsure what opportunities are available in Wyoming. Participant responses also highlighted a perceived lack of internship and entry-level opportunities in Wyoming (12 and 14 of 18 respondents or 67% and 78%, respectively).

These trends are supported in the Solution Session discussions. Two topics that came up in each session are education and intra-state communication. Specifically, participants repeatedly stressed the need for the University of Wyoming, the community colleges, and trade skills programs to play a greater role in connecting Wyoming students with internship and entry-level opportunities within the state. Some participants noted that Hathaway and scholarship support is not available for certificate programs that offer viable alternatives to a two or four-year degree and would like to see funding expanded to include these programs.

Several participants observed that mid-level positions in Technology & Finance are available in Wyoming, but because internships and entry-level positions are scarce, Wyoming's talent must relocate to begin their careers. If Wyoming expats start families and settle elsewhere, the barrier to returning and bolstering Wyoming's workforce grows.

Participants also cited a lack of mentorship opportunities and expressed support for increasing connections between potential mentors and mentees. Several times during the sessions, one participant would bring up a problem they were having in this sector, and someone else would be able to provide a solution. These interactions highlighted the importance of having a robust network for people to collaborate across the state.

Another topic that came up repeatedly was a desire for better internet access across the state. ENDOW is making great strides already with increasing access to fiber optics and higher quality internet, and participants' responses recognized how important it will be to have continued action on this front. Participants asserted that a significant portion of Wyoming's population still struggle with slow internet speeds that severely limit access to basic web services and prohibit users from experiencing the full range of opportunities available online. Participants noted that these negative experiences discourage students from focusing on tech-centered careers because they do not have meaningful experience with the possibilities offered by web and technology access. Participants were also concerned that the cost to access Wyoming's fiber-optic pipeline is prohibitive for small businesses. Possible solutions were discussed, including creating





an option for small businesses to pool resources for access.

Discussion also repeatedly touched on opportunities to grow the Technology & Financial Services sector in Wyoming. Participants favored increasing access to start-up and seed funding, as well as small business development centers. While some of the resources already exist, participants felt there was a lack of centralized information, making it difficult for businesses and entrepreneurs to access available resources. Participants also focused on successes other states experienced by attracting a large company, such as HP in Loveland, and Longmont, CO and Delaware's success in attracting financial companies. Participants suggested that attracting one large company could increase opportunities across the sector as competitors and contractors will spring up around the larger business.

Finally, participants noted the importance of working to create a more technology-friendly culture in Wyoming and stressed the need to follow through on Wyoming's tech initiatives. Specifically, participants repeatedly mentioned the importance of remote work opportunities which decrease commute burdens and increase access to community amenities in employees' places of residence. Participants noted that, where state legislation is the limiting factor for progress, the brevity of Wyoming's legislative session poses a significant hurdle as there is not sufficient time in session to focus on tech advancements. Participants are concerned that Wyoming is not able to capitalize on its firsts, such as blockchain-friendly legislation, before other states catch up.

### *Recommendations*

- Increase and centralize communications between Wyoming's education facilities and Wyoming businesses to help foster mentorship as well as the development of, and employment options for, Wyoming's home-grown talent.
- Continue focusing on solutions for fiber-optic and high speed internet access in Wyoming. Study ways small businesses can overcome the cost hurdle to access the fiber-optic pipeline, perhaps by pooling resources, etc.
- Keep up the pressure for tech-positive initiatives in both the State Legislature and the private sector. The technology landscape changes quickly and Wyoming will fall behind without continued focus on optimizing technological opportunities.
- Increase opportunities for seed and start-up funding, as well as support for small businesses. Where opportunities exist, centralize information to increase ease of access for entrepreneurs and businesses.
- Attract large companies to increase opportunities, but couple growth with effective municipal planning to avoid the overcrowding/urban sprawl seen in Colorado's Front Range and similar developing communities in the West that inhibits access to and enjoyment of community amenities and outdoor opportunities.



## Healthcare

Facilitator: Andi Summerville

Note taker: Jaynie Welsh

### *Findings*

Participants voiced concerns about a cyclical barrier to the expansion of quality healthcare within Wyoming. Educational opportunities for healthcare are limited in-state, and graduates from the few healthcare training opportunities that exist often leave for higher paying employment, more plentiful employment for their spouses, other opportunities for their family, or pursuing a different quality of life. This exodus thereby leaves Wyomingites without the optimal medical care they need and the professionals capable of training upcoming generations to provide that healthcare.

