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# ENDOW: ENGAGE APPENDICES



# 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**

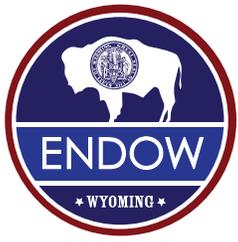
1.10.1. Notes

1.10.2. Mentimeter Results

## **Appendix K: Outreach Organizations**

## **Appendix L: Marketing Metrics**





## Appendix A: Advanced Manufacturing Solution Session

### Notes

What role, if any, do you see Advanced Manufacturing playing in Wyoming's future economy?

Vital to competitiveness

More production and customized shops

Technology – CNC machinery for customization

3D printing – rapid prototyping, low start-up cost

Maker-spaces – access to programs, accelerating entrepreneurs, building skills

Robotics programs, particularly for youth

Building tangible items and not solely focused on service economy

Space to make your product, capital to grow and expand

Capitalizing on relationships to build networks

Collaborate with non-competitive manufacturers to gain access to materials (e.g., bundling product purchases, etc.)

Waste product being a base product for starting companies

Manufacturing base leading to advanced manufacturing

Developing a cooperative network of talent and resources (e.g., equipment, materials)

Role of a statewide association in developing cooperatives, access to resources (talent, equipment, materials)

Sharing ideas - ? open source ?

Need for a defined ecosystem to create opportunities

Artificial Intelligence – what impact will AI have on advanced manufacturing?

Jobs will still be there in programming, repair

How does Wyoming compete with larger facilities/communities? That's not what Wyoming residents want.

How does Wyoming leverage technology to its advantage? (e.g., computer controlled technology)

Process engineering - lean manufacturing

Communities appreciating the opportunities manufacturing provides

Coal to ... Lot's of scenarios to capitalize on. Atlas Carbon as an example of moving up the value chain.

It takes time to develop and scale technology. We have to invest long-term.

Steel production - cuts down on transportation of steel in and resources out

Trona deposits to value-added products - flat-glass,

More partnerships with industry for research, education - build a pipeline of talent into industry.

Building something that creates an opportunity for individuals with Wyoming in their blood (whether here now or who are yet to get here).

Less focus on exporting our raw resources. Developing markets for our value-added resources. How do you do it?

Glass recycling in Wyoming - no facilities exist today

Developing export markets - domestically and internationally

Trade representatives as an opportunity

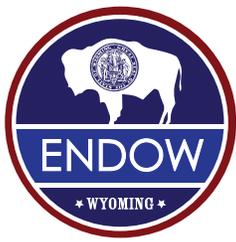
Is it important to develop domestic markets first?

### Notes from 10:30am session

What role, if any, do you see Advanced Manufacturing playing in Wyoming's future economy?

Vital if we want to stay relevant in a global economy (i.e. L&H welding)

3-D printing is going to be a huge asset for making prototypes



## ENGAGE

Area 59 in Gillette was mentioned as a good replica at makerspace that a community would be able to support for the city that it's in

Area 59 is supported by the Gillette Community college and the one in Powell is not

However, the consensus is that the community college or the school district should be at the table and paying for the space

For entry for entrepreneurship there is limited for advanced manufacturing because of the cost of capital and gathering started

Opening up spaces for moderators to put a tangible item in people's hands would be helpful

There are major ongoing costs that take a lot of effort and limiting those barriers for the innovators/entrepreneurs would be helpful

Capitalize on our relationship in the State of Wyoming, and then work through a relationship-based economy for the start-up entrepreneur

Bundling the supply chain and more established companies and working together to help the start-up (loans distribution center shipping fleet would be willing to ship for a company that otherwise cannot pay that cost)

Structural components that are needed for a base. Usually it's expanded manufacturing before advanced manufacturing. Building a basis and continuing to do more in your manufacturing facility. Then, looking at a makerspace as a resource to find a specific talent that can be applied to whichever manufacturing component out there.

Willing to collaborate and be more open but specialize and refine your craft and then have a supply chain or a process ??? up

More of a diverse group and share ideas across multiple company representation

If I open up and start telling people about my idea, there are usually people that offer help and are able to actually help

Finding people that want to go to school to actually be educated and learn advanced manufacturing is very narrow because it's specialized. There needs to be an ecosystem in place to have industry at the table that can give people a pathway. Because at the present not knowing where the student may end up makes it difficult to close themselves into advanced manufacturing as a career path.

We have to have reliable data that tells students what they're getting themselves into. (What the degree or certificate entails, time, expected outcomes, salary, etc.) Also defining which jobs are included and career paths that can be attained through advanced manufacturing

People pick where they live first and then want to make their living in that community. So, how do we get advanced manufacturing into our education and see the ecosystem

The Shmuckers example was brought up as an example for the fact that we didn't have the capacity to meet their employee needs

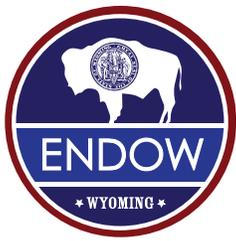
Here is an opportunity to learn a process that is quite specific plant (i.e. Dyno Nobel) and then working with the ability to partner and share ideas and train other folks

It took more than 15 years for someone to find a process engineering job in the State of Wyoming after graduating from UW with a chemical engineering degree

Atlas Carbon and other companies that are using advanced uses for natural resources that the State of Wyoming is rich in.

Take a long time to develop technology. Then way more time to build the market and make that product scalable. R&D.

Steel production could be a long hanging front? That the State of Wyoming. Could jump on.



## ENGAGE

Build around the Trona production and bring in a glass manufacturing plant. Take a “known use” for our resources and bring it close to the resource. Then leverage that partnership with the University of Wyoming. Build that environment through the businesses that could provide the opportunity through exposure to students and build the ecosystem.

Building markets would be where a big impact at the end of the day because no matter how close we can bring the process to the resource, but without a market, we are going to still be stuck

Value-add manufacture can be a way to build and expand manufacturing and then hit advanced manufacturing.

*Notes from 11:30 a.m. Session*

No attendees.

*Notes from 1:45 p.m. Session*

Advanced manufacturing - less labor intensive, which fits with Wyoming's population

Space for manufacturing to take place

Need to build infrastructure to trade goods - air service, rail

Casper foreign trade zone an opportunity to leverage in international trade

Specifically an opportunity for wind energy

Central location - splitting demand

Job creation - high skill, high wage, a place for graduates to land employment

Doesn't just require a bachelor's or graduate degree. Skilled tradesmen/women.

Variety of subsectors - chemical, aerospace, wind, outdoor product, etc. - and transferable skills and processes

Aerospace - recruiting the market...translating the skills of existing Wyoming businesses to enter into aerospace manufacturing. Utilizing the the expertise of former military experts.

Outdoor recreation - niche markets and manufacturers without major workforce # needs

Communication, branding, messaging efforts are necessary for domestic and international sales.

Manufacturing as a collaborative opportunity with other industries to broaden the work base - companies working various markets with transferable skill sets.

Culture of innovation - technical training, brand

New collar jobs

Computer science in order to understand coding - higher education is needed (included are durable certificates)

Lean manufacturing - better way of training to eliminate waste

Lean manufacturing - lean expansion into other business sectors

Are we missing education in the equation

Awareness that associates, bachelors and graduate degrees are not necessary for a positive career

Is it more cost effective if our workforce is transitioning through career opportunities through stackable credentials?

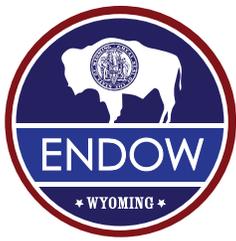
Recommendations - Mike Rowe...putting America back to work...micro series

Should this be apart of manufacturing week - tours, marketing efforts - statewide effort

Partnership to bring Mike Rowe into Wyoming

Plan the focus

Coal for non-thermal purposes

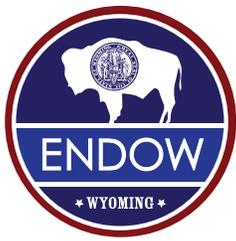


## ENGAGE

Developing a plan to develop resource up the value-chain  
Alternative markets for oil and gas resources  
Entrepreneurial opportunities - kind of like Shark Tank  
Everyone have a voice beyond those in existing programs  
Do challenge programs create lots of unnecessary work in front of a company struggling to find opportunities  
Need for more entrepreneurial education to understand the tools needed.  
Students in each college at the University should have the ability to obtain the entrepreneurial education necessary to succeed with their business idea. Marketing, healthcare, attorneys, etc.  
Mentorship is a huge part of the learning process. Systems to facilitate mentorship - how to be a mentor, how to find a mentor, value proposition. It's a valuable means to learning.  
Are we too competitive? Do we operate in our own bubble? Does that inhibit opportunities to expand individual businesses or assist others?  
An avenue to continuing and expanded business growth.  
Cooperative opportunities  
Tax incentives for companies to partner with one another.  
Losing control of a part to grow a partnership, which may have greater impact for the individual and the whole. Example - grandma's recipe that dies with her, rather than being passed on to other family members  
Ag advanced manufacturing - asset mapping leveraged to target industries and communities  
Wool mills  
Leverage our manufacturers to benefit agriculture production  
Professional learning communities - peer-to-peer learning to increase production  
Co-work spaces, incubation, mentorship  
Communication is lacking - next generation model of industry coming together will help to break down barriers to economic growth  
Successes in Casper - company purchasing couplers from Houston when product is produced in the community  
Keep wasting  
Increase productivity, etc.  
Leveraging professionals outside of Wyoming which have a great interest in Wyoming's success - filling needs, expertise

### *Notes from 2:45 p.m. Session*

Need to clearly define what advanced manufacturing is.  
Manufacturing has directly contributed to the growth in various communities across Wyoming and the opportunity is huge.  
The equipment is expensive, which is difficult for small businesses.  
Growing companies need capital.  
Blue collar workers moving into manufacturing is a perfect fit for Wyoming  
All of the states surrounding Wyoming are growing at considerable rates. Idaho is the fastest growing state in the union.  
Good, honest people in Wyoming.  
Philanthropy in the Sheridan community is good for the community  
It's expensive to live in our communities.  
It takes a long-term plan/vision. Sheridan is an example and getting to Weatherby is a great example.



# ENGAGE

Scott family, if we could provide the right incentives would move First Interstate Bank from Billings to Wyoming. This could be an important element of our capital development work.

Capital available for Wyoming companies to access and leverage other opportunities.

Clean coal technology

Strengthening the businesses we have in order to achieve success

Leveraging the Colorado front range to grow companies in Wyoming

International markets leveraged to Wyoming's base assets.

Quality of life is an important element in recruiting (constantly recruiting those that are here and those we want to attract).

Maker space in Gillette is an incredible opportunity for developing entrepreneurs.

Will incentivizing new industries to grow in Wyoming be a drain on state revenue sources (REMI report). Tax reform is a necessary element.

There should be a corporate tax. Perhaps increased property taxes. Would like ENDOW to advocate for specific taxes.

Laffer Curve - taxes. Instability in tax structure scares people away. No one likes variable rates.

Income tax needs to be part of the equation.

Property tax base in Wyoming is incredibly low - in Idaho it's lower.

Taxes are not the only element in the equation.

Anti-tax sentiment is high.

Laramie Main Street steers emphasis toward sales tax growth. I.E. small biz and retail/services growth.

A lot of private wealth in Wyo; Wyo hasn't asked for their philanthropy like Sheridan has.

Startup venture capitalists are hard to come by and there is only so much capital in the system.

Lack of a venture capital marketing in Wyoming.

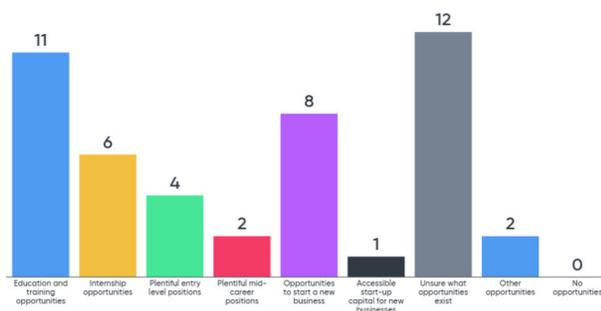
Events for entrepreneurs to access venture capitalists.

The road is going to be difficult, but

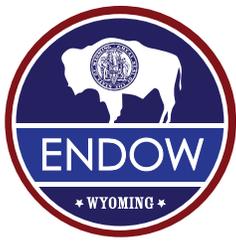
## Mentimeter Results

Go to [www.menti.com](http://www.menti.com) and use the code 50 90 9

### 1. What, if any, opportunities in Advanced Manufacturing are currently available in Wyoming?



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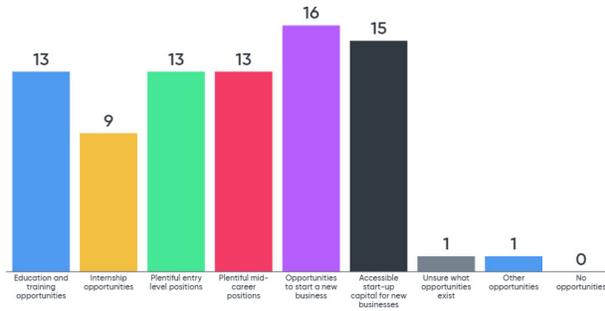


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## 2. What, if any, opportunities do you think are most vital to the development of Advanced Manufacturing?

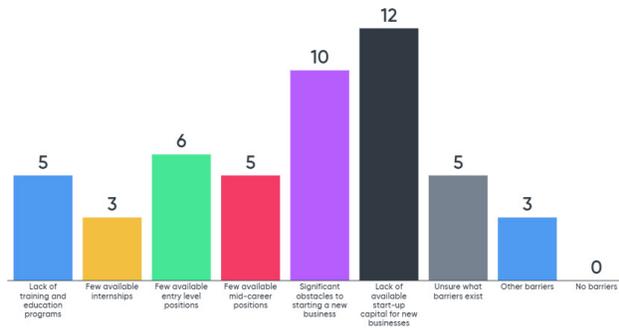


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## 3. What, if any, barriers currently exist to entering/developing Advanced Manufacturing in Wyoming?



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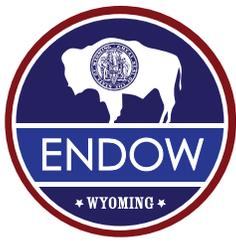
## Appendix B: Agriculture Solution Session

### Notes

Wyoming agriculture is doing a great job but not everyone is hearing about it

Telling our story-Certified Wyoming Beef-Branding/Marketing and sustainable locally sourced food  
Eliminating Barriers-Succession Planning, start up capital/operating financial support, land acquisition

### Session 1



## ENGAGE

Where Ag is now, in the future, actionable focus

Brighter Future

Children Better Future

Role In Economy

Continue Legacy in Agriculture

If already in agriculture goal is to keep operation afloat. Young producers had to learn from generations before us. Build infrastructure. Work field. Production ag.

Some operations are already established and have to take the production to the next level.

How do we make agriculture an industry to enter.

Trying to produce natural beef.

Work with direct sales.

Trying to use the example to contribute to development.

Diversification

Keep tradition

Run on a leased place and had to leave the old ranch because it wasn't a sustainable operation.

Small scale

Sourcing

Packing plant

Getting into ranches is hard

Gap-USDA processing plants

One MPI program in Cody

If you use it you can't sell across state lines

Mobile meat processing units

USDA plant?

USDA plant is a huge discussion

Trying to do branded beef product

USDA plant would be fantastic-regulations to get it going, workforce to get it going

Have to finish livestock outside of the state

Don't have enough cattle to put out JBS 10,000 cows a day

Select Brands go through markets in Boise but only do 15000 head a day

Select locations select markets

Would be great to get a USDA plant but there is not the economy of scale

How to convince a young workforce to work in a USDA plant

A USDA plant is not a glamorous job

Efficient

People love their job at a USDA plant

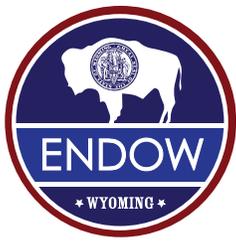
Most producers if close to interstate hubs, it's easier to go to other states

Federal legislation for meat and poultry to be able to sold across state lines. Then maybe MPI program in

Cody maybe Mobile processing

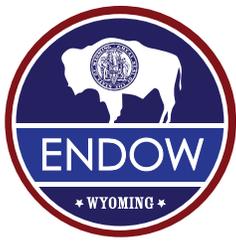
Mobile processing could be good but how big of a processing. Where do you go? A restaurant a grocery store?

If you want to do farmer's markets then you could use mobile processing



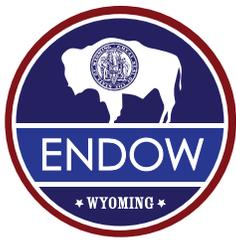
## ENGAGE

People are really excited about farmers markets because of locality  
Global food goes to Taiwan, Japan this is where the food came from  
Blockchain  
Movement to WYoming branded beef products- Maybe getting beef into Taiwan  
Using ID and sourcing- and trying to make production. Documentation and opportunity for sales  
Financial barrier  
How do you pass this down?  
How do you get started?  
How do we tackle the financial barrier?  
What do you look at to make it work?  
Just moved back from Maine, oldest state in the nation. Maine farmland trust. How do we pass the land to the market?  
Farmland trust model.  
Connect young people who want to get into ag by securing access to land.  
Condensed and bought by younger generation?  
Community model to pass the past generation to another?  
Biggest thing that we're up against is the most common time for a ranch to go under is the third generation. Families decide they don't want to do it anymore. Focus on keeping the ranches. Finding a new family to head up the ranch.  
The amount of land you have to have to run your livestock is a huge cost  
Public land leases- Run on two public land permits. State land managed by the state land trust. They oversee how those leases are managed so that the cattle can graze. State lands have been opened for public use. Recreation, shooting, etc. Own leases on Federal Lands. Use on Forest Service. Changes in regulation have cut lost shortened leases. State lands had an issue. Damage to location due to over recreation. No one would clean up their trash. Had to educate public users of the land. Have the land access changed to no shooting. Federal Land- always environmental issues. Work with a lot of entities to multi use land.  
Educate people on how to get a lease  
Need to have a land base to get federal land  
Most time people can't get leases because they can't get a land trust or conservation easement  
Land trust-big contributions or donations.  
Private Leases  
Agencies are willing to work with landowners, the public, give tours on the public sector. How its available for the public to use.  
Succession planning  
Estate planning  
HOld on to federal leases, private lease and state lease  
Barriers to partnering up folks to have someone to take on land/business/ranch  
Most young producers are willing to go anywhere to create the opportunity we want  
Landlink-linking young ranchers and older ranchers  
Wagon program  
Have to make changes  
Create a program that stuck with the young farmer to the older farmer  
There has to be a facilitation between the older rancher and the younger rancher  
Beyond production ag, food, crops, rodeo, fishery.  
Coverage of all agriculture related programs  
All sectors



## ENGAGE

If you're going to encourage the older ranchers to want to do it.  
There has to be incentive for both parties  
Holding farmers accountable  
Farm Service Agency Loans  
Banker  
Loans  
Interest rates  
Savings  
Young people are scared to ask to take on the whole operation  
When you have to run your ranch and have another business  
Need to be able to start a family  
If people thought they could do it  
Wyoming stockgrowers land trust-try to help the transition- keep a database  
Community based, help check in while protecting open spaces  
How do we get young people involved  
Networking  
Incentives  
Payout  
Land is a big piece because talking about development  
Land prices sky rocket  
How do we get the right kind of tools to land owners because if you subsidize a house is the last commodity  
will every grow  
How do you give them the opportunity  
Make it so you can pay for the acre their house is on  
Education and training  
Not the most high paying job  
Education you would need  
Student loans  
Agriculture is tried and true  
Its always been there is always going to be  
Its a foundation of the state  
If a kid is getting a degree in an agriculture related field there should be grants  
Do it for the lifestyle  
A kid going into ag, taking on student loans.  
Grants for continued education  
Learning on job training  
Ranching for profit  
Risks involved  
Working on business not just in the business  
Simple banking practices, financial planning, how to do a financial sheet  
Need to know how to run to make it possible  
Continued education  
Conferences  
Fellowships  
Work experience  
Two fold internship



## ENGAGE

Wish I could do more on the job training for a second year

Ag tech degree

Ag health degree

Wyofresh

### *Session 2*

Ag business

Farm and Ranch management

Agriculture is a big part of Wyoming

Different perspective

What future ag has in Wyoming's economy

History of wool

Story of Wyoming

Story of Wyoming ranching

Niche product

Quality product

Support ranchers

Support ranching

Produce 2 million pounds of wool

Wool production has gone down

If you lose your material, you lose your value added opportunity

Agriculture is part of identity as a state

How far reaching is Wyoming wool

Have to be able to sell

Have to be able to market

Production and marketing go hand in hand

Marketing to sell the story

Get the name out there

Sell to diverse locations

Scale

Marketing-one opportunity is focusing on statewide marketing, making your state a more marketable

State level-get producers behind you to brand wyoming beef and wyoming wool

Local, county, state level branding

Marketing-when you see a photo of cattle spread across a large field

Wyoming grass fed beef is something people want

Beef that comes from a historical place

Story attached to marketing

People will buy if there is a compelling story

Wyoming can tell the wild west story

International trade level

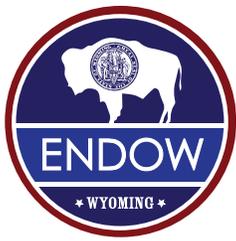
China is requiring sourcing

Want to be able to see where the calf hit the ground

Watch trade, watch NAFTA

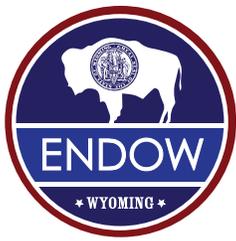
Can't let feeder calves get to a dollar a pound