Participant uptake of the Mentimeter questions were low, as only 22 or 23 participants responded to the three questions out of the four sessions. In spite of this, 9 of 22 respondents (41%) noted that significant obstacles to starting a new business and lack of available start-up capital for new businesses were barriers to entering or developing Healthcare in Wyoming. While 12 of 22 respondents (55%) note that education and training opportunities are available in Wyoming, 16 of 23 respondents (70%) found education and training opportunities are most vital to the development of healthcare in Wyoming.

Primarily, participants advocated for increased investment in healthcare, primarily preventative care, public health, and mental healthcare. Specifically, a participant wanted “longer term solutions that won’t be upended every two to four years.” Since “the state needs to think beyond the workforce side,” improving support for public health would improve “quality of life, rather than just bringing in a new physician.” Many participants lamented the lack of quality healthcare and the unaffordability or limited access to available care and wanted the Wyoming Legislature to “invest [in] and expand coverage.” Investment facilitates innovation would allow Wyomingites to “be leaders in rural healthcare.”

Next, participants discussed the need for connection. Whether it was driving long distances out of state for more specialized care or feeling disconnected within Wyoming, participants felt that improved networking would strengthen what healthcare resources Wyoming has to offer. Many suggested expanding telemedicine, as one participant noted that it is a “waste of money to drive all the way to Salt Lake.” Another noted that improved connection within communities may improve retention. For instance, one participant said, “The more we get [healthcare professionals] involved in the community, the more likely they are to stay.” Similarly, expanding training opportunities, such as residency programs for physicians and nurses, could improve retention by augmenting connections between current and upcoming healthcare professionals. Networking and strengthening healthcare system infrastructure were frequently discussed among participants as a method of improving healthcare in Wyoming.

### *Recommendations*

- Support public health/preventative care within Wyoming.
- Support mental and behavioral health in Wyoming.
- Connect and improve coordination between Wyoming’s healthcare systems and providers.



- Encourage support for the Wyoming Legislature to invest in insurance coverage to improve healthcare affordability and access.
- Expand training opportunities for healthcare professionals in-state, such as residency programs for physicians and nurses.
- Expand telemedicine in Wyoming.
- Incentivize medical entrepreneurship for graduates who participate in Wyoming's medical education opportunities.
- Promote competition within Wyoming for healthcare and insurance companies.

### **Workforce & Education**

Facilitator: Mary Byrnes

Note taker: Bailee Harris

#### *Findings*

Participants noted that it was difficult for Wyomingites to gain work experience, in jobs, but more particularly, in internships. This lack of internships was especially pertinent for students in rural areas where there are fewer businesses and job opportunities. Survey results supported participants' views on the lack of internship opportunities, with 31 out of 37 respondents (84%) marking that there are few internship/apprenticeship opportunities in the state. In order to increase internship opportunities, participants discussed the importance for a central organization or office to create internships and house and disseminate information about internships around Wyoming.

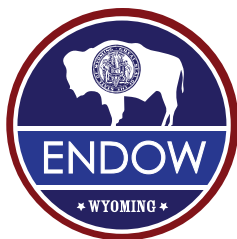
In general, participants discussed the need for education to better prepare students for the workforce. Participants noted that this could be accomplished through providing more opportunities and support for students to gain an education outside of a traditional four-year education. For instance, discussion centered around the need for certificates, community college degrees, apprenticeships, non-accredited degrees, and career and technical education. Participants also specifically focused on the role of the Wyoming Hathaway Scholarship, which they hoped could finance educational opportunities outside of the University of Wyoming.

In addition, participants noted that communication should be furthered amongst varying education and workforce stakeholders. This includes: 1) educators connecting together to share resources and information, 2) government entities communicating more effectively with educators, 3) school districts communicating more effectively with teachers and students, and 4) education institutions distributing information about internships to students.

#### *Recommendations*

- Create and foster internship opportunities for Wyoming citizens to take advantage of, particularly those in rural areas.
- Develop a central office or organization to create internships and disseminate internship information to Wyomingites.





- Support additional higher education opportunities outside of a traditional four-year degree.
- Increase communication amongst education and workforce entities to encourage resource and information sharing about education and work opportunities.

## Entrepreneurial Ecosystem

Facilitator: Jaymie Sheehan

Note taker: Emily Beagle

### *Findings*

The importance of supporting and cultivating this particular ecosystem was noted in every session at the ENDOW: ENGAGE Summit where it is seen as the most efficient and accessible way to diversify the economy. Participants widely agreed throughout the sessions on what could be done to help facilitate development of new businesses. These centered around developing a better connectedness between individuals and groups with resources including developing a mentorship network, increasing access to capital, and decreasing barriers in both entrepreneurs' personal and professional lives that keep them from starting businesses.

Participants stressed the importance of more connectedness to help improve the entrepreneurial ecosystem of Wyoming, both in discussions and in the Mentimeter survey (the second most common barrier to starting a new business at 20 of 43 responses or 47%). Suggestions to improve this came in many forms, including better networking between individuals that want to start a business or help grow their small business and groups or individuals with the resources (financial, legal, skilled workforce, patent lawyers, etc.). Ideally, there would be a central location or website where these resources could be found. Marketing of these resources (and existing resources) would increase utilization of and knowledge to the people who need them. The creation of this network would include the development of a mentorship community in which young entrepreneurs could be mentored to foster their development of becoming successful entrepreneurs. This network can also help alleviate the difficulty of accessing capital to start their own business, the most common barrier to starting a new business in the Mentimeter Survey (31 of 43 responses or 72%).

An example of increasing connectedness could be a connection between engineering senior design projects at the University of Wyoming and business programs or entrepreneurs. This would connect young minds who have the skills and education to start a business and those with engineering backgrounds to help develop a product.

Developing the human capital to start a business lies not just in a skilled workforce, but in the educational programs available to those looking to start their own business. Such programs at the University of Wyoming are well respected, but participants want the option to take classes (or a series of classes) in entrepreneurship at community colleges. Participants also noted the need for programs that continue the education of the more experienced businessperson so that they can further advance their business.

There are a number of actions that could be taken to help support entrepreneurs get off the ground. These could include start-up capital that helps with the cost of living (specifically affordable housing), help finding qualified employees, and more access to education. This could be relieved with marketing of resources available through the University of Wyoming or other state-funded programs. The state could also



encourage large businesses in the state to do business with smaller in-state businesses, instead of going out-of-state for these partnerships. Participants also noted that significant support is given to those looking to start a business in energy or energy support sectors, and that expanding this support to all sectors would help diversify Wyoming's economy.

Other suggestions that could improve Wyoming's entrepreneurial ecosystem include increasing access to high-speed internet in all corners of the state, encouraging the start-up of businesses in relation to tourism, and increasing the marketing that Wyoming is a very business-friendly environment – a high-tech environment that is supportive of new ideas.

## *Recommendations*

- Develop a network among individuals and groups with resources (financial, legal, workforce, etc.), including the development of a mentorship network.
- Increase access to capital, and market available start-up funding available to entrepreneurs.
- Decrease barriers in both entrepreneurs' personal and professional lives that keep them from starting businesses through start-up funding that helps with cost of living.
- Increase access to entrepreneurial classes and seminars around the state, specifically at community colleges.
- Market that Wyoming is a business-friendly environment.
- Increase access to high-speed internet across all corners of the state.
- Encourage the development of all businesses, and market the opportunities to start businesses in all sectors of the economy.

## **Arts & Culture**

Facilitator: Philip Moline

Note taker: Seth Jones

## *Findings*

Participants identified many barriers for arts and culture within Wyoming. One difficulty encountered is a perception that arts and culture in Wyoming are hobbies rather than careers, which has led to a difficulty to find professional artists in Wyoming. A participant commented, "We should legitimize art as an actual industry, and recruit people to be within these industries," and another stated that Wyoming should "change the perspective from a hobby to a career." Participants expressed that these limited perceptions persist at the community level as parents, community members, and education systems discourage creative trades as careers. As one participant commented, "Laramie and Casper nurture art, but the state as a collective does not." The lack of appreciation for the arts and diversity incentivizes individuals to leave Wyoming for opportunities in careers or entertainment elsewhere. Participants described difficulties communicating between artists and artistic groups that continue to reside in Wyoming, and that financial resources for the arts in Wyoming are limited.



As seen in other Solution Sessions, participant uptake of Mentimeter was limited, with 29-30 respondents for the three Arts & Culture Mentimeter questions for all four sessions. Despite the limited generalizability of these results, some trends emerged. 19 of 30 respondents (63%) find education and training opportunities to be currently available in Wyoming while 18 of 30 respondents (60%) are unsure of what opportunities exist. For opportunities to develop the Arts and Culture in Wyoming, 19 of 30 respondents (63%) think that education and training opportunities, internship opportunities, opportunities to start a new business, and accessible start-up capital for new businesses are most vital, as 19 of 29 (66%) considered few available mid-career positions to be a barrier to the development of Arts and Culture in Wyoming. Other barriers considered were few available entry level positions with 16 of 29 respondents (55%), and lack of available start-up capital for new businesses with 16 of 29 respondents (55%).