Has to have an outlet for the cattle to grow



## ENGAGE

We don't have any sort of slaughter plant  
There is not a way to get a Wyoming beef tag  
Beef is harvested in Colorado making it "Colorado beef"  
Bridge the gap and keep Wyoming beef  
See Wyoming products only at Wyoming State fair  
Opportunities to grow  
Packing plant  
Packing plant outfit-needs a spot to put it  
Environmental concerns  
Resource concerns  
A packing plant may support an entire town but then it could go down  
Lambing to final product-limited advanced manufacturing in the wool industry  
Facilities aren't operating at full capacity  
Wyoming branding of Wyoming wool or Wyoming beef  
Show a quality product to the world  
Develop our own brand  
Economics don't justify using a local processing. Just go ahead and put it on the global market  
Don't follow commodity prices-So they keep a baseline price  
Create a brand and create an identity and the producers benefit from it then you collectively pull the  
recourses  
Collective buying power  
Produce good beef, good lamb and good wool  
Promoting air service  
If your putting so much behind keeping people flying in Wyoming, why can't we have a packing plant that  
keeps Wyoming beef and sheep in Wyoming  
Help bring in people to build a packing plant etc.  
Farming economy may have become too big or too corporate but may not be at that point in Wyoming  
There is lower barriers in Wyoming to enter agriculture, but it's still hard if you don't have a base in agriculture  
Limitation that the ag industry has is land  
Entrepreneurial ecosystem  
20-40 acres to raise a cow  
Increase the demand for Wyoming land to be a part of that land  
Cash leases make it hard  
Land prices are followed in the financial sector  
Minimum young farmers and ranchers are coming to get loans  
Median age of ag customer for a loan is in their 50s  
Aging ranchers are an issue because they keep control over the ranch almost indefinitely  
Having to support generations is an issue  
FSA has a program called beginning farmer and rancher program-need 5% down to put toward your land  
but you need a lot more money to start up the entire operation  
3-5 year loan just to pay for equipment, cows etc.  
Have to have some sort of equity in your farm or ranch  
The numbers start getting tricky in trying to afford the land, etc.  
Having a second job-then buys some cows on the side  
Have some ranchers that own only five acres and lease everything else to support their cattle  
Get started by buying your cows while you're working in town then lease, once you have a cattle herd



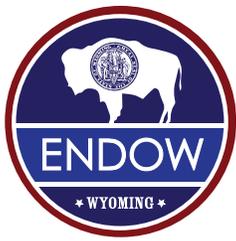
## ENGAGE

Wyoming dream-how do you take your five acres and incentivise people to use their land, lease and make it profitable  
What can you do with GMOs that allow you to grow other crops not in wyoming to create a new niche  
Subdivision of land is an issue  
Institutional investments in land-land is profitable-Real estate investment trust-can buy into a stock and own a piece of wyoming land  
Then you get hedge funds that own wyoming land  
Follow institutional investors to see what is profitable. Lots of investors are owning ag land  
Could wyoming develop a structure through finance to secure state land for ag  
Keep cattle and sheep on the range through a state cooperative like stock growers and wool growers  
Have a little piece of WYoming for grazing, have different taxes if you are participating in a community  
Find ways for land owners can create a cooperative for producers  
Trying to broaden economy by diversifying the economy. Workforce people need housing. People need places to go.  
The influx of people will create a need for housing/ subdividing  
Conservation Easements could be a way to ensure land  
Wyoming Stockgrowers land trust tries to keep conservation easements going  
May not be sure if the next generation will want to take the land over but some older generations are creating private conservation trusts  
Is Wyoming's legal structure make it able to pass  
Education  
What sort of education is needed for the workforce  
High school education is needed.  
Working with teachers  
FFA  
If there is something the ag business community can help the FFA and other youth organizations  
Doing test plots at high schools  
Do a school farm  
Build a greenhouse  
Make things more uniform throughout the schools  
Facilitate conversations with producers  
Have a conference for producers and do continued education  
Bring in estate planning attorneys and educate

### *Session 3*

#### Role of Ag

Diversify and focus on more than just a few key aspects of raising livestock  
Would like to see more diversity such as bison, organic goats as a natural herbicide.  
Would make goat's milk, goat's cheese, no overhead.  
There is a lot of diversity in agriculture.  
Expanding different revenue streams  
The climate is limited for crops  
Community college can contribute with development for diversity with their studies  
Need to do systems thinking. Look at all the parts of the process  
Splicing different crops and technology



## ENGAGE

### Pushback for farmer's market

In Sheridan every Saturday there is a farmer's market

Farmer's markets are really important for small businesses that may not have the USDA certified organic or resources for agriculturists

### Education

Every program is a little different. In Powell, lots of people are interested in ag. If you haven't grown up in it, you don't have people that know how to do the day to day.

Get students on a ranch working

People don't have the skills right out of school. They need hands on experience.

People come on to ranches to help with the operation.

Community gardens

Shared resources

Diversification of crops

A little bit different nutrients and water requirements

Best nutrients and best amount of water and light it needs

A hobby can rise from their knowledge of plants

There is a UW bee college and that sparked one of the interested parties in beekeeping

Minnesota has an associate's degree for beekeeping

Southeast beekeeping association

There is no direct resources for beekeeping

More workshops for beekeepers-apprentice programs

Learn about bee diseases

Southeast Wyoming beekeepers association

Under five hives you don't have to pay for processing

Sells whole colts

What does the agriculture industry need to do to develop smaller sectors of commodities-online presence, networking, supply chain, growing something and being able to distribute,

Organic vegetables, fruits and herbs-must be able to distribute all that so it won't go to waste

Bountiful baskets - try to partner with them- have some sort of online distribution chain.

Have to be able to network and share resources

UW Extension has a horticulturist that will come out to people's property and helps them figure out what to grow

Need to advertise resources

Short term things that are beneficial-taught ranchers how to fly drones

RFID eartags-tracking the herd-track that individual cattle to show certification that it wasn't given any hormones and to automate feeding processes, opening and closing feeding gates.

Drone use

Monitor the condition of the land and track conditions with different software

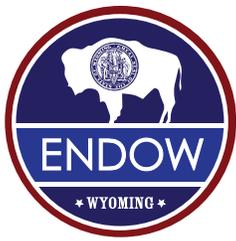
Soil quality check- rotate crops

Previous generation may be resisting technology and the current generation will be interested in using

Changing majors twice because the state of Wyoming got rid of his two previous majors agriculture production and another that he can't recall

Big barrier is education

Amount of waste through food production isn't sustainable-solution is community collaboration on



## ENGAGE

composting-every city should have a community composting center  
Have a landfill, recycling, and green waste compost  
Including organic compost can be a way to reduce cost to get the nutrients back into crop production  
Importance of locally grown  
Nutrient value is depleted through transportation  
Logistics of shipping plays a part  
Locally grown you get better flavor and quality  
There is a good social aspect of local growing  
Government tape has stopped a community garden in cheyenne trying to use ebt  
Multigenerational families stay in the family and make it harder for another person to come in  
Barriers  
Multigenerational families stay in the family and make it harder for another person to come in.  
Can't get the land base.  
Multigenerational operations worked hard  
Lots of farm and ranch land is getting decided below 40 acres  
The soil richness isn't able to sustain  
It takes 16 acres for a cow calf pair in Wyoming and different in other places  
Overcoming barriers. More incentive to sublease land  
Could still make revenue off of the land.  
Farmers and ranchers who need the start up.  
Current barriers  
Lots of grazing -federal guidelines on gracing presents some federal problems  
Opportunities for students - most students are interested in livestock - started growing hops  
It's hard to educate someone  
You have to support other things that support agriculture as well.  
There has to be a basis for a market.  
A lot of people that aren't coming from an ag background that are still interested.  
Using internships to guide students to agriculture  
Barriers-there are lots of unlicensed beekeepers. Massive bee diseases. Robber bees are coming over and stealing from other bee hives because their owners aren't taking care of bees  
Beekeeping regulation in Wyoming.  
Beekeeping regulating is easy. Difficulty lies in labeling what sort of honey you have. Wyoming isn't diversified. There isn't a category for foraged honey. They can't market it for being a specific

### *Session 4*

#### Agriculture's Future

Beef is not going to go away

Beef is a wyoming staple

There are technology and manufacturing processes that will help carry things forward

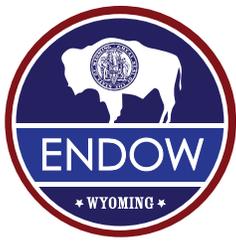
Worried about the ranchers getting older and finding someone who wants to work hard and not make a lot of money

How do you keep ranches from being bought and subdivided

Succession planning

Children don't necessarily want to ranch

There is a new generation that is interested in farming that may not have ties to family ranches

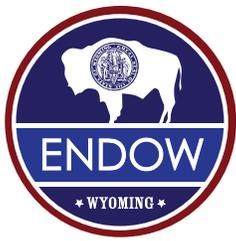


## ENGAGE

Help retiring ranchers and farmers have a succession plan  
Black market farm is retail side-Hect ranch  
Progressive ranching Small ranches have a hard time affording succession planning  
Big market for farm to fork  
Opportunity for wyoming to tap into farm to fork marketing  
Better greenhouse facilities  
Farming through the winter  
Vertical greenhouses  
Keeping the laramie facility of a vertical greenhouses  
Creating sustainable year round b sustainable farming  
Some sort of incentive for restaurants and businesses to get local ag  
End consumer cares about where the food comes from  
Most people are willing to pay more for local sustainable farming  
Wyoming is unique in having a sense in community  
Marketing and branding-have a product but you can tell a better story you can have better luck marketing  
Colorado Craft Beef-Fifth Generation ranch owned different property sectioned off different beefs and finishing the beef differently  
People pay more for a handcrafted product  
Trying to reach out in different platforms  
Put together a convenience store with local  
How does the agriculture industry interact with the new market of people  
HOW do you keep the property productive and moving forward from generation to generation  
Spreading families is hard and breaking up the family ranch  
Cant afford to pay ranch help with such a fluctuating price and being land rich and money poor  
Shipping all livestock out of state for processing  
How do you employ a processing facility? Who will work there  
Branding-people like the idea of wyoming beef  
Boutique product  
Can sell your product for more but there are workforce challenges  
What do you do with your scrap and ground beef? Does it make sense to process here?  
WYoming beef certification  
Blockchain technology  
Educate people on what hormone free means  
Education of ag

Opportunities and growth  
Instream water to keep water in the river  
All western states are prior appropriation states  
Who has it first has the most  
To use the water you have take it out of the water and use it to be a beneficial use  
Oregon allows them to lease their rights to keep water in the stream and pays them to be more efficient  
Needs to be an incentive for ranchers to be more efficient  
Provides an opportunity for ranchers and irrigators to get a supplemental income  
Create a Wyoming Beef Brand

Education and Training



# ENGAGE

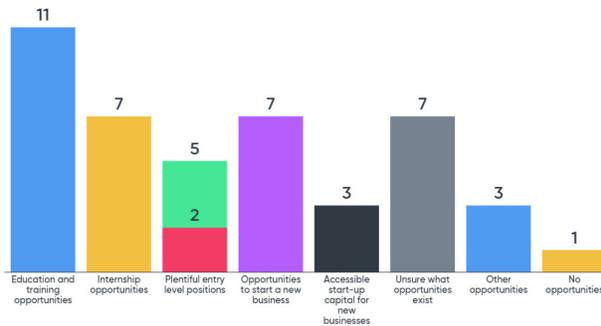
- What you learn comes from your parents
- Ideas shared of what was most efficient
- There could be more crossknowledge
- Consumer education
- Shopping local is better nutrient wise
- Educate the consumer to know that local is more green
- Water Banking
- Encourage water banking
- Converting water wells
- Helps ranchers integrate tourism- low impact hosting bird watching and things of that nature
- Supplemental
- Ranch manager apprenticeship program
- Ranch lands in colorado chico basin ranch
- Create a group to assess ranching apprenticeship
- Using dude style opportunities
- Tourism and agriculture
- Have a horse kiosk - have a liability insurance
- Food justice-Encourage people to use wyoming products - what if all wyoming schools served all wyoming beef products
- Teaching kids to grow their own food

## Mentimeter Results

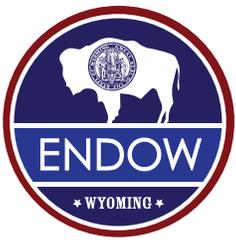
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### 1. What, if any, opportunities in Agriculture are currently available in Wyoming?

Mentimeter



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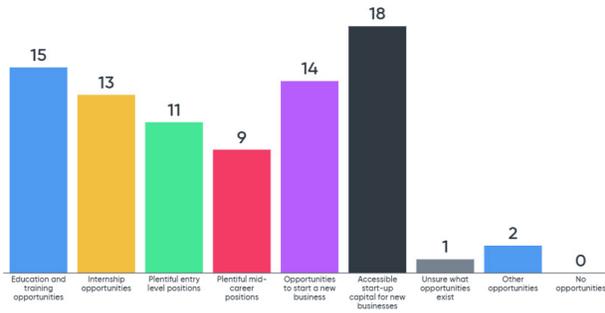


# ENGAGE

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## 2. What, if any, opportunities do you think are most vital to the development of Agriculture?

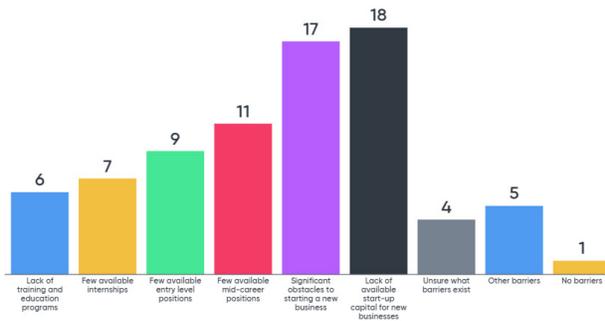


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## 3. What, if any, barriers currently exist to entering/developing Agriculture in Wyoming?



20

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

#### Notes

#### Main Ideas:

The problems in energy and natural resources are hard to solve!

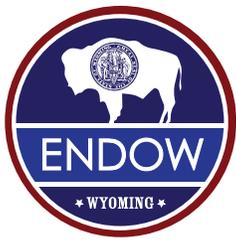
Wyoming needs to encourage alternative energy and alternative uses for natural resources, as well as traditional uses and sources.

Need to change conversation from "vs." mentality

Need to ensure tax and regulatory structure provides certainty and competes with other states.

Net metering

Certainty around wind tax



Keep public lands public, considering the need for many uses.

## Session 1

### Attendees

Cameron Graham-future of electricity and power

Ty Miles-coal miner, Gillette

Mick Bondy-Law School

ENR

Dylan Esquivel-Carbon sequestration and O&G PE, Upton economic development

Mandy Fabel-exec director of Leadership Wyoming

Robert Joyce-Outdoor Council

Better public education about renewables-from Gillette coal miner-both economic and climate related Outreach program

Technical education-especially in Gillette

Reducing stigma of different energy sources

In rock springs people were up in arms about a proposed wind project on White Mountain

Actionable way to keep both traditional and renewable?

Boom bust cycle is being ignored

Barrier-net metering is non-existent

Virtual net metering

Increase cap

What about jobs? Number of jobs for renewables/traditional

Excel has gone big into solar in Colorado--community energy

They have legislation

Carveout for low income communities

Wyoming is a good state for carbon sequestration

All o&G and traditional energy legislation

Taxes could be less

Could carbon trading help producers?

Create cap and trade

We have a cultural issue in Wyoming that renewable resources are bad

Uranium

processing

We should implement nuclear power

Power Wyoming but, sell to other states

Need water

What do you do about the cultural problem?

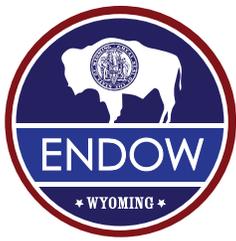
Need better, more education-technical schools

Dependent on money-need to provide a lot of jobs that compete on the energy

Some industry is going to have to yield tax

Protect public lands

e.g. tetons



## ENGAGE

Prevent poaching  
Need more rangers  
Don't sell the family jewels-public lands  
How do we monetize public lands so that value is more clear  
Incentivize non-profits  
How do we leverage multi-use land  
Incentivize building of trails on public lands  
Barriers:  
Population centers  
Forest service doesn't have a way to help private sector/locals/non-profits  
Letting people in with no protections can result in damaged resources  
MOUs and engagement with conservation groups with federal agencies could help communities engage with public land  
Conversations among different opinions don't happen often enough

### Session 2

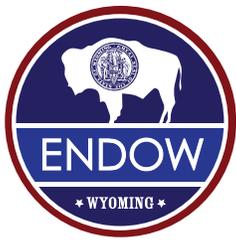
#### Attendees

Kit Friedman-Ruckleshaus Institute  
Andrea Harrington-law school  
Monica-Powder River conservation council  
Union Wireless-infrastructure build  
Rebecca Fitzgerald-Game and Fish  
Riata Lyttle-CAEDA, focus on manufacturing and energy  
Sam Rebino-Electrical Engineer from  
Jake Mickelson-librarian  
Carly Ann Cruthers-Laramie Main Street

#### Opportunities:

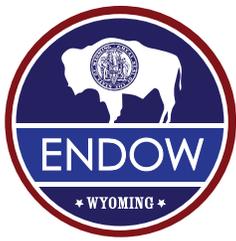
##### Solar

Lots of solar potential in Wyoming  
Have the opportunity to make our policies more friendly to developers and users  
Potential to decide what that looks like, balancing all the things we want to - thoughtful growth  
Need to differentiate between residential and commercial scale  
Need to enable community solar  
Need to make net metering better/existent  
Limited to 25kw per meter--precludes installation on things other than residential  
General lack of policy around renewables  
Need renewables to attract tech  
Need to include all of the above approach  
Work to create an energy culture in the state that educates people about all of the energy in the estate  
Need to change the narrative away from the "vs." mentality  
Perception that renewables are being propped up by subsidies  
Change the conversation from subsidies=bad to subsidies=good  
Will Wyoming create a subsidy for wind to replace the PTC?  
Need policy that is consistent and certain.--No certainty to build business model  
Need certainty around the tax infrastructure and policy



## ENGAGE

Land use planning--same siting regulations, baseline testing, bonding, for all resource bases.  
Need to talk about finite resources like their finite  
Driven by demand  
Markets are different  
Can companies diversify within themselves  
Have the opportunity diversify our energy portfolio to include renewables, including solar, wind, geothermal, etc.  
Leverage traditional resources to move downstream, e.g. petrochemicals, carbon fiber  
We are very energy favorable  
If we strategically build infrastructure, including redundancy we can attract other industries that use power  
Transmission  
Calling the shots for how Wyoming wants it to happen  
A lot of people lost their jobs with the downturn-we owe them skills-based training in renewable resources  
There are transferable skills from coal to wind  
Encourage existing companies to diversify their portfolio to renewables  
Trona  
Downstream opportunities  
e.g. glass manufacturing  
Add value to resources  
E.g. Alberta's Industrial Heartland  
Transmission  
Create more and local coops and have more conversations with local coops about how to keep power in Wyoming. Need local power cooperative  
Water  
Lot of challenges that we don't know how to meet  
Instream flow laws  
Most water has already been allocated  
Have to have a beneficial use  
Include instream flow as a beneficial use  
Ranchers should be able to lease water rights to let non-profits, etc. to use for beneficial use  
Wyoming is the only state where the government is the only entity that ...  
Climate change affects this--lack of snowfall etc.  
Not all natural resources are extractive  
Policymakers should consider the natural resources that can be replenished.  
Recognize that agriculture is an important piece of maintaining public lands  
Encourage grazing by livestock  
Ranchers also put in water supply  
Managing weeds  
Local companies care about the impact they're having  
Incentivize small local companies, de-incentivize non-local  
Renewable jobs are temporary-won't replace coal jobs  
Choke Cherry and Sierra Madre Wildlife-is important  
State coordination with federal land agencies to create a map of critical infrastructure  
Public needs that are identified  
We need to use the asset mapping  
Policy ideas that are totally backwards-bill that proposed penalizing utilities for using renewable resources



## Session 3

### Attendees

Maggie Unterschier - K-6 library teacher

Travis Unterschier-laid off from mine in Campbell County, in college now

3 ranchers

Ryan McManiman-student

Thomas Laubnau-student

Student

Opportunity for alternative uses, products, etc. from natural resources

e.g. carbon nanotubes, activated carbon, etc

Barriers-long R&D lead time

Leverage ITC and XPRIZE

Trona-process it in state instead of shipping

Wind can help keep open spaces open

No houses can be built under it, but animals can survive

20-year finite lifespan

Need to understand that solar and wind and hydro are very different from a land use perspective

Alternative energy provides a lot of revenue for landowners

Barriers-need to make sure that partnerships between energy companies and landowners are good ones

Also applies with traditional resources

Coal is \$12/ton, pacific rim it is a lot more

There's a lot of possibility for coal

It's expensive to ship across seas--that's what makes it prohibitive

Western states are not favorable to ports for shipping coal

Wyoming has a lot more opportunities than just

If solar starts to grow, there's fear about taxation in the future

Alternatives:

Transmission--connecting big loads like data centers to resources

Uncertainty in taxes

Net Metering--caps on 80 kw

Shift the taxes from severance taxes to income taxes, then use that to incentivize companies

Should have a way to increase revenue when there's a bust

Good idea to shift taxes to individuals in Wyoming

Educating people on what natural resources truly are and what they mean to Wyoming

Fishing, mountains

Public lands

Conservation is important too

Keeping open spaces open

Making sure that landowners are taking care of land

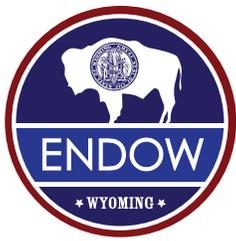
Keep public lands public

A huge thing is access to different recreational opportunities outside

If we get rid of that, how are we going to keep people here

Does it mean to keep it to many uses or just certain uses?