Participants expressed appreciation for a need to grow beyond their Wyoming heritage. While participants value country culture and want to include historic places in Wyoming's narrative, many discussed how adhering too strongly to this heritage precludes inclusivity and diversity within Wyoming. For instance, one participant noted, "Musicians feel they can't be true to themselves to sustain their talent within the state." Another stated, "We aren't wanting to take away Western Culture, but rather broaden our horizons and give it a spin to bring [in] other art focuses." One participant summed up this sentiment by saying, "We're more than just the west." In order to address this, participants suggested supporting those not representative of Cowboy culture, such as nerd culture on display at the Cheyenne Comic-Con, all arts within Wyoming's many communities, and other diverse voices.

Participants voiced interest in the state of Wyoming expanding creative professional opportunities, strengthening arts and culture infrastructure within and between communities, connecting existing individuals and agencies with each other, and educating creative professionals. Expanding creative professional opportunities could involve increasing the number of internships available in the arts and culture sector, supporting business practices that actively incorporate creative endeavors, and enhancing community infrastructure supportive of the arts. Among these strategies, participants wanted to stimulate community engagement with the arts in Wyoming.

### *Recommendations*

- Build from Wyoming's Western narrative to support a diverse arts and culture industry beyond cowboys to be "more than just the west."
- Connect higher education and K-12 education with currently established creative industries in Wyoming.
- Invest in arts education and Wyoming's arts and culture industry.
- Provide more internship opportunities to teach students and build connections with businesses in Wyoming.
- Connect, coordinate, and support existing art councils, organizations, and businesses within Wyoming.
- Support business practices that actively incorporate artistic and cultural components, such as blended industries and joint-business practices.
- Support the development of community makerspaces.



## Discussion

### Themes

#### *Connection*

The most salient theme from the Solution Sessions at the ENDOW: ENGAGE Summit was connection. In each session, across all sectors, participants repeatedly cited the need for a more robust communication network in the state of Wyoming. Wyoming's rising generation believes in Wyoming's value and potential, and knows that problems and their solutions often lie side by side, lacking only a bridge.

Participants in multiple sessions suggested building out networks and centralizing information among Wyoming's university, community colleges, trade schools, certificate programs, businesses, business development centers, students, apprentices, entrepreneurs, and government entities. Additionally, participants across the Summit noted the importance of building networking and mentoring relationships among those who can work with and assist younger generations Wyoming citizens. Wyomingites want to connect overall to increase opportunities for our home-grown talent within our own state.

#### *Inclusion*

The next main theme at the ENDOW: ENGAGE Summit was inclusion. Whether being excluded as a result of distance in geography, identity, career, or ideas, participants want a state that advocates for all of its populations. Participants in sessions across the sectors noted that Wyoming has a specific culture and that can be exclusive to those who do not adhere to that culture. While preservation of Wyoming's heritage is important, the Equality State can grow in to accommodate those who may not fit the traditionally stereotypical mold of a Western Wyomingite.

#### *Investment*

The final predominant theme was investment. In no session did participants' feedback suggest that Wyoming provided too much. In fact, participants voiced a desire to live in a place that provides more services, more infrastructure, and more opportunities in employment and education. Participants want to live in a state that invests in its people, and invests plentifully. There is a widespread perception that the state of Wyoming has the resources to invest more in its people in many additional ways.

Also in the realm of investment, Wyoming's current and future investments were discussed at length. Participants noted that Wyoming has many resources, especially in agriculture, energy, tourism, and other key industries, and that those are to be respected and honored as important parts of our state's economy and culture. However, participants encouraged the state to invest further in these industries' application and pursue innovative strategies in using these, as well as acquire new and different resources. This balance among current and future investments will ensure that Wyoming does not lose sight of what makes it a great state, but continues to flourish in the modern world filled with younger generations of hard-working citizens.





## Full Recommendation List

### Advanced Manufacturing

- Develop statewide networks between resources (workforce, businesses, education, etc.), including opportunities for education to join the advanced manufacturing workforce and entrepreneurial training.
- Market existing resources (such as existing maker-spaces and education) and new resources as they become available.
- Maintain and improve infrastructure to contribute to development of this sector.

### Agriculture

- Market Wyoming products to those both inside and outside of the state, specifically focusing on what makes Wyoming-made products unique.
- Showcase the Wyoming agriculture lifestyle to encourage others to join the agriculture industry.
- Diversify forms of livestock and crop-based agriculture in Wyoming, while still capitalizing on current livestock and crops.
- Explore innovative and up-and-coming agricultural endeavors, such as less traditional forms of animals and plants, as well as new businesses like a meat packing plant and farmer's markets.
- Encourage and support younger generations of agriculturalists to engage in agricultural pursuits.
- Create mentoring programs for younger farming/ranching generations and incentive programs for older farming/ranching generations to foster supportive relationships among younger and older agriculturalists.
- Market current and create new start-up capital programs for young agriculturalists to enter farming/ranching.
- Determine how to make land acquisition easier for both new and continuing agriculturalists.

### Energy & Natural Resources

- Develop K-12 education curriculum about renewable/alternative forms of energy.
- Implement tech transition or training programs at community colleges (Ex: LCCC Wind Tech Program) to broaden skills of oil/gas industry workers who commonly leave the state during bust cycle but have transferable skills to other industries.
- Improve tax structure and other avenues (ex. net metering) to foster development of renewables and diverse energy options within the state.
- Fund research and development for non-traditional uses of Wyoming's natural resources (ex. carbon nanotubes, carbon sequestration, etc.).



## **Tourism & Outdoor Recreation**

- Increase intra-state communication and education about and centralize information for Wyoming's state-wide recreational opportunities, noting more of the state than the popular destinations of Yellowstone and Jackson.
- Increase the focus on Wyoming's own people, in addition to out-of-state visitors, who enjoy visiting other parts of the state, as well as utilizing the opportunities available in their own local communities.
- Make use of social media tools available to tell and market Wyoming stories to a broader public.
- Maintain access and multiple use for public lands. Access includes space for all types of recreation, motorized and non-motorized.
- Where cellular and internet service are available, use technology to enhance experience. Visualize data, including interactive maps, about the parks, develop and deploy pay for parking/permit software applications, even virtual tours for those with limited mobility.
- Streamline park permits as much as possible to make it easier to understand and access different areas.

## **Community Health & Quality of Life**

- Enact a statewide non-discrimination law and work to ensure the culture of Wyoming is inclusive to all.
- Implement projects and events, such as revitalization projects, that will improve communities and provide welcoming spaces for Wyoming's citizens.
- Increase communication and marketing of existing community projects.

## **Technology & Financial Services**

- Increase and centralize communications between Wyoming's education facilities and Wyoming businesses to help foster mentorship as well as the development of, and employment options for, Wyoming's home-grown talent.
- Continue focusing on solutions for fiber-optic and high speed internet access in Wyoming. Study ways small businesses can overcome the cost hurdle to access the fiber-optic pipeline, perhaps by pooling resources, etc.
- Keep up the pressure for tech-positive initiatives in both the State Legislature and the private sector. The technology landscape changes quickly and Wyoming will fall behind without continued focus on optimizing technological opportunities.
- Increase opportunities for seed and start-up funding, as well as support for small businesses. Where opportunities exist, centralize information to increase ease of access for entrepreneurs and businesses.
- Attract large companies to increase opportunities, but couple growth with effective municipal planning to avoid the overcrowding/urban sprawl seen in Colorado's Front Range and similar developing communities in the West that inhibits access to and enjoyment of community amenities and outdoor opportunities.



## Healthcare

- Support public health/preventative care within Wyoming.
- Support mental and behavioral health in Wyoming.
- Connect and improve coordination between Wyoming's healthcare systems and providers.
- Encourage support for The Wyoming Legislature to invest in insurance coverage to improve healthcare affordability and access.
- Expand training opportunities for healthcare professionals in-state, such as residency programs for physicians and nurses.
- Expand telemedicine in Wyoming.
- Incentivize medical entrepreneurship for graduates who participate in Wyoming's medical education opportunities.
- Promote competition within Wyoming for healthcare and insurance companies.

## Workforce & Education

- Create and foster internship opportunities for Wyoming citizens to take advantage of, particularly those in rural areas.
- Develop a central office or organization to create internships and disseminate internship information to Wyomingites.
- Support additional higher education opportunities outside of a traditional four-year degree.
- Increase communication amongst education and workforce entities to encourage resource and information sharing about education and work opportunities.

## Entrepreneurial Ecosystem

- Develop a network among individuals and groups with resources (financial, legal, workforce, etc.), including the development of a mentorship network.
- Increase access to capital, and market available start-up funding available to entrepreneurs.
- Decrease barriers in both entrepreneurs' personal and professional lives that keep them from starting businesses through start-up funding that helps with cost of living.
- Increase access to entrepreneurial classes and seminars around the state, specifically at community colleges.
- Market that Wyoming is a business-friendly environment.
- Increase access to high-speed internet across all corners of the state.
- Encourage the development of all businesses, and market the opportunities to start businesses in all sectors of the economy.



## Arts & Culture

- Build from Wyoming's Western narrative to support a diverse arts and culture industry beyond cowboys to be "more than just the west."
- Connect higher education and K-12 education with currently established creative industries in Wyoming.
- Invest in arts education and Wyoming's arts and culture industry.
- Provide more internship opportunities to teach students and build connections with businesses in Wyoming.
- Connect, coordinate, and support existing art councils, organizations, and businesses within Wyoming.
- Support business practices that actively incorporate artistic and cultural components, such as blended industries and joint-business practices.
- Support the development of community makerspaces.