Barrier=miseducation about public use



## ENGAGE

"Keep public lands public"=only human recreation  
There are a lot of different practices that help keep the land healthy  
Help small landowners to keep their land or help them pass it on to another small landowner-they take the best care of it.  
Help people enter land ownership.  
Working with organizations that keep lands open  
Conservation, preservation, use  
Support what Wyoming has given small ranchers with technology--blockchain...  
Find ways to facilitate land ownership without creating extra burdens or through incentives  
It's not ours, it's just our time  
Finding the symbiosis between public and private entities  
Starting education in these opportunities early  
Career education in k-12 schools

### *Session 4*

Attendees

Shane Sims

DEQ

Allison law school

Quentin student

Ian -high school student

Solar-solar

Elaine-high school student

Katie Gooch grad student

UW student--wrote capstone on wind energy potential in Wyoming

Wind

A lot of potential based on wind resources

Other states have RPS's-could give more incentives

Opportunity for storage

LCCC has a wind tech program, but because we don't have development here, they work elsewhere

Knowledge sector jobs

Need the infrastructure

Business Energy Investment Tax Credit could subsidize infrastructure

Over \$6T of planned investment in the state

Barriers: wildlife, environmental concerns--would not come from state government, but from concerned groups

Environmental assessments are too in depth--especially when it comes to transmission

There has to be compromise!

Healthy sustainable development

How?????

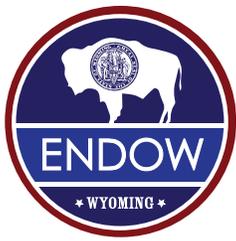
Barriers: viewshed problems

Opportunity-install solar panels on existing buildings

Opportunity-new designs for turbines

Solar

Still a 25kw limit--that is not a limit for residential, but for commercial that is a barrier--just install more



## ENGAGE

meters

Strictly a policy barrier

Is our grid set up to do that?-yes

Community solar

Utility has to be involved in community solar arrays, and the utilities are not necessarily amenable to that

Does it take more environmental cost to make wind turbines than they save?

Opportunity: use railroad right of way for transmission

Viewshed

Oil companies send people out of state

Keeping the oil companies here instead

Can we focus more toward wind energy

Opportunity: green energy degree track

Opportunity: increased taxes on minerals and energy

Only tax increasing cost industries--subsidize decreasing cost industries e.g. renewables

A lot of oil companies will have to lay off more people

Barriers: legislators that have a bias for oil and coal

Barriers: tax structure is dependent on natural resources, which creates bias in legislature

Opportunities: natural gas

Opportunity for combination strategies

Use the interest on the rainy day fund to

Combine wind and solar with traditional resources for revenue

Need to consider all of the above--don't piss off the oil and gas and coal companies

Carbon capture and producing other things from

Keep public lands protected

Keep federal lands federal

Young brains are a natural resources

Instream flow

We're a dry headwaters state that hates to lose water to other states, but there's value in keeping water in streams

Wildlife:

Not delisting protected animals--those help draw tourism

National press on wolves and bears is not making us look good--COMMUNICATION IS KEY

But park rangers were having to kill bears

Can we look at design solutions (e.g. trash cans) instead of killing?

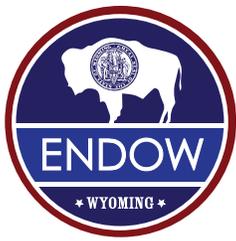
Modifying our environment vs. modifying ourselves

Governments need to listen to scientists

Climate

Not recognizing anthropogenic climate change is a barrier to change

Opportunity: create government incentives to help companies transition into one that is more renewable



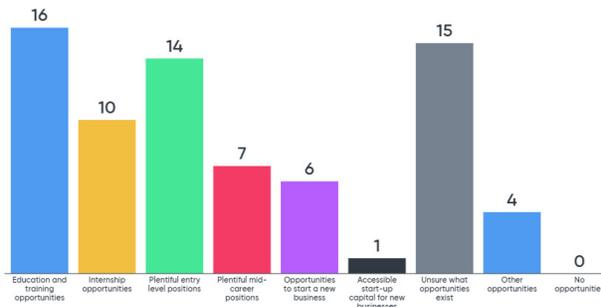
# ENGAGE

## Mentimeter Results

Go to [www.menti.com](http://www.menti.com) and use the code **44 81 68**

### 1. What, if any, opportunities in Energy and Natural Resources are currently available in Wyoming?

Mentimeter

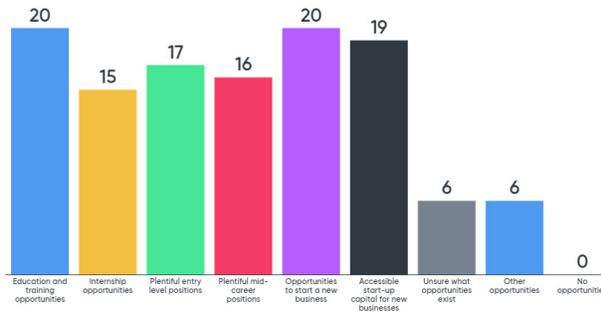


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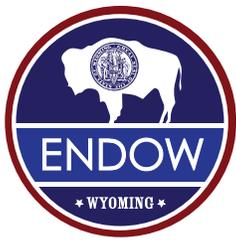
Go to [www.menti.com](http://www.menti.com) and use the code **58 83 90**

### 2. What, if any, opportunities do you think are most vital to the development of Energy and Natural Resources?

Mentimeter



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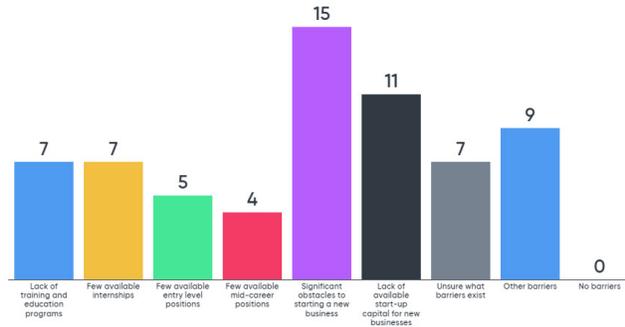
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## 3. What, if any, barriers currently exist to entering/developing Energy and Natural Resources in Wyoming?

Mentimeter



29

## Appendix D: Tourism & Outdoor Recreation Solution Session

### Notes

#### Major Themes from Session 1:

Educate locals on what is going on in their community

Target younger generations about tourism/opportunities within their community & state at a younger age

### Session 1

Facilitator: Jenn Ford

What, role, if any, do you see Tourism and Outdoor Rec playing in Wyoming's future economy?

Better job at telling our story, expanding on opportunities other than State Parks

Focusing on other major players in Wyoming

Educating locals on cool things around the community

Each town has their own competitive advantage. Work with Chambers work with WAM ways to market cool

Community driven approach (putting the ball in the communities court) but need support from the State.

Pull out resources that are already floating around in the community

Better signage around the State

### 3. Education/Training Programs offered?

Educated frontline staff

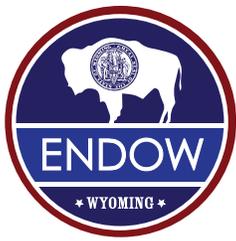
Utilize Visit Cheyenne/Visit Cheyenne

Replicate TACP

Getting youth (14-16 years old) more involved in outdoor rec while they're young

Actionable: Partnering with the City/State

Work with high school counselors to educate students about Outdoor Rec job opportunities



## ENGAGE

Do ride alongs with Park Rangers

Be more aware of all the hidden gems not just the Tetons/Yellowstone

Tourism improvement district- solely funded off lodging tax so that's how Visit Casper office is funded.

Action item: Better enhance advocacy on Tell legislators to vote yes on TBID

Talk to Chris Brown about this piece of legislation

Getting ENDOW behind it

Help communities with Asset Mapping on what those targets should be

encourage communities to work collaboratively

We need to communicate with each other. Non/gov/private industries need to talk to each other

Educating Jackson/Yellowstone communities about other destinations around the State.

Educate locals to visit TravelWyoming.com because it features events going on in their community

Wyoming Business Council is working on a toolkit

Integrate an app with Instagram/Facebook use the technology the way millenials use it

Wyoming sells itself- let's make sure we aren't reinventing the wheel

It's not about one event that takes place in a community its about everything that goes on throughout the year

FOCUS ON: Huge miss that we have in Wyoming is people think that we are a leisure State. We need to focus on the conferences/meetings going on around the State that is an economic driver People are more likely to spend money when they are on business travel

Have to get communities ready for the influx of people

Product development- be attractive

Getting better restaurants in Cheyenne- no franchises

Need to have a better night life in communities

Job share

Focus on primary jobs

We need better paying jobs

Major Themes from Session 2:

Make the outdoors hyper accessible (know where you need to go to do what you love)

Better broadband across the State, get more people to the outdoors

### Session 2

What role, if any, do you see Tourism & Outdoor Rec playing in WY's future economy?

How do you see yourself contributing to the dev of this sector?

Support manufacturing

Make sure we are telling our story outside of Wyoming (Wyoming as a whole)

People think we are only the Cowboy State

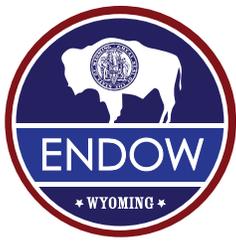
Educating residents on what the State has to offer in each of their communities

Access is important- we don't have that access for other places to go aside from Jackson/Yellowstone

Getting from one place to another

Encouraging people to leave their community

2. How, if at all, does WY support the opportunities currently available in Tourism and ODR?



## ENGAGE

What is WY doing well to support opportunities in and growth of the sector?

Showcase what all Wyoming has to offer not just Jackson/Yellowstone

Internships that are available (Outdoor Rec)

Keep uniqueness but be aware

Milk every ounce of marketing that we have

Give people just a taste of Wyoming so they want to come experience it themselves

Be more creative with advertising/marketing

Play off the fact that we are an undiscovered gem

What else could Wyoming do to reduce barriers and increase opportunities in this sector?

Support manufacturing

Make sure we are telling our story outside of Wyoming (Wyoming as a whole)

Get marketing inside of middle/high school

Showcase what all Wyoming has to offer

Broadband is crucial

Internet connectivity is crucial to enhance the outdoor experience

Lots of places around the State have no service

It's good and bad because you are forced to unplug

Or at the very least if it's an emergency be able to call and get help

Create virtual reality of State Parks for people who don't have access or who can't physically visit Parks

Make things easy for visitors/ paid parking permits

What all is included in parks pass?

How are people going to deal with these remote areas are now crowded?

Making sure you're looking at both the positive/negative of growth

Look at funding

Creating experiences that force people to get out of the outdoors

Internships that are available (Outdoor Rec)

Keep uniqueness but be aware

Milk every ounce of marketing that we have

Give people just a taste of Wyoming so they want to come experience it themselves

Be more creative with advertising/marketing

Play off the fact that we are an undiscovered gem

Help residents have better access to things in their State- financially

Use Social media as a toolkit

Apps about events/activities going on in that community but make sure that communicate with another app i.e. instagram/maps/meetup/facebook

3. Does Wyoming offer the education/training you need to be successful in Tourism and ODR?

What sort of education?

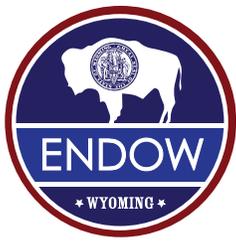
No, at least not in Gillette

Increase awareness

Make the beauty we have more accessible

Showcase NOLS in Lander- better marketing

Sharing their knowledge



## ENGAGE

Isolated communities

Teach people to capitalize people visiting their community

Leverage resources expand on our winter activities

### *Session 3*

Major Themes from Session 3:

Bringing the outdoors intown, not everything is miles and miles away

Letting residents know what their resources are within their community/state

Educating people who currently live in Wyoming about “what’s in their backyard”

Access: Not just knowing how to get get there but knowing knowing there is a trail that even exists

When we talk about growth/opportunity we cannot ignore what’s precious about it

Preserving what we have

What role, if any, do you see Tourism & Outdoor Rec playing in WY’s future economy?

How do you see yourself contributing to the dev of this sector?

Culture and economics can be improved

Provide training for State Parks (other than Jackson/Yellowstone)

Overdoing it with with Teton county

Hands on training schools for: Guides, Park rangers

Accessibility: Train that travels to and from towns across Wyoming (utilizing our railways)

Maintenance

We need to preserve our parks. Preserving access to the outdoors

Can’t close off land (Turn land into wilderness, when access is only on foot)

Access: for a variety of use is important

When we talk about growth/opportunity we cannot ignore what’s precious about it

Partnerships

State budgets are not growing so we have to learn to work together

State Agencies need to be more collaborative

Want to start WYOutside (needs support)

People coming together at a central location that facilitates meetings

Need to do a better job with Data collection

Leveraging with the technology that is currently in our lives

ASK: Let’s look at ways to fund collaborative efforts

Shouldn’t have to rely on State dollars

Start asking for volunteers/donations from local businesses

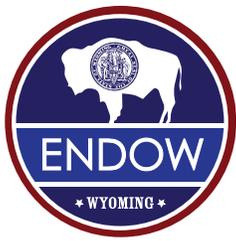
Often times people want to help their community because they are passionate. All you need is leadership

It’s not just about Tourism. It’s also about migration

We need to be drawing people in to start businesses in WY

It’s also about the Baby Boomers we need to have them want to come live in WY

Development on the resources we currently have



## ENGAGE

Increasing the quality of life for people that currently live in Wyoming  
Intra State tourism

The Wyoming Conservation Corp. replicating or broaden that across the State  
If we're selling solitude do we want places getting overcrowded?  
How do we turn this into a positive?

2. How, if at all, does WY support the opportunities currently available in Tourism and ODR?  
What is WY doing well to support opportunities in and growth of the sector?  
People use parents as their gateway and if their parents don't know then they don't know  
Making outdoor rec more affordable for everyone to enjoy  
Don't cut the funds for State Parks/Outdoor Rec  
Working with DDA get people excited about events going on in their town  
Working with smaller towns that don't have DDA/Main Street on efforts that they need to work on

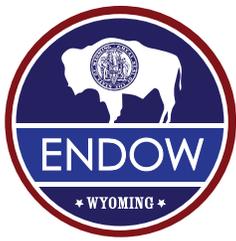
3. Does Wyoming offer the education/training you need to be successful in Tourism and ODR?  
What sort of education?  
Letting residents know what their resources are  
Understanding jobs around the industry  
Internship opportunities  
Look at models within current schools  
Array in Cheyenne is doing great things

NW Community College has a great outdoor ed program  
Guide/Recreation industries  
Happy to see UW have an outdoor program

### *Session 4*

Major Themes from Session 4:  
Create experiences around the State that gets people get engaged and want to stay or visit Wyoming  
Have better restaurants, lodging, shopping  
Tell our storie(s) and make them meaningful  
Empowering our communities (big and small)  
We have to recreate experiences where communities are thriving  
More development opportunities/resources for businesses  
Preserving what we have  
Solitude/Small town feel  
How do we do that without losing our culture?  
Be more collaborative within our communities

What role, if any, do you see Tourism & Outdoor Rec playing in WY's future economy?  
How do you see yourself contributing to the dev of this sector?  
Utilize the resources not only out of town but also in town  
Better infrastructures for businesses  
Why are there so many storefronts empty in Wyoming?



## ENGAGE

Community models: making relationships with visitors the first time they visit so they have a reason to come back

It doesn't just fall on the State needs to also be on the town to make an effort to train their communities

More local businesses need to help promote their communities

Small communities can market themselves more to each other

If one community doesn't have something then they need to work together. People in Wyoming are used to driving hours to get to places

Communities are their own cheerleaders for what they have in their community

Front Country and Side Country

Wyoming has been doing a legit gravel series (it's a gravel bike race- these are things that a lot of people don't know about)

Bringing in Adventure race activities. I.e. mountain biking, skiing, cycling

Build it and they will come

Valuable and you can see and measure the impact it has on the community

There is a revenue stream behind a lot of these Adventure races

2. How, if at all, does WY support the opportunities currently available in Tourism and ODR?

What is WY doing well to support opportunities in and growth of the sector?

There's a lot of other things aside from hunting and fishing in Wyoming that aren't being promoted in and out of the State

Natural Resources

LiveStock

Figure out a database of people who can connect with each other in the same industry

Hey, don't forget there's people all across the State that do ranching, farming, fishing, hunting

3. Does Wyoming offer the education/training you need to be successful in Tourism and ODR?

Training your volunteers and educate the locals about why their community is special and why it is important

Wyoming isn't just a Cowboy State

There is more to offer than the perception that we all ride horses to and from

Showcasing the breweries around the State

People need to be educated on the history of their community

Makes people more invested

Historical preservation- people need to be more educated

Add value to your town as a Stop

What makes Wyoming unique? Use your historic building to add value

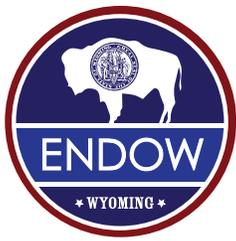
### *Remote Participation Session*

What role, if any, do you see Tourism & Outdoor Rec playing in WY's future economy?

It's necessary and an opportunity to grow our revenue streams. If done right, it can attract a young, engaged generation who will come to Wyoming, and Stay.

Current Practices/Observations:

Wyoming culture is "we don't want people. No people from California or Colorado, so we aren't helping ourselves." How do we change the culture of Wyoming and make it more accessible and incentivized to visit Wyoming.



## ENGAGE

Promote more places than just Jackson.

Culture has changed in Lander/Fremont County thanks to an active core of Chamber Directors and Visitor Centers. Opportunity for growth between BLM, Forest Service, Visitor Centers, etc. to make an easy to use "Outdoor Guide" that shows hiking trails, climbing routes, etc.

The "Pathways to Yellowstone" and "Pathways to the Tetons" hurt our local community. Enforce the idea that they should only pass through, not stop in those towns. Encourage people to visit and stay in local communities.

Not highlighting our smaller features like lake areas, state parks, hot springs.

Ways to Improve:

Marketing through the Wyoming Office of Tourism. Collaborating to make sure we have an equitable effort to keep residents in local communities.

Continue to prioritize access to public lands. By having good access to public lands, we can not only bring people there, but keep them here.

Returning tourism/lodging tax funds towards community development. Assisting local businesses, cleaning up city entrances, assisting in the development of adequate lodging facilities. Making our communities accessible and attractive. Community beautification.

Utilize the Community Readiness and PlaceMaking Grants more to update and beautify community downtowns.

As opposed to increasing taxes on individuals, instead, give tax breaks to businesses to incentivize community assistance and development programs/downtown beautification efforts.

Utilize 21st Century Technology to create a "Wyoming Bucket List", the Golden Circuit of Wyoming Tourist Attractions.

Developing job opportunities in mid-level management and entrepreneurship opportunities specifically targeted at the tourism/recreation industry.

30,000 Foot Views

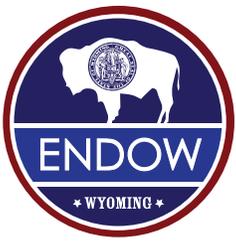
Find a way to get people to stop in our communities. Free flight stopovers, etc.

Better community advertising, bloggers, photographers, people with followings.

Map out the state better.

Centralize and collaborate marketing efforts. Step away from Counties on there own.

Front line training. Teach our restaurant staff, gas station staff, etc. on how to assist people in staying in Wyoming.



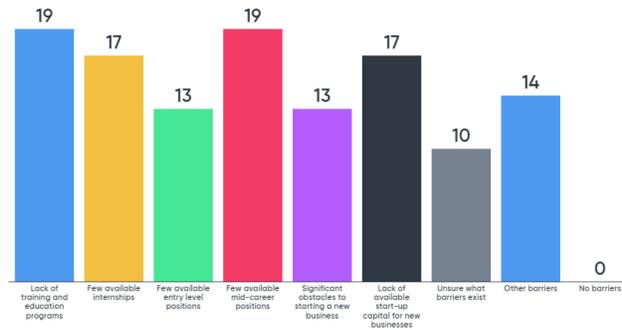
# ENGAGE

## Mentimeter Result

Go to [www.menti.com](http://www.menti.com) and use the code **47 71 62**

### 3. What, if any, barriers currently exist to entering/developing Tourism and Outdoor Recreation in Wyoming?

Mentimeter



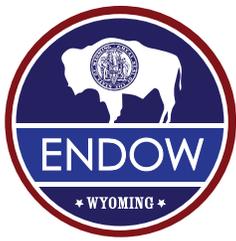
42

## Appendix E: Community Health & Quality of Life Solution Session

### Notes

Session 1 10:30-11:15

- Affordable housing for professionals
- Want more diversity, lack of it in the state almost drove us away from Wyoming
- Lots of transplants that fell in love with the state
- Want more diversity
- Ways to help in our education to promote more financial literacy and understanding of how government works/inclusivity
- Shake up representation in the state legislature and do something about taxes
- Observer intro-challenge to just listen, hope to apply what is said to downtown development
- Need for public interest law-state should fund more social services that the community needs
- Don't be afraid to fund social programs-not all are bad or scary
- Key to success is connectivity-networking with people who wouldn't otherwise come to the table
- Their opinions matter but they may not know it's going on or feel they can contribute
- Facilitator not here to lead you where you want to do, just to specifically name the things that would make Wyoming the most workable
- Thriving great community where you want to raise your kids and brag to your friends
- Quality of life is what brings people here and makes them want to stay
- Attractor and retainer of the state
- Most difficult thing



## ENGAGE

Diversity and type of community is important

Subcommunities

Amenities are important

Very friendly and smiley community

Once you're involved and connected you have a great community

Access to nature

So much public land!! 50% ish

Affordability depending on county and city

We can afford a high quality of life +Positive

Rent in Laramie is great for students-professional development not so much

Too expensive

Rent is so high-built for oil people

How are people's wages relating or changes due to cost of living

For people moving from cities it is affordable, but it is unexpectedly costly for where we are located

Our struggle as a state is ability to adapt to a changing economy

Huge spikes in housing during boom but then we bust

Slow to adapt in amenities

Venues people can frequent

Restaurants die

Slow to adapt to healthcare and different needs

Aging population

How to get more youth access to health check

Need to create healthy living communities

More walkable less only drivable

Automobile is main mode of transport-what cities here are designed for

More attractable if walkable for our age group

Apartments over businesses

If our community design fits a 2 and an 80 year old it serves the whole community

People walk in Laramie but other cities need the development

Cheyenne's downtown tried and it got shot down

Have infrastructure to adapt and build what we need

Populations not being served

Young people not being screened and old people

Special needs population underserved, trans health (not available)

Want to see more focus and reports on individual communities-what they can do, rather than statewide

Take reports to city council-community focused report

Jackson's needs are so different than anywhere else, each county/city is unique

Counties come together and form different initiatives-we want data

Tourism perspective

How we contribute

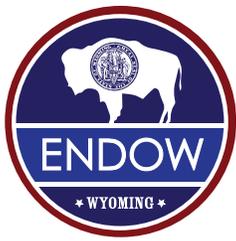
More civic engagement

I want to pay more taxes to support more services

What's required to stabilize the services

I would volunteer more

Feeding Laramie Valley



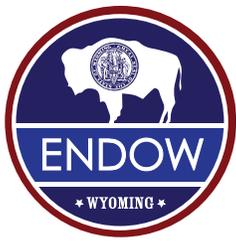
## ENGAGE

Americorps programs throughout the state  
Expand opportunities to volunteer  
I would develop businesses that contribute to a more centralized community  
Have a community lens  
Bring businesses into a livable community-individuals needs to think about it but community and planning needs to be on board and make it happen  
Density issue  
Business center is separate from everyone's houses  
Community Grocery stores  
Civic engagement is important- councils and boards  
DDA - Downtown development authority  
Government appointed commissions  
Wyoming resource council  
County/city Tourism boards  
Boards could use more transparency and accountability  
Combining groups and collaboration should be a priority-need to work together  
We create so many boards but such a small state-how to have enough representation  
Effectiveness if we don't have enough involvement?  
Notice the void that's there, people need to step up and fill the void  
How to start a business or expand existing  
Community workshop  
One stop shop for social services  
Consistently open  
Local/Community grocery stores and bakeries  
Legal sector is turning people away-as is downtown clinic  
Needs to expand but how?  
Need strong coalitions

How, if at all, does Wyoming support the opportunities currently available for Community Health and Quality of Life?

Our bike path in Cheyenne is kind of amazing and needs to be promoted more  
Access to greenbelt/pathways in Wyoming and access to public lands is what keeps me here  
Wyoming puts a lot of money into business development and puts a lot of money forward  
State constitution requires that education be affordable  
Hathaway opportunity is so great  
Casper is doing a lot with trying to get more walkingways  
Giving downtown a facelift- restaurants, breweries, David St. Station, trail from downtown to mountain  
Adding to and refurbishing buildings-using what they have, rather than tear down and rebuild is good.  
Public transit efforts in larger Wyoming cities  
Lucky in Laramie, music stuff, murals  
Community concerts- Casper, Lander, Laramie  
University/college systems being utilized (could be uti

What else can Wyoming do



## ENGAGE

Tap into rainy day fund-quit cutting education funding  
Fund social programs  
Advertize what we do have  
Community of tolerance  
Start at a young age educating on different viewpoints and lifestyles-they are human  
LGBTQ, religion, racial minorities, special needs  
Pay attention to what textbooks we are using, curriculum standards-include diversity as a goal  
Let communities know that we need to see more people in positions of power besides white men!  
Policies exist that protect Wy long term businesses  
Startups need capitol-opportunities is state says you are good to go but without it there are restrictions  
Tech is good but everything else needs support  
Community support parental leave, needs quality affordable childcare  
Need to know about community health clinics  
If your family isn't happy you aren't going to stay  
Need family policy  
But we are losing young singles-need to appeal to them and "be cool"  
Limited ability to adapt  
Prioritize community-Walmart pays less in taxes than our downtown businesses

### Takeaway

We are willing to pay more in taxes to ensure better public policies that serve more of our population

We need more inclusion for all groups, more access to the outdoor amenities in each town and more to appeal to young people

### *Session 2 11:30-12:15*

Magic wand-What do you want to fix in Wyoming?

Statewide non-discrimination laws

Supply interest for further education and develop skills early on/giving resources early on to develop diversity later on

Institute comprehensive social/emotional learning and accurate history in curriculum across Wy

Everybody in the state feels safe and welcome

Statewide non discrim

Wy actually NEEDS to be the equality state-live up to motto

Tolerance ed starting really early

Every young person voting!!

Observer: have more vibrant downtowns

Non discrim

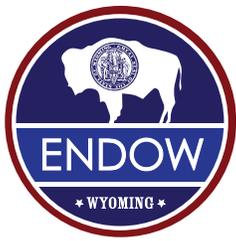
More vibrant communities and opportunities for all

Diversify what we have here in Wy

More connected communities

Bring back train transportation!! Passenger trains

Get kids involved in community and outside more



## ENGAGE

Later store hours

I'm here to learn what I can do and what my magic wand can be

Eliminate wage barriers

Statewide non discrim laws

Create inclusive healthy environments and live up to equality state ideals

Observers: Bring back people to Wy

It's OK to be weird in Wy

Truthful Wy narrative

Vibrant communities

Quality of life for the elderly-can stay in communities

It's the whole ball of wax-most important thing that needs addressed

This is the reason I left the state initially-came back because of my interest in the outdoors

Wy is beautiful and quiet

Was missing primarily safety as a woman of color in my communities-physical, emotional and social safety and access to cultural opportunities across the board

One of the main things that is cool is that everyone waves at each other as you drive down the road

Most business friendly state but we are JUST FRIENDLY-capitalize on that

Practice what we preach, we are the equality state but need to start acting like it

People leave because there isn't great food, culture, music

The things people our age want-what is important in our community for us

Want to have fun

Something to accompany our time outdoors-outdoors is great but what do we do indoors?

Wy isn't thought of as a place for good food and entertainment

Casper and Cheyenne, Sheridan-getting better, more vibrant, others not so much (Gillette)

Want to be active in a downtown community but won't go there if I don't feel safe ther

Safe and accessible to everyone

Wheelchair accessible

Accessible and welcoming but not for EVERYONE

We are non bike friendly - scary to be a cyclist

Need to confront the full issue-perception that we aren't accepting or inclusive

Known for Matthew Shepard-need to confront it

Can tell people we are the equality state but at the end of the day it comes down to the perception that we aren't inclusive or frinedly-people go to Wy is the state that murdered Matthew Shepard -Bad thing to be known for and scares people from coming here

Accurate perception

If you don't like it leave

We are now seen as overly conservative

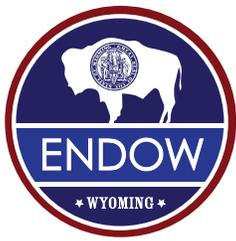
Officers go through tolerance training-should happen in all communities for everything

Anything that makes you feel terror is an act of terror

Training is not enough-need integration, not just learning from academic lens but also making an effort to befriend people who look different than they do and be willing to have those difficult conversations

White people dressed as Native Americans makes Native Ameircans uncomfortable-clap back online was upsetting and was very much this is "our history get out"

Red-face is a sin



## ENGAGE

How do you see yourself contributing to the development of Wyoming's communities and social opportunities? Ideally I would. . .

I wouldn't be doing anything because if you don't feel safe (physically, emotionally etc) you can't be proactive or engage in your community in any way-it's nothing that is worth your safety if you will be attacked for how you look, dress, skin color, who you love etc.

Who in Wy doesn't have enough physical safety

LGBTQ, people of color, women, young people

Millenials make up 30% of total labor force but make up about 12% of voters

Let everyone know their vote matters and everyone voting matters

Voting and running matter

Community boards for so many different things

So many ways to be a voice in your community

Community theater, school boards

Economic relief to destratisfy community

Volunteer at interfaith

Not everyone can afford the cost of being in (food, beer, cover charge) a vibrant downtown

Who is serving those who can't afford housing?

Housing trust in Teton County

Is it getting to those who need it most

How, if at all, does Wyoming support the opportunities currently available for Community Health and Quality of Life?

Synergy for different spaces-work with the town, senior center

Come together, more effective coalitions- businesses, boards and non profits all work together-more working together so issues are more thoroughly addressed

Better broadband-businesses need it, needs to be sustainable options for businesses to effectively operate, long term sustainability

Comprehensive women's healthcare-we need it

Shocking how many women can't find doctors to deliver their babies

Grants for infrastructure

Really help our communities be vibrant and those things are huge-we need the money

Supporting higher education is great-Hathaway!

Really incredible

Affordability-food and drinks are easy to afford

A lot more communities investing in themselves

David St Station in Casper, Trails, restaurants, efforts to make it all better

Access to public lands

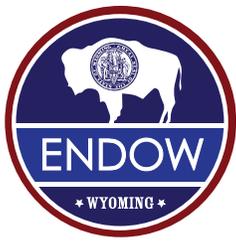
REC centers

Roads and signage-we can find our public lands from the signs

WYDOT makes the roads really drivable

Local participation

Matching process for grants-Community becomes more involved



## ENGAGE

What else could Wyoming do to reduce barriers and increase opportunities in communities and social life? This looks different for everyone—we want to know what it looks like to you.

Starbucks training day—conversations about how silly it was but leaders need to express support for those efforts for diversity, hard convos about race -trickles down into community  
State establish perpetual task force on diversity and inclusion- particularly for students of color in Wy public schools from other students and teachers  
Task force starts there and moves forward  
Intersections of race and identity—taskforce looks at those and says in Wy we do hard things and have hard convos with one another  
Shouldn't be done by political agenda but rather that we are the equality state and we are friendly—we can coexist with different values but we need to keep people safe  
Make things more friendly to people of color  
Increase specific types of night life—look at social aspects  
Introduce yourself to black families but we can't if they don't live in Wy  
Policy piece and social piece go hand in hand  
Public meetings need to have online access and we need to utilize technology to engage all who want to and SHOULD be involved  
As Wyomingites we need to embrace change  
Stuck in this is how it's always been so that's how it will be—instead we need to embrace it  
Embrace what draws young people—David St Station  
Nightlife - later store hours, a club  
Automatic voter registration  
More viable programs for Spanish speaking population

### Takeaway

If people don't feel safe they will not become involved—we need more inclusion and ways to make all individuals feel safe - stop the "if you don't like it get out" mentality

We need more for young people to do—Wy needs to be cool and live up to the saying that we are the Equality State

*Session 3 1:45-2:30*

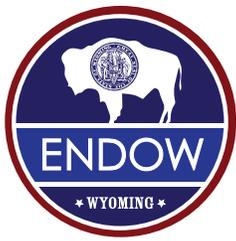
### Big Takeaways

We need more connectivity and inclusion between boards, councils within and between communities that are better marketed at underrepresented communities

We need anti discrimination laws and representation from all communities especially individuals of color and LGBTQ individuals - we need to create safe environments and start education for it young

We need more sessions like this for all age groups—starting and participating in the conversation is important

What role, if any, do you see Community Health and Quality of Life playing in Wyoming's future economy?



## ENGAGE

Magic wand to wave-what is the one issue in Wy you want to make happen

Statewide non discrim law

Good communications for all/everyone who wants to be a hermit should have the opportunity to do so

Observer: Learn to stick up for ourselves in Wy rather than succumbing to outside interests

More inclusive culture/corperations our of our state, not so driven by corporate interests

Local focus-so we can all see participating local has a big impact

Getting all millenials to vote and make their voice heard

Observer: just here to listen-super important to have communities we want to live in

Connect REC centers-recreation opportunities for winter

Accessible for all

Communication-Wy has a lot of awesome programs but it's hard for everyone to know about those programs

Millenials love social media, how to get all on the same channel

What role, if any, do you see Community Health and Quality of Life playing in Wyoming's future economy?

It looks different everywhere you go-empowering that for each county is important

For me access to our natural beauty is critical to me and my quality of life

Access for outdoor living when available

Some sort of statewide non discrim ordinance

Eastern Wy Comm. College rejection of non discrim ordinance

Get everyone on board-I try to create that environment and my job at LLC

LGBTQ+, international students, ESL (bilingual access)

Local businesses and communities raise my quality of life here

A matching program to match what local programs put out-matching money (grants) State to local

matching program showing that communities have something to offer

Small communities are a blessing and a curse

We are giant small town

Have to sell around- the nearest hospital is two hours away

We don't have benefits of the big facilities such as hospitals and education

"I mostly get Netflix" not enough connectivity

Access to recreation is huge

Hang out with family

Need facilities - more trails

Know where recreation can happen

How to maintain road systems in winter a little bit better-need to travel and it's isolating during a long winter and it's not physically safe

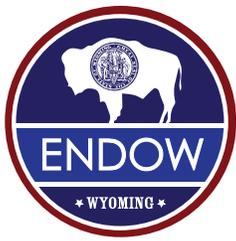
Comparatively we do well compared to other cities

Thinking highways

How do you see yourself contributing to the development of Wyoming's communities and social opportunities? Ideally I would. . .

What I have been working on-building communication systems

Fastest way to bridge the gap



## ENGAGE

Build infrastructure for communications

I volunteer and helping create safe environments for people

Forward Wy, JUNTOS, work with students at LLC (safe and welcoming environments)

Where to volunteer

Laramie Main st

League of women voters

Safe Projects

Meals on Wheels

Elderly programs and care

Suicide prevention

Wy equality

Serving on boards and councils

Wy Arts council

City council-just attend

City planning

School board

CLIMB Wyoming

It's accessible for us to be involved in politics-unique to Wy-ability to be transparent

Connectivity is more possible in Wy

Takes US attending

Creating safe spaces more about education than anything else

Unsafe spaces not from malice just getting the information to them

Taking care of the people who take care of people

With our isolation in Wy this is where we can make a difference

How, if at all, does Wyoming support the opportunities currently available for Community Health and Quality of Life? What else can Wy be doing?

Talk early and often-about underage drinking-good program

We have a good educational focus

However need educational funding and more sustainable funding

Schools are closing down

Non discrim in Laramie

Pride in Casper

People are doing their own work rather than relying on legislation

Some of it should be grassroots organizations

No regulations and it affects you personally

Efforts the state has made to determine and resolve what barriers are there for businesses

Mental health funding is lacking

Educational funding is lacking

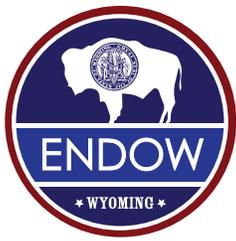
Healthcare funding is lacking

Within boards and initiatives in place need more marketing to communicate what exists already

True locally and on a state level

Look at participation

Boy's state was told the Thursday before ENDOW:ENGAGE -things aren't necessarily marketed well



## *Global Participation Notes*

What opportunities are there:

School

Arts Center

Social Media - comfortable with the format, but there may be a stigma against it. Trust in people using the platform in the correct way

Groups based in social media are very active

Barriers:

Not as many opportunities

A good subset of the population is still not on social media

Lack of connection

Social media stigma

Getting people to the events

Solutions:

Use the social media to increase community involvement

Getting people plugged into a community, more likely to stay in the places

Encourage connection

Utilizing whatever communication you have through networking.

Social connectedness

Encourage communities to cross-advertise for other communities

Humanize the connections

Urban planning - Downtown revitalization projects (parks in Downtown communities)

Phone Apps - that describe history about different places that you pass

Is there a place for the State of Wyoming to centralize all the events going in the state.

Minimize redundancy

Facilitate more involvement

Housing Conversation

If we want to attract a younger generation of workforce, we need to have a better rental market. You don't want to live in a place (housing) that is not good, if you do find a good place, you cannot afford it

How do make this better?

Refining the state statute on landlord/tenant section

Wyoming created apartment complex

Concern of it being low income facility (although these are good, need to have more mid-level options)

Affordable housing - something the state can do.

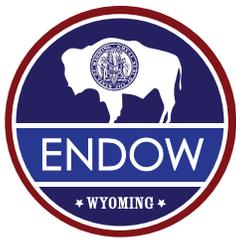
State take on more responsibilities with respect to these.

Tax reform - revenue has to come from somewhere

Nutrition

Farm bill going through EBT dollars

Farmers market, frozen food



## ENGAGE

Avoid lobbying from bigger companies  
Have the state implement a model of the national level  
Freedom Food Act  
Not having to be produced in a commercial kitchen  
Quadrupled food market scenes  
Nutrition important for overall community health  
This can be a big barrier for people  
Access to commercial grade facilities and distribution channels  
Eating local is difficult in Wyoming economically - because we are so spread out  
Potentially abandon the eating local movement and focus on substance content of the food  
Carbon footprint - off the diabetic train, get healthy food  
Disagreement - these don't have to be mutually exclusive  
Education, reservation difficult, need the state support of local movement

*Session 4 2:45-3:30*

### Big Takeaway

Small communities need more activities that are well marketed and inclusive of all especially for those with young families

We need more awareness of the assets communities and Wy in general already have to offer

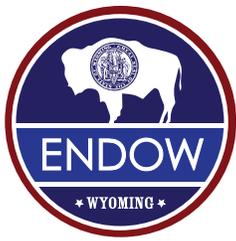
Our outdoors and our people are great but the access to the outdoors can be limited and the friendliness of our population has its limits and can be exculsionary

What role, if any, do you see Community Health and Quality of Life playing in Wyoming's future economy?  
Magic wand to wave-what is the one issue/thing in Wy you want to focus on or make happen

I might improve the and fix problems of endemic poverty  
Fix the awareness of what we have in Wy  
We need marketing of different things in Wy-awareness  
We would have a deep understanding of all the different perspectives on an issue  
We could all communicate with one another within our small towns  
Awareness of Wy assets- making them easier to utilize  
To find a happy medium for everyone- everyone is in a win-win situation

What role, if any, do you see Community Health and Quality of Life playing in Wyoming's future economy?

I would say the view of the Buttes, mountains, highway, wildlife etc.  
Not necessarily in making it better the way it is right now is declining because of lack of population growth (particular to Big Horn basin)  
Population hasn't changed but because of the change in culture and society (online shopping and such) we get a rundown main st. We need something downtown- total decline of community  
Less pride of those who live there when there is a decline  
People don't want to invest if they don't think there is anything worth investing in- we are doing all the same



## ENGAGE

things just not locally

Revitalize communities

Youth Council (Bighorn basin) doesn't have pride for community- they don't want to stay in community and hang out

Not prideful and lack of amenities

Smaller communities lack movies, decent grocery stores, entertainment (music, sports, concerts)

Revitalizing communities - what do we need?

We need money and passion

We have lack of quality housing

How do you see yourself contributing to the development of Wyoming's communities and social opportunities? Ideally I would. . .

Run for City Council position and attend meetings

School board

County Commissioner or other elected position

Attending planning meetings

Gov. has multiple boards and commissions on all sorts of topics

Lots of opportunity to serve in things you are interested in

General participation in these meeting groups but even just in community activities

People take initiative and just go rather than waiting to see who is going and getting a feeling for how you think it may go

Community day (Mustang Days),

Just serving means you can be creating the community event

All of school mind or of rodeo/ranch life (Kaycee Wy) in my community and even those are scarce

People who have kids/those involved in school - not the rest of community

Not enough events in general or those geared to parents of the very young or those outside of rodeo/ranch life

Want to see music and cultural events, create arts council

Nobody is really doing community events that are geared to the whole community

Looking at communities with small populations but good community feeling they have diversity

Kayaking, arts, parades, food, music, park events, farmers markets

Better sense of wellness in community because they feel active in the community and a sense of involvement

You yourself can help to create these events

How do well pull people away from phones, their ranch, their jobs?

Assume people will come out for them if they are available

Stronger push for communities through resources/funding

How, if at all, does Wyoming support the opportunities currently available for Community Health and Quality of Life? And what could be improved

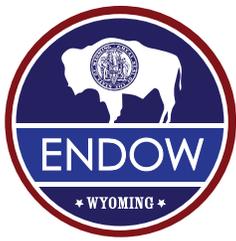
Wyoming Arts Council

Could provide more access to smaller towns

How does a community start these initiatives?

Wyoming small business council

Not mandated, goes through city council and city council budget-up to individual but there is funding



# ENGAGE

through Wy humanities council and Arts council

Policies that are favorable for wildlife

Formation of Game and Fish - Wy was the first to form one

License plates

In general one of the big reasons I like living here is just the type of people living in Wy, good work ethic, straight forward, down to earth and honest people. Not a lot of BS going around.

Friendly people and willing to help

But also there are mutual understanding that can't be reached on really divisive topics

We do have a culture that supports having the hard conversations on difficult topics

Some people aren't as welcoming in smaller communities and so people will move. Ex. the wife of new teacher wasn't involved in the school and so nobody included her in anything

Who is underserved? Who do we need to be more welcoming to

People moving into state

Californians

Coloradans (even tourists aren't always welcome)

Not much to do during the winter

We are isolated and it can be depressing

What winter activities can make you feel less isolated?

Children's museum

Indoor park

Library-adding something to smaller ones to make them more like Cheyenne's

What could your community create to make it beautiful/make you proud?

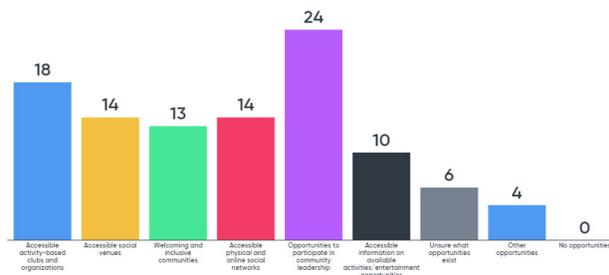
A greenway/walking path

## Mentimeter Results

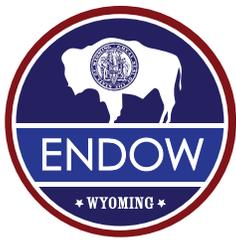
Go to [www.menti.com](http://www.menti.com) and use the code **57 68 5**



### 1. What, if any, opportunities are there to participate in community activities and social life in Wyoming?



39

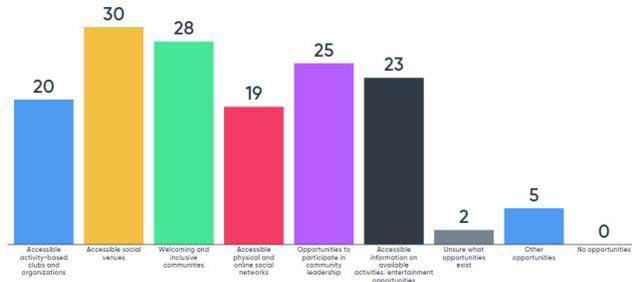


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Go to [www.menti.com](http://www.menti.com) and use the code 24 60 4



## 2. What, if any, opportunities to form and/or participate in community activities and social life are most vital for Wyoming?