## Next Steps

### 1. Ongoing discussion with ENDOW for Final Recommendations Report (August 24th, 2018)

The newly formed ENDOW: ENGAGE Council is charged with continuing, and hopefully growing the dialogue with ENDOW that began with the ENDOW: ENGAGE Summit. Continual advocacy for the perspectives of the next generation included in this report and in subsequent discussions will be integral to the success of ENDOW: ENGAGE and ENDOW. As ENDOW prepares its Final Recommendations Report for August 24th, it is important that Wyoming's Next Generations have their perspectives included in this 20-year vision so that it can be brought to fruition, and we can inherit the future of Wyoming we want.

### 2. ENDOW: ENGAGE Four-Year Strategic Plan (November 1st, 2018)

As we look forward into the future of ENDOW: ENGAGE, having a definitive strategic plan will be key to the organization's success. By having a focused set of plans, subsequent ENDOW: ENGAGE Councils can work towards common goals of empowering our leaders in the state to engage in the leadership of the economy. This four-year strategic plan will be very different from any other report released by the ENDOW: ENGAGE Council. Rather than discussing specific recommendations for economic development, this document will serve to guide the ENDOW: ENGAGE Council as it develops alongside Wyoming's growth. This document will detail how ENDOW: ENGAGE will continue to network throughout all of Wyoming at in-person events, through social media, and other creative 21st century methods. By continuing to develop ENDOW: ENGAGE, we hope to provide more fleshed-out bylaws and organizational structure for a transparent and active organization. We also hope to see the development of an ENDOW: ENGAGE Advisory group that will allow former ENDOW: ENGAGE Council leaders the opportunity to stay involved, provide input, and be tapped as resources for knowledge and expertise. This strategic document will ultimately elaborate upon how to execute the mission and vision of ENDOW: ENGAGE in years to come.

### 3. Gubernatorial Transition Plan (November 15th, 2018)

Soon after the submission of the ENDOW: ENGAGE Four-Year Strategic Plan, the ENDOW: ENGAGE Council will be responsible for coordinating with the incoming gubernatorial administration. ENDOW: ENGAGE Leadership will be responsible for presenting how they plan to interface with the newly elected governor and their staff. Along with building relationships, this transition shall inform upcoming ENDOW: ENGAGE activities, economic diversification strategies within the state of Wyoming, and the Four-Year Strategic Plan to bring the new administration on board with the goals and objectives for the next four years.



## Additional Information About ENDOW: ENGAGE

### Mission

ENDOW: ENGAGE (Empowering the Next Generations to Advance and Grow the Economy) strives to:

1. Provide a single-day forum for 16-35 year-old, Wyoming-connected persons to give feedback to the ENDOW Executive Council so that they can help craft the strong, diverse, and robust economic future that they want to inherit.
2. Establish a continuous feedback system between Wyoming's Next Generations and the ENDOW Executive Council.
3. Demonstrate the state of Wyoming's respect for and attention to issues and perspectives important to Wyoming's Next Generations.

### Vision

ENDOW: ENGAGE is a one-day, annual summit that creates a basis for 16-35 year old Wyoming-connected persons to provide feedback directly, actively, and continuously with each other, the ENDOW Executive Council, and other Wyoming dignitaries. ENDOW: ENGAGE encourages dynamic and inclusive discussions from all of Wyoming's Next Generations to craft their thriving and diverse economic future through year-round in-person breakout sessions, global participation, comprehensive surveys, and Executive Council Representation.

### Goals

1. Participation: Feeling excited to voice concerns and suggest solutions.
2. Empowerment: Facilitating the courage to speak about issues.
3. Social Connectedness: Networking with peers, ENDOW Executive Council, Wyoming dignitaries, and all of Wyoming's communities in the government, nonprofit, and private sectors.
4. Inclusivity: Creating an atmosphere where everyone in the ENDOW: ENGAGE Target Audience feels safe to participate in creating Wyoming's future, regardless of age, race, color, ethnicity, religion, sex, gender expression, gender identity, sexual orientation, socioeconomic status, national origin, technological access, education level, disability, military status, marital status, or familial status.
5. Transparency: Processes and goals should be open, accountable, and honest.
6. Longitudinal Impact: Fostering stronger interaction between the state of Wyoming and its Next Generations for the duration of ENDOW's 20 year plan and beyond.
7. Sustainability: Wyoming's Next Generations' influence extends beyond the event.