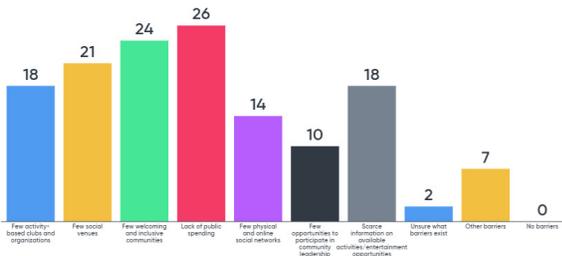
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Secure | <https://www.menti.com/s/a5e11c5a4413a7bf855d6577d5d69920/c35862b54676>

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## 3. What, if any, barriers currently exist to developing Community Health and Quality of Life in Wyoming?



36

## Appendix F: Technology & Financial Services Solution Session

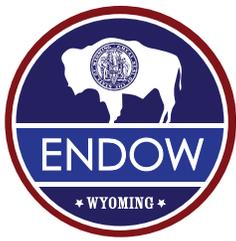
### Notes

Technology and Financial Services - Gateway Center - Boyd

Solution Session #1 10:30 am - 11:15 am

Facilitator: Spencer Pollock Executive Director American Red Cross of Wyoming

Note Taker: Jasmine Varos



## Discussion questions:

Post secondary education helping to move technology forward by educating the youth and creating an environment which fosters continuing education  
Change the culture of wyoming's communities to be more accepting toward technology advancements  
Address the disconnect

#1 - What role, if any do you see Technology and Financial Services playing in Wyoming's future economy- People are escaping from metropolitan areas and still want high speed connectivity out in the prairie. Stimulating business environment but not necessarily young people. Trying to stimulate that infrastructure to further broadband access.

Costs \$40,000 for businesses to tap into the verizon fiber broadband. How can we make that more accessible?

It's difficult, must create the demand and continue to ask all providers for access. Aggregate demand. Private entities need to band together to show the demand for the fiber. The demand has been shown for the state but not for private entities. The providers do not care who you are but are looking for how much money they can make off of opening that fiber up to more businesses.

Technology is going to be a driving force for any economy especially for wyoming. Fairly cheap cost of land is a bonus.

For banking, technology is huge. No one wants paper statements. People want the mobile app and that means banks need to keep on top of technology not just for internal systems, but for customers. Especially with cryptocurrency and blockchain coming up

Technology companies beget technology companies. Where a technology company comes up, then more companies will come to poach engineers off of them.

We have seen some of this with data centers in cheyenne wyoming

It is difficult to find qualified individuals to fill job vacancies. Cannot build a big or stable business based on happen chance job searches. Incentivise first companies to come and more will come which will bring more qualified individuals. Another problem is housing. Not enough for qualified individuals - more for low income or there is a large wait for a property to come up. Good housing and jobs are not in the same area and that is not enticing at all.

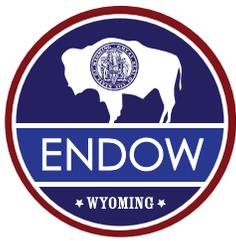
Also a cultural barrier in wyoming. Have had to go out of state to find lines of credit for \$200,000 for companies inside the state. If they cant see the tangible assets, they are not funding it. This thinking needs to change. That is a cultural issue in the state about how you grow business. We need more people who are conscious of these intangible assets and get up to speed and be more knowledgeable.

But you have to think about risk appetite. There needs to be more talk about that before letting that money flow outside of the state. And more open communication.

It would be nice to see a loan program or a seed fund.

Wyoming has something great - a wonderful way of life. If they have broadband access they can have a business and live the life they want with the outdoors. But expertise, Microsoft is not happy to be here. What sort of training opportunities are available for those who want those technology skills? How can you learn skills to grow business while continuing to learn. While not focusing on bringing those from outside the state, but those living in wyoming who want those new skills. Focus on talent that is already here train it, and grow it.

Huge lack of entry level positions to gain skills in your given field. For instance, may have an entry level IT position at a bank but it is not great enough of a skill builder to then go and develop your own business or grow in that way.



## ENGAGE

As a follow up questions: what are the online opportunities for training? For instance, military members who are gone a lot, how can they learn on the go or at a distance? There needs to be more online programs when you don't have to be at one of the community colleges to learn. To study technology you have to be onsite most of the time, it should be taught more accessible online.

UW seems to have a monopoly on specific training programs as well.

It takes a lot of man power to create effective remote programs. Have found that students do needs that hands on training to really gain those skills. There needs to be better partnerships with the university. It does not partner well with businesses or the community. The University needs to connect the community colleges across the state and better share resources. The technology and curriculum is there but the education system needs to be there. The coursework is there, the practical applications need to also be there.

People attending the community colleges are going there to save money and get a job that is easily available in the community. Why would the colleges make more specialized courses where people are not motivated in those areas and there aren't those job opportunities. It starts with the job opportunities.

Chicken or the egg situation - As the education system broadens the mind of these students in all of the counties in Wyoming it is an added value effort. This is about education young folks.

A lot of disconnect. Lots of questions and solutions being brought to light. There should be an easier way to connect these dots across the state. This would spur business growth as those dots are connected.

The state is not doing enough to stay connected. Program "Wyoming invests now" uses crowdfunding to open it up to small businesses and entrepreneurs. It is hard to get this off the ground because it is hard to connect the dots. It takes a lot for those funding institutions to open up the opportunity for the community to fund this Wyoming based opportunity. "What is crowdfunding" "What is equity crowdfunding" "How do I get it".

This helps split the risk up if this network can be built.

Need small business development centers. They meet with those entrepreneurs on the front line and meeting with them first.

What are the educational degrees and certificates that would be helpful:

There is not a lack of coursework, there is lack of experience available.

Internship programs are key. That way people can skip going out of state for entry level jobs.

There are some available, but not enough. Although, it is growing

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Technology and Financial Services - Gateway Center - Boyd

*Solution Session #2 11:30 am - 12:15 pm*

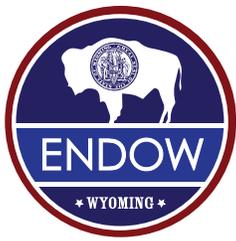
Facilitator: Spencer Pollock Executive Director American Red Cross of Wyoming

Note Taker: Jasmine Varos

Mentoring

Better education in financial services to facilitate funding for various technology related fields

Better communication across the state



What role, if any do you see Technology and Financial Services playing in Wyoming's future economy-

More speaking toward financial services, strictly banks, we need mentors. This will be great for businesses to grow. Inherently, banks are dying, it will be greatly relationship based. Don't know how that will look, but that is where it is going.

The power to have a company headquartered in Wyoming, and go nationally will be power although hard at times. We are seeing changes in some of the air travel which will facilitate this movement forward.

If banks don't adapt and start utilizing that technology, it will be negative. Technology can be competition or an asset to banks

How do you think they will be able to accomplish the "know your customer" in light of the crypto currency

What kind of stuff are the high schoolers hearing about technology in the schools?

Tablets in the schools have helped with learning instead of looking up information in the books. Tablets have been in the schools since about 4th grade (sophomore speaking)

Wyoming is in a position in which we can be leaders and not follow the trend. We can utilize blockchain which can be used for a lot more than cryptocurrency. Voting, for instance.

There is a blockchain voting system at UW already

Technology is at a pivotal point in its existence. When are we going too far? Wyoming can be a leader in this space to explore how technology can be used to be more successful. It is an ever changing environment. Technology is improving at a rate that is so fast.

Biggest concern with technology - big strides have been made as a state, but we are not going to take the initiative to maintain staying ahead of the curve and do not know if we will get too caught up in making those big first steps - we need to keep going, the race is not done.

Where do we get the access to mentorship in order to stay ahead of these things. In a lot of cases people will leave the state and learn, then come back and share. How can we grow those relationships utilizing technology and make those connections

Technology is great for this but it is not the final solution

Learning, for instance, coding at a young age, is very beneficial which will lead to growth as a whole for the economy.

Students can begin to invest at a younger age and be better able to make purchases such as vehicles and houses as they grow older based on that early investment

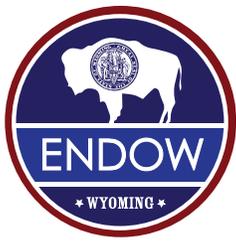
It is easier for young minds to learn these new technology concepts to start building that knowledge and investing in the education

How is Wyoming building this technological future?

Wyoming can invest in small, local, businesses who compete nationally to help us grow. Then maybe in 15 years those small local businesses can compete with those larger firms. Wyoming can put a little more risk on the communities and invest in those local businesses who are staying here and making the choice to stay here

Do we have the skill set to foster this?

Yes - for example Wyoming business, Frontier Asset Management, is winning national awards against larger



## ENGAGE

organizations

Downside of this is “having” business here but really no one physically here in office. How do we avoid this and find truly legit Wyoming businesses?

Due diligence and research to ensure businesses are active in Wyoming

Maybe implement some certification process to ensure businesses claiming they are based in Wyoming are valid.

Have a list of current Wyoming based businesses so it is easier to support those organizations

Possible a tax break from Wyoming as an encouragement for those to do business with Wyoming businesses and keeping young people here

How do you keep young people here? Jobs. how do you create those jobs? By giving them those opportunities

The university can do a better job at plugging in new grads to local businesses who are hiring. This is the fault of the local businesses and the university.

Other colleges are better at fostering relationships between new grads and businesses who are hiring.

Providing the direction and relationship for that job after graduating.

Some of this falls on the individual as well

True, but the university is here for a reason, to provide education and gain better jobs

Are we missing things in training, education, certificates that are making students and new grads leave

Yes, other areas were competitive, paid well, and had the entry level positions. There was not much opportunity in Wyoming for this

The UW alumni association has stepped up and is helping more. Working with connecting UW alumni who are currently in the workforce with current students and new grads

Technology evolves so rapidly that a relationship with mentor and mentee will go both ways as the concepts change at such a rapid rate. This fosters continued learning. It is important to always learn with technology

Can Wyoming help facilitate mentorship

Yes, that would be great. How?

Is it organic, grass roots? Yes. there are many organizations such as CLIMB Wyoming.

Communities in Wyoming who are more philanthropic thrive and have a lot of mentorship happening. The community is better connected

Make resources more well known. There are opportunities available that people do not know about and they are not used as well as they should be. Advertise and market what is available. Provide user access to this information.

Community college network help a little bit

Vermont incentivises tech programs to relocate to remote areas, thoughts?

How do we get people from silicon valley to want to work in Lander?

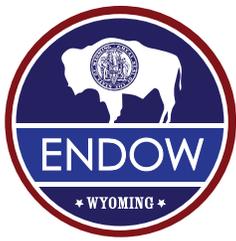
We need a large corporation mental shift about working from home, work share spaces, how do we incentivise this? We need to change this thought process. This fosters tech hubs. Not just student focused, but also needs to be open for the community. For instance, technology is currently focused on the community colleges and the university.

Grant funding and startup money that can serve the community

Incubators. Which are good, but very small.

“Don’t think we can ever beat silicon valley”. However, we can win at outdoor recreation activity.

“Why? We are no different from salt lake or denver from 20 years ago”



## ENGAGE

Denver is currently almost as big as silicon valley, they did it, we can too.

They had one major company work there, then smaller companies came and took some of that talent. Those smaller companies grew, and fostered that environment which allowed that to grow.

If we invest in fiber, we can have individuals running fiber and remote into their workspace in denver but still live in wyoming. Without that fiber, it's tough to compete.

Right now we have fiber, but it is too difficult to buy into, therefor it is not able to be utilized by the community and local businesses.

Maybe multiple businesses can pool together their resources and gain access to that fiber

Do we want that much growth though? We do not want the population growth like denver, yet we want the jobs, security, etc.

Cost of living is pretty high here considering, however, where is the glass ceiling, is your career going to be stagnant

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Technology and Financial Services - Gateway Center - Boyd  
Solution Session #3 1:45 pm - 2:30 pm

Facilitator: Spencer Pollock Executive Director American Red Cross of Wyoming

Note Taker: Jasmine Varos

Wyoming needs to be able to give money to for profit organizations and no longer require the commonly used workaround which forces businesses to open a non profit in order to receive funding for the for profit Hathaway and how it can be utilized to shift thinking of students more toward technology  
Liquor licenses would be very beneficial to get more tech startups and organizations here. It is currently too expensive for startups to acquire a liquor license in this state  
Foster entrepreneurship

What role, if any, do you see technology and financial services playing in wyoming's future economy:

Wyoming will diversify its economy through the use of technology

How do you see yourself being part of this?

Being part of growing the economy and creating jobs

We are a decade behind. We have a lot of the right pieces but the dots are not connecting

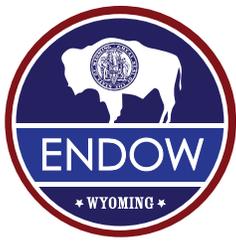
Incentivise the quality of life for individuals so they can telecommute for larger corporations such as microsoft while living in wyoming

Wyoming really needs to be connected through internet access not only for larger areas, but also for those homes way out of town

Data centers are in cheyenne and microsoft is going to grow by 4 times

A lot of money comes from small town lending. We have almost zero presence in BIG financial services. We can do more in this area

Wyoming is so far behind in so many areas. Technology being one of them. Wyoming is never going to be



## ENGAGE

able to catch up. We cannot take things one bite at a time. The only way for Wyoming to change is to have leapfrog moments. Wyoming as a state is very risk adverse and would rather make sure, safe bets. For instance, the blockchain legislation was great but there is a very small window for striking again to stay ahead of the curve in this area.

Wyoming is very good at being the first. But we need to follow through with that and continue that forward momentum.

Culture holds Wyoming's technology sector back. There are so many silos and there need to be more methods to let experts not be isolated and alone. Slack.com is a great resource.

Millenials will pay more if they find their tribe and desired culture elsewhere even with a higher cost of living, traffic, taxes, etc.

how, if at all does Wyoming support the development of this sector?

Community colleges are starting to push this more

Computer science in k-12

This program has made it more to gain obtain funding

Hathaway program changes - such as allowing tech ed courses to count toward the highest level of hathaway award

Can we use Hathaway to steer more students toward technology, for instance, utilizing hathaway for non accredited education.

Currently, no it cannot be used for institutions such as this.

The state of Wyoming cannot give money to private institutions

To get around this, you can make a non-profit and get money this way. This is a well known workaround so why is this still held up? Wyoming does not want to pick winners and losers. But it is about time they do because the economy is in a bad spot.

Can we pass something similar to hathaway to fund start ups, financial services, etc.

What are some barriers can be taken down?

Liquor licenses and laws

These have not been edited or changed since prohibition

Financial services - a barrier is the way the public schools are set up

students graduates with limited financial literacy skills

People need to be able to manage personal finances

Need a productive way of valuing renewable systems on homes. Home value should go up with those systems installed. This will give homeowners the confidence they need to invest in this type of technology.

Tesla has some shingles which incorporate renewable technology

This needs to be incentivised in some way

Should not be mandatory but should have proper value attached to this

Better environment for entrepreneurship, the better environment to foster technology and financial services.

This will cause a better need and demand.

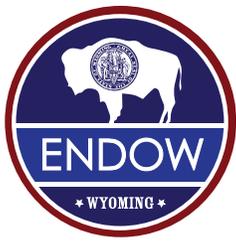
Success rates of startups in Wyoming are better than the national average

Cultural thinking of people in Wyoming.

For instance, next game to make will take 2 years and cost over \$1. Chances are it will make no money but it can also make \$5 million. It is difficult to get investors for long terms investments. Financial sector needs to shift thinking in this regard.

A lot of people are scared of change

Companies want to use the technology but do not want to pay for it and this results in non reliable



## ENGAGE

technology

There is major Wyoming wealth that has chosen to headquarter in neighboring states. Other states can because of the legislation. We need constitutional change

This culture change starts with universities and educating the public

What sort of education would be beneficial to get started in Wyoming?

Jobs and the money

Local businesses would love to pay qualified employees but cannot afford it

How do we have more entry level jobs

Internships in the community

It is difficult to get the students to stay in the area for internships

From a business perspective, it is expensive to offer internships

Instead of just \$5 million, it should be \$5 million per year for 10 years. It is going to cost money. And connecting people

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Technology and Financial Services - Gateway Center - Boyd

*Solution Session #4 2:45 pm - 3:30 pm*

Facilitator: Spencer Pollock Executive Director American Red Cross of Wyoming

Note Taker: Jasmine Varos

Consistent and stable power for technology such as data centers which rely on 24/7 power

We have very short legislative sessions and this can be detrimental as other states will leapfrog ahead of us and forces us to play catch up rather than stay a frontrunner

Wyoming needs to better utilize resources and capitalize our regional niche

What role if any do you see technology and financial services playing in Wyoming

"Out of every state we are the least technologically advanced"

Due to our physical size, we can change this

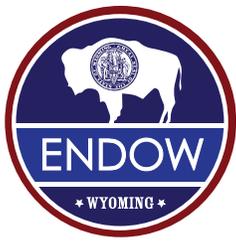
If we had servers that would be great

For finances - we have potential in Wyoming to be very tech savvy. For example, Iceland is very isolated but the technology that goes through Iceland is very advanced. Financing and investing back in Wyoming is a good place to keep money. Taxing and regulations are favorable for organizations in Wyoming.

How will you play into these pieces and help Wyoming move forward in this area

An advantage Wyoming can tap into is the diversity of our energy production. We are a favorable environment for almost every type of energy production. For instance, data centers are looking for stable power sources. Create redundant power sources for strategic spaces where 24/7 operation is critical and supported

Wyoming has abundant uranium. Nuclear power facility to generate cleaner and more powerful energy.



## ENGAGE

There are not as many natural disasters possible in Wyoming which provides a stable environment for a facility like this

What is Wyoming doing well to support technology and financial services

Great tax and regulatory structure such as blockchain. Although this can go further. Having more of a structure like Delaware would be a big step in bringing Wyoming more inline in the financial industry and generate more revenue. Delaware has many businesses there and a lot of their income comes from those fees.

How can Wyoming capitalize on leaps like blockchain

We have very short legislative sessions and this can be detrimental as other states will leapfrog ahead of us.

Some barriers in Wyoming

Labor force. This is a very chicken or the egg situation but something can be done here. We just do not have the labor force of highly educated people

Infrastructure is an issue.

Laramie housing can be improved for new businesses to be brought in and this would bring people to fill housing and this might be able to be utilized in other places such as Evanston

One size fits all does not work for Wyoming.

Spotty and unreliable internet at best in small towns. This will not allow support for businesses in small towns such as Basin. Specific high speed access is necessary.

For example, a business opening in Laramie had to wait 15 days before internet could be setup because there was 1 tech who had the qualifications to complete this.

Individuals are not willing to pay more for reliable internet access

This is where education needs to be provided for those who do not understand what internet access can do for them

What's needed for education in Wyoming

Not focus on 4 year degrees so much

We need to get high schools around the state to move beyond trade schools and instead have high schools obtain technological certificates

Some Wyoming high schools do focus on coal for instance if it is a big employer for that community. Some of this focus can be applied to technical certificates

There are not a lot of job opportunities in the technology industries and the options are very limited. We need to make a more attractive environment for technology organizations

WWCC they have an IT lab but they use it for engineering students who want to work at the mines. They can instead use this lab for a variety of technological pathways.

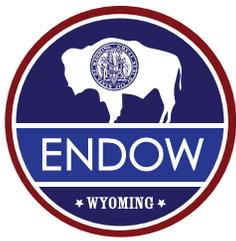
How do we bring in larger financial institutions

Advertising how easy it is to start a business here and keep it going

We can take our place and leverage regional advantages. A regional niche would work well

Setup regulatory system and laws which allows a homegrown financial institution like that to be here instead of trying to attract one to move here

Although keep things fair. For instance, in Alaska, people are incentivised to move there by being offered a large housing allowance. However, those who live there already do not get this stipend and therefore, a



# ENGAGE

large gap is created. This is a terrible way to incentivise and needs to be thought about seriously

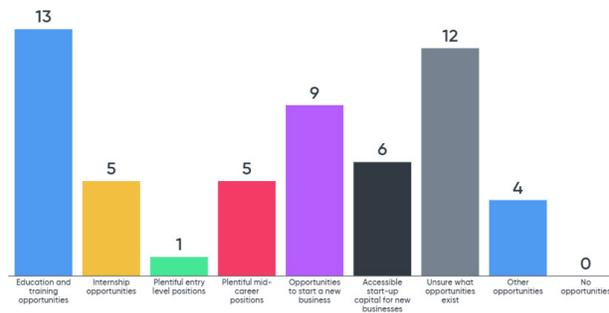
## Mentimeter Results

Go to [www.menti.com](http://www.menti.com) and use the code **80 74 52**

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### 1. What, if any, opportunities in Technology and Financial Services are currently available in Wyoming?

Mentimeter



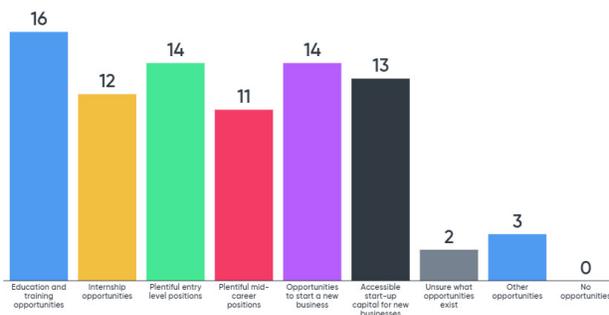
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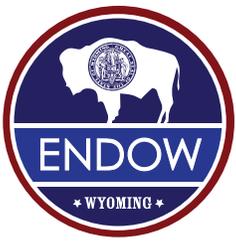
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### 2. What, if any, opportunities do you think are most vital to the development of Technology and Financial Services?

Mentimeter



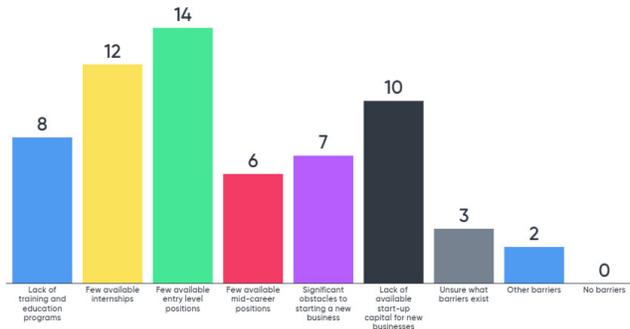
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### 3. What, if any, barriers currently exist to entering/developing Technology and Financial Services in Wyoming?



18

## Appendix G: Healthcare Solution Session

### Notes

#### Healthcare

Session #1 10:30 am- 11:15 am

Facilitator: Andi Summerville

Note Taker: Jaynie Welsh

#### Discussion Questions:

1. What role, if any, do you see Healthcare playing in Wyoming's future economy?

There is a services question vs. a professional side (development, opportunities)

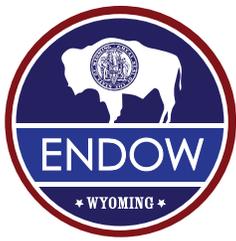
-The state needs to think beyond the workforce side, the state is so focused on getting people into the state, and they need to think bigger. Public health, prevention, in an out the box way. Ex. aging in place, retrofitting houses to keep elderly there. We will never have a sufficient workforce supply, we have been working on it. We can think about healthcare in a innovative way, but we haven't. Be leaders in rural healthcare

-Healthcare tech in cities is accessible, btu we need it more.

-Wyoming ranks last in HRSA Funding, and we should be searching it out. We need that expertise to but the funding together. Currently one grant in Sheridan. They say in Denver that they would give us the money if we asked.

-It would be hard to know how to implement that funding correctly due to county differences in needs. This is a unique problem to Wyoming. How do we reach those populations? Close relationships in communities with their healthcare providers and nurses [elderly]. Isolated communities

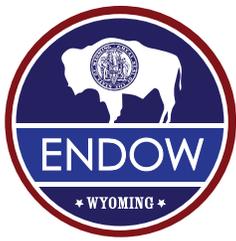
-Wyoming can progress in health policy. Engage health boards to be more adaptive in policy in those rural communities. Using people who have lots of implementation policy experience.



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- Lack of Pub health management and folks. COmmunity and behavioral is lacking. Not many in public health besides nursing. Recruit public health people who know how to engage these populations
- Healthcare delivery has had a focus, but have let public health and prevention slip
- Nursing programs in wyoming- Opportunities to transfer from community colleges with community public health connections. WHY don't nurses have access to a public policy
- RNs are going to colorado, advanced practices is hard. School of nursing has been working on workforce issues. It's hard to retain people.
- More of a focus on training nurses on transitional care at UW, but they go to colo to make more money
- Why is that, wages, quality of life etc.?
- They come because it's inexpensive, but we use our resources training people who leave.
- Andi: What are we lacking in policy?
- We have people with specialized nursing, they have nowhere to work here. They will be more successful in other healthcare communities.
- Finding barriers
- What we want to work on is not available here (Placemaking). Zipcode is an indicator of health outcome, it has to do with environment, food access etc. The state needs to bring those people back in, like from Colo. An environment where public health is changing environments and improving quality of life, rather than just bringing in a new physician.
- Andi: WE see this in the city, that people want to be able to access the healthcare they need, has that effort paid off, can people access healthcare?
- People are fleeing, it has not been developed to the degree it needed..
- We went to colorado for our healthcare when we lived here.
- Coordination of brining specialists in for a day has been successful
- We have been here 20 years, and we got all of our healthcare in laramie. More positive comments of healthcare facilities would benefit us. Many invalid rumors about a quality of healthcare. Lack of good PR
- People say don't go to lvinson, leave town if you can. I've met doctors and nurses, and I like them
- They had quality and administrative issues in the past,
- Is this true across the state?
- Administrative issues in Cody, lack of coordination

- a. How do you see yourself contributing to the development of this sector?
2. How, if at all, does Wyoming support the opportunities currently available in Healthcare?
  - a. What is Wyoming doing well to support opportunities in and growth of this sector?
  - b. What else could Wyoming do to reduce barriers and increase opportunities in this sector?
3. Does Wyoming offer the education/training you need to be successful in Healthcare?



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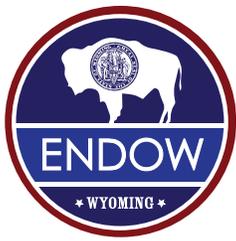
- We have done a great job educating, we have a retention problem. Retention issues come back to out of states students don't stay here. Overall issues with quality of life,
  - Cody doesn't have beginning educational programs. Northwest college has one of the state's finest nursing programs. Prepares students to move interstate to continue education here. High quality of education.
  - Important for nursing programs, but many of them want to be in specialties. Find students who want to stay here, and incentivise that. Sign a contract, pay tuition, etc.
  - New York does a good job incentivise keeping students there through paying tuition
  - The more we get them involved in the community, the more likely they are to stay.
- a. What sort of education/degrees/certificates would be beneficial for getting started in this sector?
  - b. What sort of internships/fellowships/work experience programs would be helpful for entering this sector?

### Actionable:

- Go for federal funding. Hire someone at UW with some expertise in funding sources like this. Soft money, but creates jobs for people
  - Insurance- How do we convince the legislature to tackle this? There were some interesting ideas, like how to cover more people in the state. There are creative ideas to do this, and to think through these problems that they haven't wanted to address
  - Diversable access- People finally get insured, but it doesn't cover the cost that they need, then it doesn't benefit. We like to be seen as an independent state, but it's hard to regulate our own programs
  - They can charge different rates, but based on risk charge people here more. They legislature could fix this, but it would require action that we haven't seen.
- Andi: are people willing to talk about this?
- It's a lot of politics and little policy
  - When the ACA came out, people weren't focused on solution, they were focused on superficial things. It would help to have an adult conversation, and stay out of the weeds politically, find policy solutions
  - If it's more policy driven, the legislators want to hear from providers and those working with patients. Get their patients heard through them. They aren't driven to come up with solutions to public healthcare.
  - Concerned about the cost of healthcare, one of the highest costs of healthcare when it comes to deciding to stay in the state. How much it really costs for families, students
  - This is a result of the Legislature not shoring up with ACA. Colorado made sure to recruit younger low risk patients. The risk pool came down. Wyoming chose to freak out and do nothing, this is why the costs are rising. They have chosen not to address it. They can pass a law that says insurance companies cannot charge more for age raising. There are a short supply of younger, but the state could have done a better job of recruiting young people,

### Andi: where does healthcare rank as a barrier

- Nobody wants to live in a place where you have to drive to receive quality care. Create an environment to get a team together to tackle these issues
- Patient advocacy policy in regards to negotiations about high cost of HC. Wyoming has to be more proactive to balance D Reg policies with patient advocacy. Quality of life- A major problem is people who stay are disheartened by the state of things ie lack of healthcare and quality healthcare



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-Addressing the aging population. What do we need to do? We don't have facilities or tech to keep those people in the state. Build that infrastructure. Put one together to address solutions to improve this

Observer:-Top suicide state

-We rank high, but areas highlighted show that it's higher on our reservations. Our healthcare issues stem into those areas as well.

-Hiccups that prevent healthcare from being part of the solution. More holistically, short term solutions are hard to overcome. Funding and five year planning, livable healthcare community, people with careers more than just providing access to healthcare. Other opportunities, education for their kids to grow a family, providing benefits for you to work in Wyoming that provides healthcare.

-specialists can grow more in smaller communities, less competition. Really selling that.

-Other incentives to attract people to stay: technology

-ENDOW protections? What are its applications to the state legislature, what will happen when we have a new governor?

-Make sure that healthcare issues are solved and not vulnerable to fluctuations of leaderships

-Longer term solutions that won't be upended every two or four years

### Key Points:

Little to no public health direction or management. Specifically Medicaid and Medicare and work on improving the political climate surrounding preventative health policy.

Healthcare insurance is too high for both providers and patients in Wyoming due to lack of action by the legislature Insurance reform need to address medical business and consumer concerns. This affects the Ag industry, entrepreneurs, and small businesses the most.

We train our people well, with good programs and high quality education, There isn't enough incentive to keep Wyoming educated people in Wyoming because of money, trailing spouses, lack of culture

Difficult to non-traditional (people who want to enhance their degree) can't to to school and work. I.e. UW's Nurse Practitioner program requires them to sign a contract saying they won't work while they go to school. This is just not feasible for many. Having residency program in Wyoming for nurses and other medical professionals. If they like it here, they are more likely to stay here.

Wyoming should be leading in Telemedicine, Aging in Place, and federal funding sources. We need to bring in people who specialize in this, and increase our broadband to sustain telemedicine.

### Session 2

#### Discussion Questions:

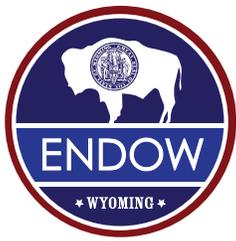
1. What role, if any, do you see Healthcare playing in Wyoming's future economy?

-Already plays a major role, in Sheridan at least. High VA population, important to keep that industry flowing. High demand for nurses and docs

-One of the biggest services, but we don't pay them enough. WE train them and they go to Colorado. Docs come here when they are about to retire. Pay them more.

-Is recruitment about pay?

-So cheap to go to school here, don't stay because of spouses can't find jobs, poor pay. Political environment.



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People from Colo don't want to stay, especially with news depiction

- People come for education, but discouraged by lack of population. People want a social aspect, but can't get it as much here. Rather in FOCO or Denver
- Young flight is a main issue, high percentage in house training and then leaving. Mostly pay. Political views not as much. Similar politics in Wyoming.
- Supporting little rural hospitals. Many are closing, no funds. People have to travel to a hospital

Andi: is it hard to access healthcare, and does that discourage people from staying?

- That plays into it. People go to Denver, not high enough tier medical facilities.
- "don't be seen here, go to Denver for better healthcare"
- Higher quality tier of healthcare Tier 4, but there is a poor stigma
- Top VA hospitals in country, but it's not part of the Wyo Healthcare system. Not everyone can access it.
- VA should mingle more with local healthcare providers. VA doc has no idea how to treat rural communities

Andi: what have we done right in training or access?

- Community colleges help fill gap, even if they aren't staying, they are helping on the education side. Most have nursing and radiology. Getting to stay is the problem.
- We fail incentivizing to stay

Andi: what areas can we make changes, ie 5 years?

- Preventive medicine, CAM therapies, more professional CAM therapies (alternative). Poor stigma against alt medicine.
- Insurance won't help with alternative medicine
- But BCBS covers massage therapy, chiropractic,
- Access to medicare, and healthcare. Healthcare benefits will help people to stay.
- Access to mental healthcare, its a bigger conversation. More people are taking meds
- State took away all mental health funding, Medicare/Cade bill was shut down. We need and want it.
- Have to knock on those doors constantly
- 15-17 calls to get a rep to even talk to us, and then we talked for an hour and a half

Andi: Insurance, and affordability is a major issue, does this need to come up? Suggestions?

Perspective, we are one of the more affordable places to get healthcare

The problem is we push small business, but it's hard to provide insurance because of the ACA. Even as a student, and don't want to do student health, ACA is still expensive. Make it more affordable. WE can't forget dental. Dentists do not accept medicare or medicaid.

Population based, with ACA it hurts us. IF we had more people with different issues, but we don't have that. Cultural background. This is a great place, but we need to make it a good place. It will play into the healthcare system.

There are people who don't want people to come here. At our age level. WE need younger people who want people here. Low population equals fewer jobs.

How does this affect healthcare sector growth?

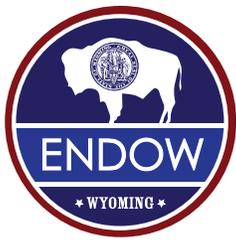
People move to Colorado to get lower insurance, but still work here.

People who don't have insurance still have to be seen, but can't pay their bill

Ways to improve insurance?

More of state level, rural communities don't have the funding

Other businesses



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Main things to be changed to positively impact the healthcare sector, business and barrier?

WE need to bring in more young people

More incentives WWAMI

Affordable insurance

Need higher tax

More businesses to come in to create more competition between private sector insurance agencies

Education or training issues?

WE do a great job already

People want More CNAs and CMAs, because its cheap labor, but is it the best for the economy and keeping people here?

Nursing homes do a good job at educating their people as CNAs.

Potential for CNAs

Gap for night options/weekend for people who are already working

Incentivise to stay in wyoming rather than hop to colorado

focus on network inside

There is an urban/rural divide, how should we concentrate our resources?

More focused on rural areas, larger cities have private hospitals and infrastructure to support. Rural areas don't have that. Telemedicine is phenomenal, but we have internet, broadband issues

More competition in the healthcare systems

Telemedicine: good area for growth?

Should be looked into, but should be marketed better. People don't know the benefits.

Need a network infrastructure increase.

In wyoming we want to talk to people, we want see them.

In a rural clinic with few nurses, but if you have a nurse group and then docs who recommend

More efficient hiring of NPs-

Only UW has that program, but they have to sign a contract that they can't work. They don't want more loans, and they can't afford it.

Actionable:

Dental- many business only handle medical. But dental affects the rest of health

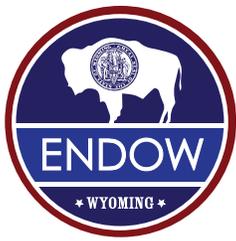
More networking and connections to keep healthcare in Wyoming: bad reputations

Transparency on hospitals end

Social media presence- proactive hospital

Does this affect applying for jobs as well

- a. How do you see yourself contributing to the development of this sector?
2. How, if at all, does Wyoming support the opportunities currently available in Healthcare?
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sector?

### Session 3

- Testing new treatment methods
- Things aren't offered here, so you have to go

Medical School; what's most important when you are done?

- Where we live
- Spousal jobs

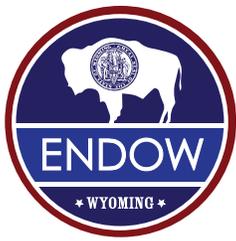
Only one guy showed up and we talked a lot about business start up

### Session 4

Discussion Questions:

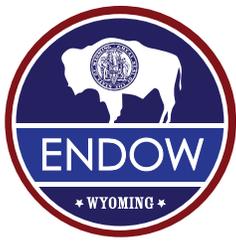
1. What role, if any, do you see Healthcare playing in Wyoming's future economy?
  - a. How do you see yourself contributing to the development of this sector?

How do we make this a place where baby boomers want to retire and can be applied to healthcare  
Difficult to manage conditions by staying in state, it is a time and financial issue, a large zap of resources for families. People who would otherwise live relatively healthy lives, suffer due to lack of resources  
Campbell County has good access to healthcare. Resources are there, their foundation is working hard to bring in a PET. They have a truck come in to provide that resource  
Smaller communities struggle more. Issues where they are only there 3 days a month and it doesn't match up with their treatment schedule  
Where should that healthcare be  
Telemedicine should be a priority, Waste of money to drive all the way to Salt Lake when they could be there.  
High speed internet needs to be a priority  
People who need a little help but can take care of themselves. There is an elderly population who needs to move out of their homes. Low cost assisted living  
Aging in place- HOME health, and adapting homes to keep elderly there. We can bring health from hospitals into homes. Just keeping people at their homes  
Reputation barrier  
Improving in some places  
More relevant in smaller hospitals ie Torrington or similar. Partially fueled because it's hard to retain positions. They never feel like they can build good relationships with their care providers. How can we retain this type of staff?  
Retention of care providers  
Family and spouses and being able to retain them and their families and the things they are connected to  
NPs and not being able to support themselves while going through school, and that being the only advanced care program in Wyoming  
Need a residency program for nurses. More, better residency programs.  
Opportunities for further healthcare training. It is hard to send them away and then try to get them back after. Train in state to a slightly higher level  
May translate to a higher quality of care. Rural communities face a certain set of issues, and it's not effective



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to have medical providers with no rural healthcare background. People would better understand the needs  
Are we offering enough opportunities, are there others?  
Ability to integrate into the workforce, but for RNs it is available. The hospital system there supports their RN program. Feeds money and resources.  
How insurance affects those working and people accessing  
We need more insurance coverage. When we look nationally, Wyoming has dismal numbers in our most vulnerable populations. We need to invest and expand coverage in some capacity. There is a lot of politics right now.  
Legislature did not vote to expand Medicare and Medicaid. It is a simple solution, and a decision they could make to make healthcare in Wyoming better.  
They say expanding Medicare is a liberal idea, and conservative Wyoming won't go for that. If there was a Medicare copay it could reform  
More than a copay, move to a sliding scale copay based on incomes. Takes special situations into account. Those who need it can be covered when people need them. Surgeries are very specific times in life. More long term equitable healthcare  
Public Health Policy  
Chronic disease. LARCS Subsidize long term contraceptives to incentivize to stop unwanted pregnancies.  
Food bill- EBT dollars, if we could incentivize food. State matching EBT dollars, to spend on produce and high fiber foods to trickle down on to disease. Creates a habitual effect to improve long term health  
Does Wyoming have good public health policy  
In general, we need more focus on preventative care.  
Invest holistically on comprehensive female healthcare  
Tobacco health. Shifting nicotine people to vaping and easing up on restrictions of vaping  
Alcohol taxes, med marijuana: Huge division between THC and CBD. It has to be adopted regarding ingredient lists.  
Are public health policies barriers  
Recruiting doctors- Helps to incentivize for a loan repayment. Better packages to target people from Wyoming and who want to be there  
Evanston and Lander- revitalized with new facilities to bring new people in. How do we keep them there.  
Money money.  
They stay for awhile, but quality of life issues should be fundamental to sustaining healthcare.  
Healthcare Infrastructure  
It will help to solidify  
State defunded suicide prevention and mental health, look at paring this with big infrastructure issues  
Look at Motivational Interviewing based mental health  
Wish list  
A spouse has to work in town to get insurance on ranches. Ranchers have a hard time paying health insurance out of pocket. Takes up a lot of one paycheck a year.  
Sliding scale for that?  
Kind of, but it has to be thought about as a business. You get your one paycheck, but you have to pay a lot of expenses. Ag is unique to those working in town  
Small business struggling to pay health insurance most are not lucky enough to have that.  
Medicare and Medicaid need to be negotiated  
Gaps for healthcare where you don't qualify for anything. 20,000 people in Wyoming fall in this gap.  
Promoting entrepreneurship. Everything in some facilities are internal, but promoting other companies and boosting competition for healthcare companies. Can make healthcare more affordable.



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Competition with insurance, pressure on insurance companies  
Incentivising people out of med school to open their own practice to facilitate competition

### Key Points:

Little to no public health direction or management. Specifically Medicaid and Medicare and work on improving the political climate surrounding preventative health policy.

Healthcare insurance is too high for both providers and patients in Wyoming due to lack of action by the legislature Insurance reform need to address medical business and consumer concerns. This affects the Ag industry, entrepreneurs, and small businesses the most.

We train our people well, with good programs and high quality education, There isn't enough incentive to keep Wyoming educated people in Wyoming because of money, trailing spouses, lack of culture

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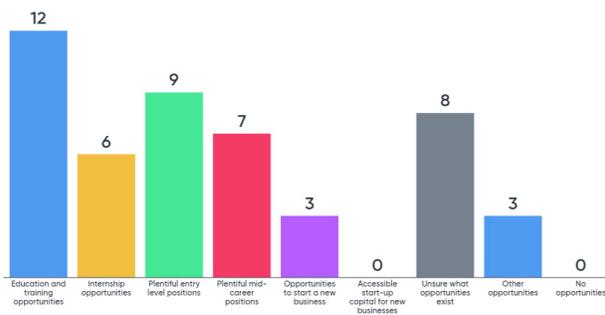
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### Mentimeter Results

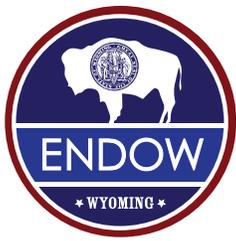
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## 1. What, if any, opportunities in Healthcare are currently available in Wyoming?



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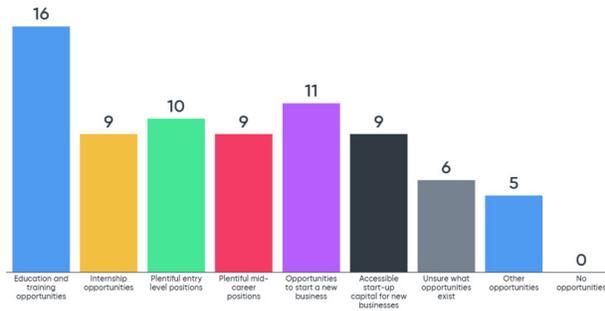


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## 2. What, if any, opportunities do you think are most vital to the development of Healthcare?

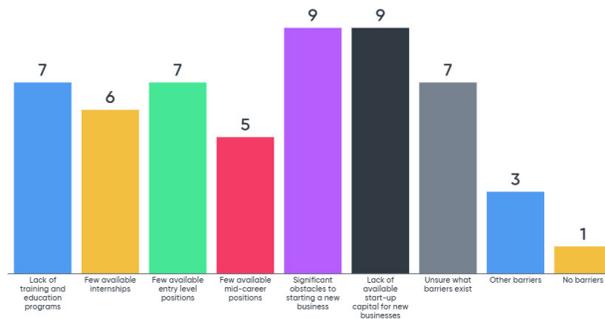


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## 3. What, if any, barriers currently exist to entering/developing Healthcare in Wyoming?



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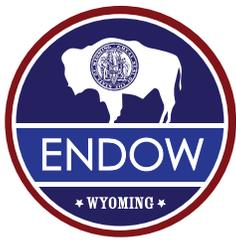
### Appendix H: Workforce & Education Solution Session

#### Notes

#### Workforce & Education

There needs to be a better pipeline for students to get involved in internships from High School or college  
 There needs to be better communication from all levels across the state- from k12 districts, high schools, community colleges, the University, private sector, state services, and the legislature. So there can be a resource sharing culture instead of adversarial roles.

More focus on variety of certificate opportunities- local businesses already on board to help pay for students to get these certificates.