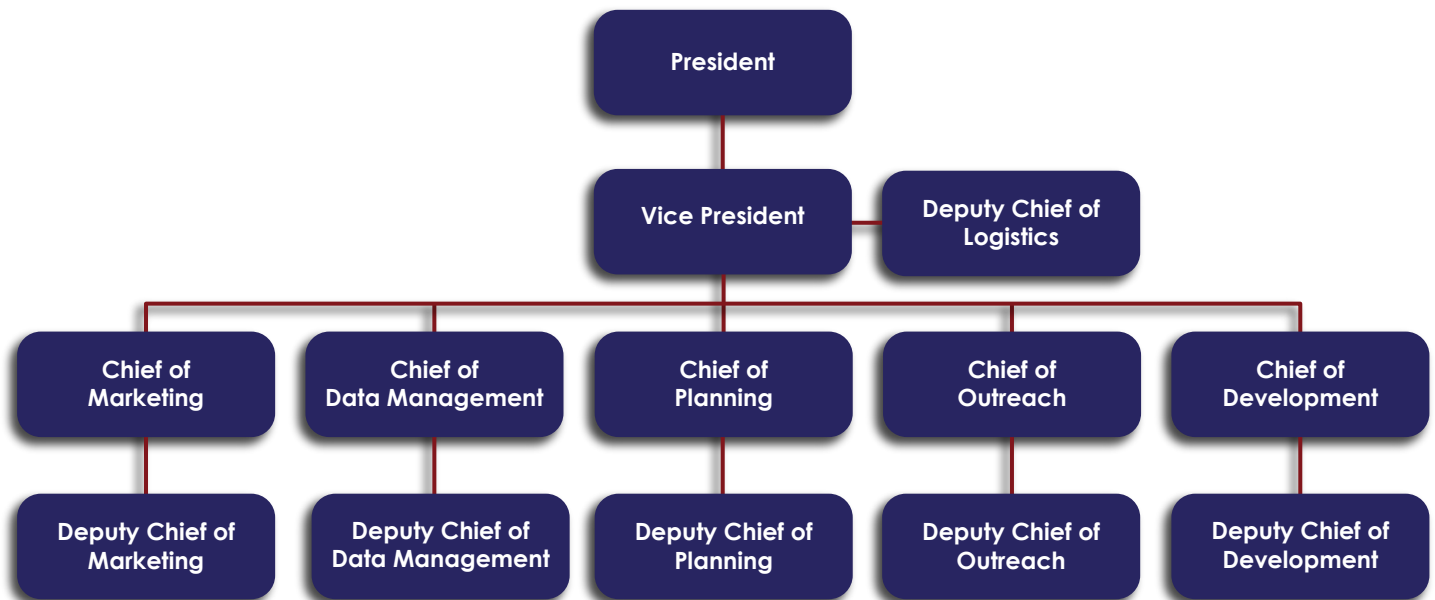


## Target Audience

ENDOW: ENGAGE targets all 16-35 year old persons residing in or connected to the state of Wyoming, including high school juniors and seniors, community college students, University of Wyoming students, students and residents from other institutions, professionals, tradespeople, Wyoming migrants, and members of the Wind River Indian Reservation.

## General Organization Structure, Roles, Responsibilities, and Bylaws

### General Organization Structure





## Roles and Responsibilities

Role	Responsibilities
President	Organize and facilitate communication and relationships between the ENDOW: ENGAGE Council, long-range strategic planning, facilitate ENDOW: ENGAGE Council elections, develop and execute ENDOW: ENGAGE policies, procedures, mission, vision, and goals
Vice President	Assist President in development and execution of long-range strategy, mission, vision, and goals, liaison with Governor's Office, general manager of event logistics, point person for ENDOW: ENGAGE
Deputy Chief of Logistics	Assist VP with logistics coordination
Chief of Outreach	Liaison between institutions, External communication (not marketing related)
Deputy Chief of Outreach	Assist Chief of Outreach as needed
Chief of Marketing	Branding, developing targeted marketing strategies, promotional materials, social media management, media management (print, radio, television, internet)
Deputy Chief of Marketing	Assist Chief of Marketing as needed
Chief of Data Management	Develop mechanisms of feedback before, during, and after ENDOW: ENGAGE, construct useful findings and recommendations from feedback
Deputy Chief of Data Management	Assist Chief of Data Management as needed
Chief of Planning	Organize personnel, develop and execute ENDOW: ENGAGE programming, manage registration
Deputy Chief of Planning	Assist Chief of Planning as needed
Chief of Development	Assist President with strategic planning efforts, develop and adhere to reporting deadlines to ENDOW, work with Chief of Marketing and Chief of Outreach to implement the continual engagement of participants globally
Deputy Chief of Development	Assist Chief of Development as needed