*Solution Session #1 10:30 am - 11:15 am*

Facilitator: Mary Byrnes

Note Taker: Bailee Harris

11 Participants

1. What role, if any, do you see Education and Workforce Preparedness programs playing in Wyoming's future economy?

Came to UW from NH- good education. Finding mentorship was difficult at the University. Profs turning over too often to get good mentors built. (possible reason for this would be partner empowerment and engagement for profs- left for social reasons, not paying high enough to be competitive). Instructors left too often to build bridges- hurts getting references and having those kind of opportunities. Retaining at all levels is hard- because pay is lower.

Working for Govt Workforce Service- connections over resources in the state. People miss out on opportunities because they don't know "the right people". Created own business to fill this gap- but it should be a larger state focus.

Post secondary education good- elementary and HS age school needs work to get kids to post secondary education. Even though we put money in we aren't getting the results for the state. Raising Requirements for students to graduate- focus on state government.

State government classes at the college level are also not helpful to engaging students in the wyoming political system.

Teachers have to cover too much to get kids truly involved- there's just too much.

Workforce experience should be used more to get students in the door of companies they want to be in.

Some federal programs but you have to know what they are and who to ask about them.

Schools have to keep promoting these opportunities to get students to know about it. Private sector is trying to bridge the gap but can't hit every student

Focusing more on the alternative options for students outside of going to get traditional degree. Going to community colleges needs to be more promoted- and trade schools.

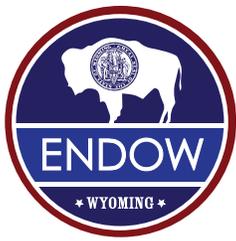
Our main workforce does not need these large degrees- need more focus on the wide scope- online classes would be great to give connections while letting students work and get involved in wyoming workforce. (Student goes to Black Hills State- online is working great).

Runs a trade school in Cheyenne- wyoming could do a better job of helping non accredited schools. Amend Hathaway to allow students to go to these non accredited schools who work on more specific trade and technology schools. Would be easier to have this school in CO but they feel it is important to diversify WY and give opportunities.

Employers feel graduates are missing soft skills- budgeting time, showing up on time, conflict management. Western Washington Graduate- moved back to Sheridan - even though has soft skills with a BA of English there is not a place to use those skills in Sheridan.

Google Summit- soft skills was trigger word so it could be coming soon. But the cuts to education and thus soft skills is hurting the future opportunities of these soft skills. (could be formally taught instead of being an elective)

Connections and integration could be the way forward for Soft Skills



## ENGAGE

No child left behind generation- national level moving away but local level is not moving away from those standards. Want students to be well rounded but the legislature commodifies standardized test scores. Community colleges- diversifying classes- culinary, distilling etc. ENDOW has forced the diversification Career and tech is what is growing and in demand for some colleges- still don't have the capacity for all the people wanting to come- still feeling behind the times of private schools in tech.

LCCC just doing Diversification at Albany county but have to be careful because of space

Standardized testing- focus of smaller schools to get them hathaway to get the different opportunities- will it really help if they want to go to private schools who can't take it? Make hathaway less restrictive to have more restrictive.

Communities teach soft skills more than schools?

How continue your learning if you're past the Hathaway mark?

Programs needed aren't offered in WY- get more specific needs after hathaway is done as an incentive.

More flexibility in programs

Internships and vocational training- colleges needs career advising programs- more internship and vocational training- move away from strictly knowing someone to just having the opportunity for internships.

LCCC moving to those community pathways to get some internships growing

Don't have to reinvent the wheel- just look around and highly needed

Employers using antiquated tech- hard for students to find jobs that will accept their higher tech knowledge- disconnect between companies and students. Schools needing to build their own tech internships in house. ARRAY. Tech teachers in WY are hard to find because of these lack of opportunities.

Focus on internships to bridge soft skill jobs- give smaller businesses the opportunity to have internships.

Very unclear how to get an internship in WY.

Finnish model of education at ARRAY- hands on learning, no homework- self driven projects. Model is hard for businesses to understand- entitled millennials- but it works.

Campbell county is already growing their tech programs and connections to ARRAY is helping that. Building those bridges at a young age is key- outreach between the state.

Help make sure legislature can help support opportunities everywhere.

Culture of classes are changing and should keep evolving- demonstration over testing works better for students in modern times. Better long term knowledge

Disconnect between campuses and towns. Community bridges are largely nonexistent. Show them they are needed and should stay in the area to use your skills for the community.

Good communication is lacking- big space, low amounts of people. But there is no organization to keep education circles connected. Need a better way to get some connections to innovate together- play together nicely between the colleges and private institutions- should be more unified than diversifies. Less competition more partnership.

There's plenty of money in the state- just let it rain a little

Just communicate and ask for the money- keep searching.

State legislature

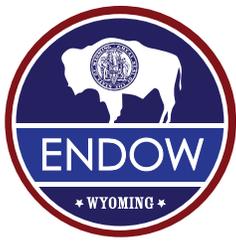
Private money

Final comments

Develop solid plans and proposals for the brainstorm- make attractive for private investors incentivise them to be involved

General funding for education needs to be prioritized and given consistency

Legislature needs to change a lot to get these done



## ENGAGE

Continue these conversations and having community around these issues

Hathaway applied to private schools - modernize the government and everything- modernize communication.

Casper hotel working to build internships

Celebrate kids who choose their own path that is not UW or 4 year schooling.

legislature will give money if they see results- need to show them results. Hathaway growth- more available for all students

Support teachers and students

K-12 needs support- education after needs more support- Graduate positions.

### SESSION 2

Doing well now, meeting the needs for the state. Currently need to focus where we are pipelining our students to- always welcome to come back. Making sure students are ready for college, university life. Ease their way in. grow the transfer mentality in the HS. K-12 needs to promote the community college- transfer to larger institutions get more seamlessly. COLLEGE IS NOT FOR EVERYONE. Apprenticeship mentorship programs to help.

One university good, one campus is hard- localize the skills. BA programs at the community Colleges so the knowledge can be less centralized. Help the sectors already in the communities find who they need for their specialized needs.

Not a lot of options for HS graduates outside of going to University- already focused on what industry is right around the HS. Uprooting kids from communities- forcing them to move- unattractive. Students can't interact with new businesses coming into town.

Higher education should be more responsive to the new businesses coming in

Preparing students for the job market at the time they will be entering the workforce- if people are realistic about what is happening in the state to get their degrees. Lack of data- maybe don't support dreams but be realistic

Connectivity as a community in the small aspect- communities growing and business are growing- students need to be connected to these growing needs and businesses need to be flexible.

Helps to have realistic expectations- looking at trends of job opportunities

DO NOT SETTLE now is the time to force WY to evolve

What do elementary kids want- how make a reality? What their priorities.

How do we support new opportunities

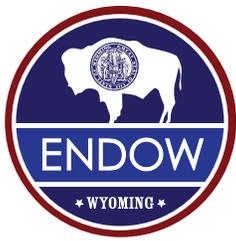
One university- accessibility of education on every front- need to invest in more nontraditional education cooperation. Gaps between undergrad and masters. Anytime people have to leave there's less chance they come back

Scholarships accessibility- hathaway keeps students here- not informed about the scholarship you can get. Hathaway good fall back option.

Availability of labor- recruiting companies- if you have a program to teach them- build pipeline of workers. Need the program first or the industry? Good to look at our neighbors to see what we can build- better ecosystem of knowledge.

Eventually have to find the people that fit the needs- get a pipeline no matter where it is.

We are putting resources out to the world- if we send a graduate out into the world that only helps build WY



## ENGAGE

perception

Retirees- leave a vacuum in WY hopefully our resources come back to WY eventually

Colleges are businesses- won't build something if it's not economically viable. Hard to give opportunities if they aren't guaranteed students

Create a dialogue to get more opportunities

Hathaway is good but creates a tunnel for kids- move towards some online classes? For these more specialty jobs. Graduation with hathaway means students are constricted. No need for these strict standardization in WY.

Listen to students earlier on- what programs should UW add based off of what districts are doing

Ditch some tradition- university create some flexibility to allow these programs

Not everyone needs to go to the university- certificate programs needed. A step between college and HS education- employers pay for students to attend if they existed. Already exist in other places and could easily be added here.

School of Choice? Concentrated trainings. Specific learning targets.

No Child Left Behind- double edged sword that isn't helpful- kids get left behind or pushed too far forward. Need to be more realistic of students

What do we do now?

Our problems are not unique we need to look at the states around us that have solved these issues- got to just pick something and get something done. Consult with other states instead of working on our own.

Ohio has done a good job of innovating. KT is also growing. Filter through all the other states to perfect the options for WY.

WY libertarian and work on it's own- huge culture change to ask for help

Listen to each other. Districts, colleges, business community. Specialize the Hathaway so students can do what they want.

District communication ask the teachers/students

UW needs to fundamentally change- pushed towards NRG and Gas- diversify the education.

Update the University structure

Go out to bring new ideas back

Build better communities between high schools

Needs of businesses need to be looked at next

Start at k-12

SESSION 3

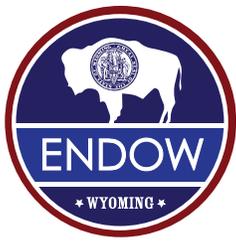
9 attendees

Parents are employers and use CLIMB wyoming and other state services to staff their businesses

Qualified individuals should be important for schools- entry level jobs, internships, mentorship very hard to find once education is achieved. (Sheridan College online student taking classes with professors from all over the country, working towards associates and certificates.

Gaps?

Found an abundance of opportunities to engage with community- except they're unpaid opportunities which restrict the options. High competition which makes it hard to grow continuously. Balance with service



## ENGAGE

work- not developing their skills just to get by. Next tier unavailable.

Wants to work in WY but with their own degree- not settling

Career advising is not available or resourceful

Lack of advising starting in HS all the way through college- resources are concentrated at UW and Community Colleges- but if you still need help there you're on your own. UW Moving away from faculty advising to give students better advising opportunities. Only helping students while on campus not over all help if you need to change careers or get new ideas.

Internships- very hard to get in the soft science programs. Mostly unpaid and requires commuting- easier if find positions outside of WY. backwards system of getting internship after a degree is reached instead of helping degree.

Students that have to work for money are shut out of participating with internships or specific degrees

Non specific jobs take them out of their field which does not grow them in their degree. Opportunities misdirected often.

Worked for non-profit in OR and learned that any public service oriented organization qualifies for federal money- meaning Iverson Hospital could pay for students to work there with federal money. Meaning the university would have to give up some workforce on campus. Community could use the working students. Relocating from Indiana- AF personnel just looking at new opportunities here- mother will need more skills to get a job here- there is not a structure here for transplants to get resources.

WY workforce services very helpful

Community resource training- elective class. Resume prep, job interview training. Then shadowed in the community in the second semester.

CO had a class like it "Workforce readiness"

Kaycee has nothing like it because it is too small- teachers limited by location

Opportunities for small towns in WY

Mom got them here

No way to diversify smaller towns- no internships offered to the smaller towns

UW summer institutes not known about in these smaller towns- but promoting them more could be helpful

Internships

Cowboy to Cowboy UW graduates with current students in the same field. Trying to start the conversation of where students can go. Mentorship informational pipeline. Potential

UW should reach out to these schools more- target the smaller towns - work with them more realistically Even though small towns rely on younger kids to work over the summer but could shift with better opportunities

Student transfer relations- more access to the community colleges- connect more broadly to bring more people from all over to the smaller communities. Or even bring the opportunities to the smaller towns

Counsellor is over worked in some small towns lack of informational pipelines

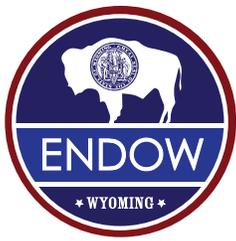
University funding

Even opportunities in WY might not get you far-

Stay where you are instead of coming to UW- funding has been cut and its hard to get a degree here

Getting funding and degrees at UW is hard- law school is struggling

Crappy pay/work environment- turnover at executive level, admin nonsense, diversity issues,



## ENGAGE

Inclusion and creating own discussions hard

Services being offered to students- need to be meet rural students. Soft skills shut out

College variety makes it hard to create a cohesive face- hard to be in two colleges

Career data lacking

Final thoughts

Talk to the students- get appropriate information

Willingness to change- start the discussion of change (bootstrap ideology that does not work)

Public work data- get it to students so they know what is happening

Business is doing well in the state- even if the university is struggling and outside- just not working well with the City

Private donations giving more opportunities trying to marry private with public resources

### SESSION 4

### 8 PARTICIPANTS

Wool mill- significant challenge because there's no textiles education in the state- not even to research.

Missing labor in general or even people with any background in the textiles or raw material in general

Hard to inspire kids to find the jobs they like that may be a little different- especially if they want to work with their hands.

Broader spectrum of just knowing what is out there for opportunity-

In HS there was no presentation of different jobs, maybe these don't exist in certain areas

Students need liberal arts skills to learn to learn and be good in a broad range of jobs- they can be prepared to work anywhere. More successful because they need to adapt to multiple jobs and needs. Internships.

Critical thinking skills needed. Fads in education is a problem

Applied learning is key- STEM helps kids learn while building something- maybe that's usable somewhere else- maybe it's very narrow and they can't do their own building. Adaptable skills that can be used in multiple ways while showing the diversity of opportunities with their jobs.

Internships

Internships are very hard but valuable to applying learned skills-

Federal guidelines make internships hard

DWFS 16-24 year olds businesses can be reimbursed to get students into jobs

Lots of struggles with work being spread out spread out the opportunity

Communication needs to be everywhere- to offer this through the community colleges what are you looking for- what can we offer you?

Laramie is not accessible for other businesses- partner with private industry

Establish research and community everywhere

Tech high in Casper specialized

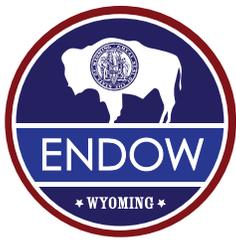
Small businesses need better connections to the resources offered by the university and other partners

Interns at the state level is hard to get (State could offer more internships to get more skills out there and build roots for kids)

Could we localize the internship process- make it more available to every person not who you know.

Work studies

Could they be started at a younger age to get more involved quicker



## ENGAGE

Bigger career days at schools sooner to show all the jobs in a community

Shows value in skilled labor

Are there too many safety hurdles to do these things?

Tactile learners should try some skills instead of the University so they don't have debt to try and pay back but just enjoy their jobs

Learning type should be taught more so students know what kind of worker they are so they don't have to spend so much time trying to find their own position

Technology skill might have a gap that is needed for. State or county outreach to show how technology works to fill that gap a bit.

Business education on using technology too.

Generational differences that make putting them all in an office might not work. Adapt to the new traits of the younger generations.

Get together everyone who needs one thing and feed workers into that group

Increase communication to make things more effective

Potentially the state or local chambers could coordinate this- community partners

Folks out of college and need opportunity

Certificate programs need to continue growing to get non traditional students back into school

Communication to get realistic numbers of what is happening with graduates

Groups of people going to school so they have a collective voice that is greater than them going themselves

Work mentality is different with older workforce- telling them they are still valued

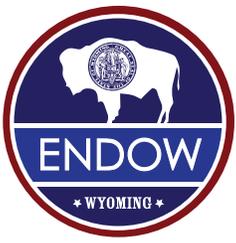
Comparable salaries from other states would be key

Final thoughts

Aptitude testing earlier and new directions for them to go private industry work together to solve some problems- internships need to be in the conversation. Or attract more people over to fill those positions.

Core competency

Industry association



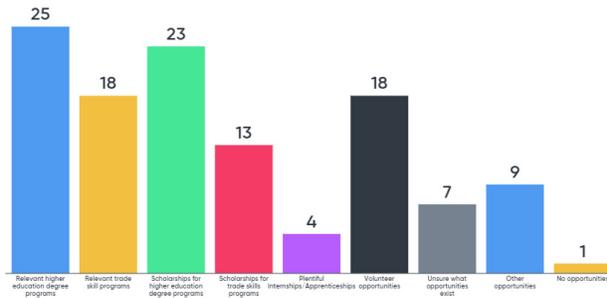
# ENGAGE

## Mentimeter Results

Go to [www.menti.com](http://www.menti.com) and use the code **90 40 21**



### 1. What, if any, opportunities to develop job skills are currently available in Wyoming?

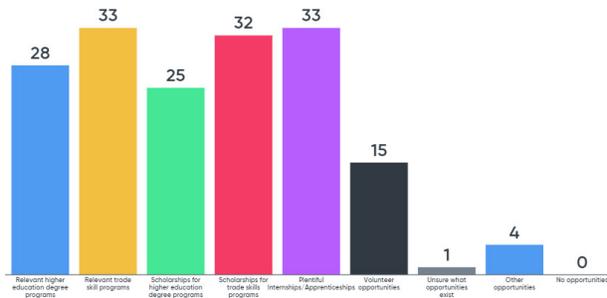


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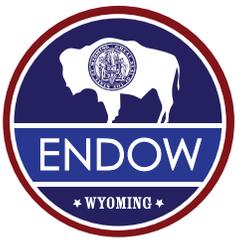
Go to [www.menti.com](http://www.menti.com) and use the code **76 05 37**



### 2. What opportunities, if any, are most vital for developing job skills in Wyoming?



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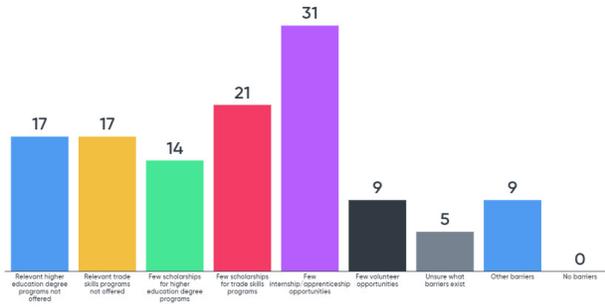


Go to [www.menti.com](http://www.menti.com) and use the code **77 57 88**



### 3. What, if any, barriers currently exist to developing job skills in Wyoming

Mentimeter



37

## Appendix I: Entrepreneurial Ecosystem Solution Session

### Notes

Entrepreneurial Ecosystem  
ENDOW ENGAGE  
June 9, 2018

### Major Takeaways

- Entrepreneurship is the most efficient and accessible way to diversify the economy
- Connectedness: Need for better networking/communication/connecting between individuals and groups with resources (financial, legal, skilled workers, patents, etc) for entrepreneurs
- Capital: Lack of access to capital is a significant barrier
- Mentorship: Development of a mentorship network would help entrepreneurs

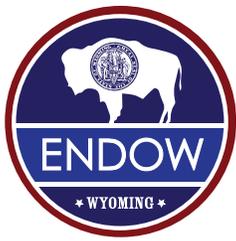
Facilitator: Jaymie Sheehan  
Notetaker: Emily Beagle

Session 1: 10:30 - 11:15

### Participants (Incomplete List)

Demetre Gostas, Cody Wichman, Josh Law, Thomas ??, Matt Kaufman, Audrey Jansen, Chris ??, Dale Winters, Nate Laible, Jim Shellenberger

In Wyoming - struggle getting young people to stay, lack of teaching business, didn't learn that in College  
See value in adding education about entrepreneurship in school  
Starting a business is scary - need education and support  
How to get talent here?



## ENGAGE

What mentors are available?

Disconnect between education, ways to plug into, can learn by doing but can't just quit job especially when unprepared

How do we connect young entrepreneurs to mentors/resources?

Networking Connectivities in Sheridan, especially? Not a lot of conversation going

Better business practices, some Chamber things, Incubator but for businesses that are already started

Whitney Trust, Whitney Benefits

Disconnect between idea and getting enough to be a part of Incubator

Hiring is incredibly hard, overcome burden of paying and hiring when business is still small and just starting

Finding right talent

Not prepared to overcome hurdles, don't have training, etc

Our generation doesn't want to work hard for no money just coming out of school

Most helpful so far: more connectivity, LinkedIn, etc, Chamber to search for businesses, cold calling, starting conversations,

Lack of centralized place to find mentors and find resources - have to do own research and reach out

Small state has more of an opportunity - grow ecosystem

Virtual conversations, taking the lead, engaging

See larger businesses use smaller start ups instead of using resources outside of state

How do we encourage/incentivize large companies to support small local businesses?

Entrepreneurship pathway/program at University?

Program for people in business already (CEO Executive Training Program)

Jackson program (Silicon Colour?)

Way to share ideas with others to determine if it is a good idea?