## Bylaws

### Leadership

- Positions:
  - President
  - Vice President
  - Chief of Marketing
  - Chief of Data Management
  - Chief of Planning
  - Chief of Outreach
  - Chief of Development
- Apply at Summit. Application includes: name, education, work experience, personal statement, residence/origin, and optional discussion of advantages/disadvantages.
- Between Chiefs and Deputy Chiefs, ENDOW: ENGAGE must strive for geographic diversity with at least one council member originating from or currently residing in each of the following categories:





- Northwest Wyoming (Big Horn, Hot Springs, Park, Teton, Washakie Counties)
- Southwest Wyoming (Carbon, Lincoln, Sublette, Sweetwater, Uinta Counties)
- Southeast Wyoming (Albany, Goshen, Laramie, Platte Counties)
- Northeast Wyoming (Campbell, Crook, Johnson, Niobrara, Sheridan, Weston Counties)
- Central Wyoming (Casper, Converse, Fremont Counties)

### **Deputy Chiefs**

- Positions:
  - Deputy Chief of Marketing
  - Deputy Chief of Data Management
  - Deputy Chief of Planning
  - Deputy Chief of Outreach
  - Deputy Chief of Development
  - Deputy Chief of Logistics
- Apply at Summit. Application includes: name, education, work experience, personal statement, residence/origin, and optional discussion of advantages/disadvantages.
- Should help define geographic diversity
- Each Chief will receive priority in filling their Deputy Chief position(s)
- Deputy Chiefs are confirmed by 2/3rds vote of ENDOW: ENGAGE Leadership
- The number of Deputy Chiefs may expand beyond one per Chief as needs arise and are confirmed with 2/3rds vote of ENDOW: ENGAGE Leadership.

### **Council member positions**

- Apply at Summit. Application includes: name, education, work experience, personal statement, residence/origin, and optional discussion of advantages/disadvantages.
- Council members are volunteers that may be recruited by a Chief or Deputy Chief of a particular division without confirmation by ENDOW: ENGAGE Leadership.
- Chiefs are responsible for discussing with individual Council members that Council member's role and responsibilities.
- Council members may be selected by a Chief for a Deputy Chief position, which would be confirmed with a 2/3rds vote of ENDOW: ENGAGE Leadership.

Due to the rapidity of ENDOW: ENGAGE's organizational development and volume of requested deliverables, many bylaws have not yet been formally constructed during the creation and growth of ENDOW: ENGAGE. Development of ENDOW: ENGAGE Bylaws will be a point of emphasis for its long-term strategic planning in order to optimize participation, empowerment, social connectedness, inclusivity, transparency, longitudinal impact, sustainability in conducting itself ethically and fairly.



## Appendices

A separate companion document to this report can be found at [www.endowyo.biz/engage](http://www.endowyo.biz/engage) and includes the following appendices:

### **Appendix A: Advanced Manufacturing Solution Session**

1.1.1. Notes

1.1.2. Mentimeter Results

### **Appendix B: Agriculture Solution Session**

1.2.1. Notes

1.2.2. Mentimeter Results

### **Appendix C: Energy & Natural Resources Solution Session**

1.3.1. Notes

1.3.2. Mentimeter Results

### **Appendix D : Tourism & Outdoor Recreation Solution Session**

1.4.1. Notes

1.4.2. Mentimeter Results

### **Appendix E: Community Health and Quality of Life Solution Session**

1.5.1. Notes

1.5.2. Mentimeter Results

### **Appendix F: Technology & Financial Services Solution Session**

1.6.1. Notes

1.6.2. Mentimeter Results

### **Appendix G: Healthcare Solution Session**

1.7.1. Notes

1.7.2. Mentimeter Results

### **Appendix H : Workforce & Education Solution Session**

1.8.1. Notes

1.8.2. Mentimeter Results

### **Appendix I: Entrepreneurial Ecosystem Solution Session**

1.9.1. Notes

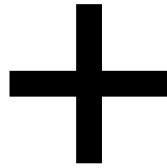
1.9.2. Mentimeter Results

### **Appendix J: Arts & Culture Solution Session**

1.10.1. Notes 1.10.2. Mentimeter Results

### **Appendix K: Outreach Organizations**

### **Appendix L: Marketing Metrics**



[endowyo.biz/engage](http://endowyo.biz/engage)

Prepared and Submitted by: Empowering the Next Generations to Advance and Grow the Economy (ENGAGE) Council

Submitted to:

- Honorable Matt Mead, Governor of Wyoming
- Legislature of the State of Wyoming through the Joint Minerals, Business, and Economic Development Interim Committee
- ENDOW Executive Council

June 28, 2018