Bring business program together with engineering senior design projects

Disconnect between project ideas/business ideas and business people

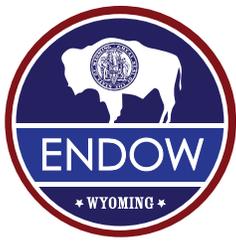
Business students should have opportunity to have a final project - need real world business project

Bring people together

Marketing at UW - working and engaging with real world projects

Ways to connect, recommend

Ways to start a conversation between business students and other students with ideas (ie engineers) to develop these business ideas



## ENGAGE

State in general can give start ups benefits (tax cuts, etc) to encourage  
Maybe not money but other opportunities, less stringent regulations, etc  
Benefit package for start ups from state

### Table 2

Give away part of business for resource package that enables business to get off the ground

Mentor program/ Mentor System

Works both ways

- Students providing help to real world startups
- Mentors at the university to help start ups

How to get resources to those who aren't connected to UW

Think outside the university

- Rotary club
- Business alliance

How to get resources to more rural areas (ie not Laramie/Cheyenne)

Difference between entrepreneur and an inventor - inventor might not think that way, want to do that

Lots of people have a good idea and can make something but can't make money off of it  
Work with other people to help with commercialization and business expertise  
Education and communication to bring it to market

Value in having an 'inventor group' just making stuff

Need people specialized in a particular skill versus one individual with a broad knowledge base

Mentorship

- Worth teaching how to have a mentor

Student network

Overall Report Out

Personal contribution

Staying here

Committing to the state

Building an environment so that people can come back who have left Wy

Mentorship - actively moving forward with mentorship

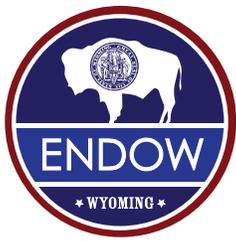
Willingness to drive distances to connect

Looking for markets outside wyoming

Creating exports

Hiring people

State Contribution



## ENGAGE

### Loan guarantees

Government utilizing small business and wyoming businesses instead of cheaper out of state options  
Program that links larger businesses to smaller businesses in Wy  
Prioritizing wyoming based businesses  
Benefits with tax programs, providing different types of healthcare to small business employees, etc

### Education/Training Contributions

Diagram on flip chart page  
Entrepreneurship track available to all the colleges  
If research sparks idea, can reach out to this department that has resources for entrepreneurship  
Free agent pool that has a broad array of skills  
On campus network that is established/staffed  
People need a team of people to work with that have a variety of different skills  
Build network to allow for pool for team building  
Get immediate feedback from experts in network pool  
Elimination from existing competitions (30K etc) and then left floating  
Missing safety net and structure  
Supply a gap year to defer loans, defer 'real life' to work on your idea  
Alumni Association  
Entrepreneurship credit

### Session 2: 11:30 - 12:15

#### Group 1

Entrepreneurship a big goal for diversifying wyoming economy - comes from the people  
Current wyoming culture - outside companies wont' respect that culture necessarily  
They aren't 'for' wyoming

Home grown companies started here will know culture and will be 'for' wyoming

Biggest challenge to entrepreneurship: not creating a new economy, ie, restaurants in Sheridan wyoming, these types of businesses aren't creating new GDP, just taking from an existing economy

Gotta be thinking outside of the box, outside of existing industries/businesses

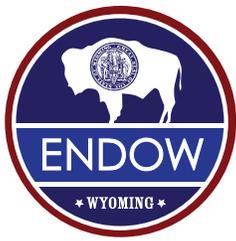
WTBC - High Growth Firms

Bring people into wyoming, keep people in wyoming

Starting a business is a way to stay in wyoming, create jobs and create value for wyoming

Biggest barrier: capital

Forced to look outside of wyoming for capital/loans



## ENGAGE

Need to foster foundations/high net worth people to come to Wyoming

People come to the state and they take but they don't contribute

Foster relationships, provide opportunities for people to give

Low loan rate entrepreneurship groups/foundations

Wyoming does well: ability to incentivize as a state for companies, but not every business fits that model

What can 'we' provide in exchange for incentives from the state

Concerns over state's identity, businesses we attract

### Group 2

Exposure to other opportunities

Lack of necessary skills, variety of skills in other places of the state

Private sector and state sponsored programs to help entrepreneurs

Incubators, etc

'Connecting the dots'

Where do people get capital but these programs exist

Where to look, who to ask, what questions to ask

Communicating opportunities, outreach

Providing a way for people who want these resources to find them

Wyoming Run Angel Group (?) GoWyoBiz

Currently available money going to energy or energy support companies but that's not economic diversity

Bad experience with the incubator (narrow definition of what is professional and business)

Locked into traditional ideas of what business or professionalism looks like which is a barrier to entrepreneurship in Wyoming

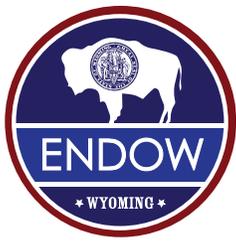
### Group 3

Wyoming constitution - the government can't give funding to private groups or corporations

Loophole exists that everyone knows about

Government should be able to pick their winners and let the market figure it out

If not picking winners was actually working, then ENDOW would not exist



Current boom and bust dependence on natural resources is not sustainable - state has realized this

Block chain legislation

Need to have people with expertise on the task force to implement it effectively

Limited time window before other states have done the same thing to grasp the opportunity

We have to work hard to bring people here if we want to have high technology, need to let people know where we are

Out of state we are jokingly not technologically advanced 'didn't you just get electricity 10 years ago?' need to do better marketing outside of the state  
'Disneyland of the West'

Redefine who we are, put out a new message -- retain talent and bring talent in

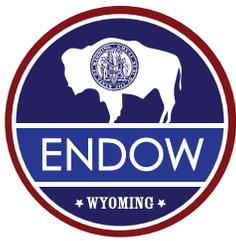
Significant reasons why people are choosing not to live in Wyoming - geographically centralized, surrounded by other states with larger populations, biggest growth is around the borders

Overall Report Out

1)  
Entrepreneurship - creating more jobs, attracting more people  
Better job of attracting corporations, small businesses  
Entrepreneurship is central to diversifying and growing Wyoming economy  
Infrastructure and other challenges to attract businesses - foster business within the state  
Retain and attract talent

2)  
Are some programs available but these programs can be very cumbersome to get through or individuals are not qualified  
Poor compensation or improper vetting or lack of applicants in these programs  
Currently an ideal state to start a business, no income tax  
Challenges: quality man power, quality people to fill the jobs  
Need capital to be competitive with salaries  
Conservative risk taking with existing capital  
Needs to do more to attract businesses other than just legislation (blockchain)  
Accountability in that connection between what state is trying to offer and when ideas don't pan out  
Subsidized housing

3)  
The state doesn't need to do very differently but continue to refine - help entrepreneurs once they are out there to get out there  
Biggest problem is funding, access to capital  
Comparative to surrounding states Wyoming is behind the times (but why?)  
Lack of access to capital



## ENGAGE

Session 3: 1:45 - 2:30

Lots of opportunities

State in general - supports things that it likes, state favors success not struggles,  
Proven success will get the support  
'Fear syndrome' more than risk taking

Sec of State office - caught up in mania of blockchain  
Five steps too far ahead in that  
Indicators of fraud around blockchain  
Mania obsessed but entrepreneurial success will not come from blockchain  
Push from the legislature

Sees traditional business model as only way to success while others are using alternative methods and seeing success

Only provide energy and extractive industries a seat at the table  
How do you give new industries a seat at the table?

Entrepreneurial ecosystem includes good roads, good schools, etc  
Need infrastructure to support new jobs and new businesses  
Lack of people to hire

Corporate tax needs to just be not as high as regional competitors, beneficial business climate

Group 2

Innovation at a rapidly changing pace (ie cell phone)

Lack of knowledge base  
Mentorship

Larger corporations and companies with skilled people in areas providing mentorship to small businesses and entrepreneurs

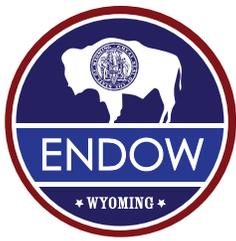
Also have to recognize that entrepreneurship is usually new ideas so there won't always be a perfectly streamlined solution that is appropriate - fundamental part of entrepreneurial challenge

Make sure that people know the reality of entrepreneurship - it is hard work and not easy

StartUp Wyoming funds - as of 1/18 in legislature, seed capital

Major disconnect between availability of funds/support and people who want them  
Advocacy to connect the dots and connect the funding

Lots of stuff going on but none of it is connected



## ENGAGE

North Carolina as example  
Heavy shoulder initially to get it going  
Connecting people

Have it come out of the university so that graduates come out of the door with the knowledge or people who have graduated can come back

'There is no better time to be an entrepreneur in Wyoming than now'

Shop local initiatives - Wyoming pride

Why Wyoming? Ideas have to be competitive globally and nationally but this is often lost on local level

Group 3

Financial literacy and tax info

When you start up a business you are everyone (accounts, payroll, HR) so need to know something in all of those areas

Start younger with education/training  
Business math, financial literacy, etc

Awareness of existing classes and opportunities  
Analyzing what is already offered, existing curriculum

Barrier to entry into these classes - how to show people that these types of classes are beneficial to them  
Go to these places to different businesses and promote what is happening there  
Be salespeople - promote what is already available

ENDOW needs to make a video game - virtual reality 'run your business for a day'

Job shadow or internship opportunity for those interested in starting a business

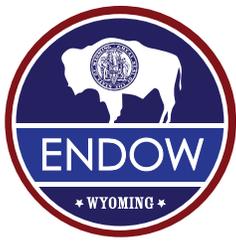
Better opportunities for private funding, collaboration, 'wyoming shark tank' etc

ENDOW Shark Tank  
Lending club

How do you connect the people who want to give money away to the entrepreneurs who want the money?

Overall Report Out

Networking  
Vital in the state



## ENGAGE

Mentors and peers to help guide  
Individuals asking questions  
Put it all together as an entrepreneurial toolkit  
Connect kids in Wyoming

Boulder Start Up Week as example  
Networking  
Coaching sessions  
financing/accessing capital/networking/etc

State should stop using low taxes and regulatory environment as an incentive - that is not what people are interested in as a reason to come to Wyoming  
Think of better ways to keep people's attention to get here  
This message is not resonating with people

How do you emphasize regions within the state, how do you empower local cities within the state?

Empower local governments and critical infrastructure that are necessary for entrepreneurship  
More power and authority to know what their people need to build that ecosystem

Lack of communication between those who want to start businesses and local governments or people with capital to invest

VR program to create a business and some small business specialist could walk you through your business over a day or over a week (Small Biz Matrix)

How to make business skills and learning more hands on

University options for entrepreneurship classes have been growing but different once you actually get out there and start doing it

Accounting, legal side, etc - where are resources for entrepreneurs to learn these or get help in these areas?

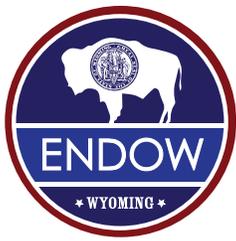
*Session 4: 2:45 - 3:30*

Wyoming really needs the entrepreneurship - diversify companies will allow for Wyoming to grow and develop different resources  
Provide unique products

Hard time getting entrepreneurs in front of angel investors or investors don't exist  
Lack of access to capital and seed funding

Don't have that structure or network in Wyoming

Pockets of money around the state (Jackson, Sheridan)



## ENGAGE

Need to show people with money that there is an opportunity for them to invest in Wyoming companies as well as the benefit to the entrepreneurs

Aren't marketing ourselves well, need to sell ourselves better

Need more of an open door policy, access to big money, etc

Rich people came to Wyoming to escape, it's a resort, they don't see the benefit or how people in Wyoming can make them money

Create the connection and the infrastructure that makes that connection

Access to capital and investors

High speed internet, etc, - infrastructure to support these ventures

Cheyenne fiber connectivity best in the country

How do we get it 'that last mile'

Disconnect between user and demand for fiber connectivity

Combination of private and public sector for broadband and other infrastructure development

Innosphere in Fort Collins as a model for what WTBC should be

'Saged advisor'

Gap between the inventor and the entrepreneur - need to bridge that gap, provide the resources to bridge the gap (can't have one without the other)

Ecosystem

School of salesmanship - need to be able to sell your product

Networking

Connectedness

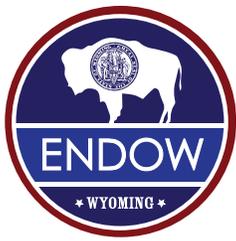
Audience to sell to, money to fund it, provide support to the people who have the ideas, give them the resources to be successful

Wyoming doesn't have the connections

Need the people who have done it to be connected, share ideas with young entrepreneurs

Want to create an environment where ideas are met with excitement and support and 'what can we do to help?'

Connecting the people with the money with the people with the ideas



## ENGAGE

Diversifying the markets

Wyoming does have a lot of resources for businesses but lack a good road map for where you should go first

Wyoming doesn't offer tax incentives or subsidize or waive fees for small businesses

Wyoming Constitution 16.6

We don't have high costs, but don't have other incentives

Businesses are not coming to Wyoming because of the tax structure

Businesses are looking for:

Availability of workforce

Quality of life

Growth areas

Wyoming does well:

Education

ENDOW initiative

Start up programs (Start Up Weekend)

Incubators around the state

Business/Start Up competitions

Existing competitions are limited by the amount of money (\$50K is not very much) but where do we find the money?

If we can get a hook in one of them (one of the 'big fish' with lots of money) we will get more of them

Have to show them what they would get out of it, how it would benefit them

Accessibility of money, how to write grants, ask for money, etc, make existing grants more flexible

Broadband development

Overall Report Out

Tethering relationships to business owners, giving them not only capital but also resources in people who can do the work that they need

Delegate tasks to those who can do it (social media)

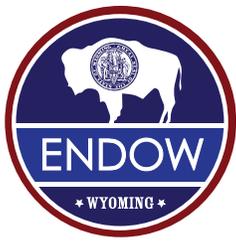
This will also form connections and networking

Pull in young people, give them opportunities, etc

Extend into community

Wasted resources but also startups lack a facility

Makerspace or incubator is essential for a small start up



# ENGAGE

Better access to resources, space for businesses

Mentorship and other resources  
Collaborate and connect people

Skill insurance policy  
State run sponsorship of degrees or certain skills  
Provides guarantee of skills, safer investment in hires

Funding following education, place to use education  
Brain drain

Health care concerns - huge barrier

Access to capital  
Seed funding, angel investors doesn't really exist in this state  
Opportunity to grow this  
Starts with showing angel investors that are outside of Wyoming and show them the opportunity that exists for them in Wyoming

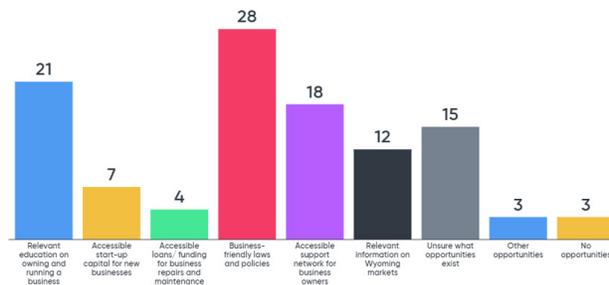
Tax breaks to increase incentives

## Mentimeter Results

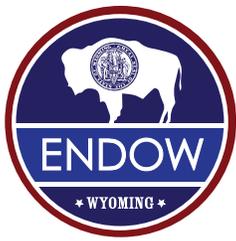
Go to [www.menti.com](http://www.menti.com) and use the code **85 33 46**

### 1. What, if any, opportunities for starting a new business are currently available in Wyoming?

Mentimeter



45



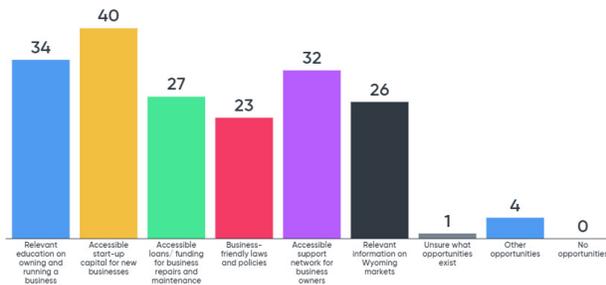
# ENGAGE

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## 2. What, if any, opportunities do you think are most vital to starting a new business in Wyoming?

Mentimeter



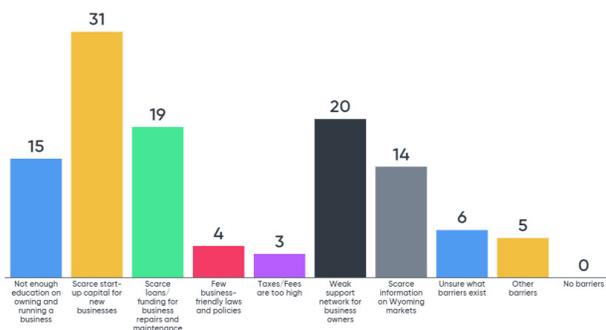
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## 3. What, if any, barriers currently exist to starting a new business in Wyoming?

Mentimeter



43

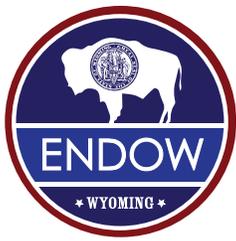
## Appendix J: Arts & Culture Solution Session

### Notes

#### General Trends:

Professional Opportunities: Connections between Higher Ed and K-12 Education should be made with currently established industries in Wyoming. Internship opportunities to teach students skills, as well as build connections with businesses in the state will led to more success within Wyoming.

Statewide Networking: Councils involving arts and culture should include talent within the state to connect one another and know what funding opportunities there are. The tourism industry should be able to define what Old Western feel is and why it is appreciated within the state and bring in new culture to be appreciated to locals and tourists alike. We aren't aware of what we have throughout the state, and should support advertising and cooperation within the state.



## ENGAGE

### Arts & Culture

*Solution Session #1 10:30 am - 11:15 am*

Facilitator: Phillip Moline

Note Taker: Seth Jones

Approximately 20 people

Discussion Questions:

What role, if any, do you see Arts and Culture playing in Wyoming's future economy?

Opportunities in graphic design is usable in our tourism industry. There is notice toward future developments for a general Wyoming audience, "Surf Wyoming", Sheridan industry.

Production of handicraft items

Artistic works including statues, paintings and other forms of art that show Wyoming's culture

Artisanry

Like to see outreach and inclusion within this art. Openness and attention to diversity within art. Wyoming Art Party looks at inclusion of all narratives, Main Street Art project within Laramie. Can also represent the heritage and work of indigenous populations within our community.

We should look at our art and culture as a resource rather than a side industry, attempt to invest in arts education, which is currently not focused on in all of our school districts.

Difficulty to find graphic artists. Gillette company making religious video games. Families see arts as a "hobby" not a real job that will contribute to the society (may move company down elsewhere). Wyoming Game Devs.- Hard to find and keep skill. May have to hire remotely, but want to keep it within Wyoming.

High Schooler, going to state art, smaller than other state events, not as encouraged with the school system. We'd like to see this grow and see jobs that could.

We should legitimize art as an actual industry, and recruit people to be within these industries.

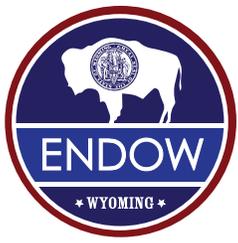
How can we market this to graduates? Some opportunities simply are unheard of from people who would love to work in these industries.

Sadly a common narrative from humanities studies who have to commit to careers outside of their major when they would rather focus on their passions and benefit the state.

Historic places need to be observed and included in the narrative.

Anthropology-

LCCC cutting back. Community College level



## ENGAGE

### Art Teach in Gillette-

We do have amazing funding compared to Colorado and other states. We should connect all of these art aspects, as there is not a community support. There should be attraction to all arts within the community, and include it on the state level rather than just niche populations.

Could we expand our marketing to include people within the whole state to travel to other places to enjoy the arts? Ex. theatre.

### Living History Days

Bringing history to life and remembering the stories of the deceased.

Does Wyoming offer the education/training you need to be successful in Arts and Culture?

### Torrington-

No representatives from Goshen County. While we have an art teacher, we don't have the facilities to sustain a solid art program. No kilns, no studio space for different types of creativity. Standardize a statewide directive.

### Laramie-

Have a really good art program with the new facility having updated resources. 2d arts, not as much 3d arts. LCCC has one art work causing issues for pottery and multiple types of art.

How do we change the perspective on art within the state?

Successful industries within the state (multi-million). Change the perspective from a hobby to a career. It has to be from a business perspective.

Art Education is seen as an outlet of expression, not as an avenue for career. We should find community engagement to allow everyday people to enjoy and have creative expression. This should lead to networking in the industry we need.

### State Art Show-

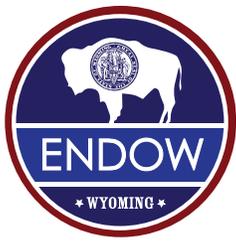
Every district in one focus, should look into connecting with career options. Companies should be able to talk to high school students for employment and project opportunities.

Tried to hire teenagers and get them engaged with tough deadlines. Internship opportunities. 3 interns at Buffalo, encourage business owners to have internship opportunities. A lot of companies don't do that. University/Community Colleges could be the connection between industry and the arts programs we have.

Why do Wyoming people not recognize the arts?

Argue that the community does recognize that. Do we see photographers in these communities? What does the average rancher see these companies in.

Parents and community members discourage these trades as careers. Laramie and Casper nurture art, but the State as a collective does not.



## ENGAGE

Why aren't we depicting more than Cowboys and Horses. Tourists want to see this Wyoming Western Image, they want that traditional feel.

Would we want to look into depicting Wyoming today and what struggles we have? The focus is on the Cowboy Poet.

The perspective from our neighbors may see us in a backwards narrative that goes against other values.

How can we expand the art narrative while maintaining our tourism?

We bring people because we're a tourism economy. Wyoming has to expand their communities to have more liberal understandings, "we're more than just the West, we have to show them, we're more than just the west."

How can we take narratives from other communities?

There's a fear from taking from others when we want to stay independent and stay in the familiarity of who we are as Wyomingites. Artists are seen as "different minded." Art doesn't have to be a liberal agenda. We can talk about art issues and take what we do in other communities and make them our own, but we don't want to feel like we're just trying to adopt and become other places, we want to stay Wyoming.

What about taking our art outside of the state, and showing what we have to offer and show? Taking it to museums out of Wyoming.

Difficult to show when we may be seen as non-innovative

Looking at other states might not be the right way with pushback, but we should rather keep the old west and see how this narrative can continue to show Wyoming values.

Reflective Aspect of Art-

What is the purpose of this? To move forward, we have to understand what it is, and why we want to keep it. Is it to understand our community and history.

Retreat to go out and free express oneself.

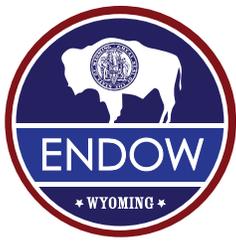
Look at more than an expression and see it as a profession to beautify our towns and involve resident artist and young people. We don't have that to develop these relationships. We should take this element of interest and take it to be an opportunity for the youth to develop our interests.

Art communities lack a central network to talk to one another. Need a forum to expose their skills and involve employees.

An art guild to connect people who want to stay in Wyoming and use their skills, get their careers within the state. Only as successful as how well we market it to include people. People don't know about these organizations that exist or how they could install the changes we need.

We might have to focus on marketing on each other. Look at Wyoming Art Party. They have a specific focus, which people may not be able to relate to or promote.

Artists may not be skilled in marketing to get these industries. How can we create internships?



## ENGAGE

State-wide art network  
-Employment

Graduates from other programs won't come back to Wyoming.

How can we market these opportunities if we don't have the funding.

Use funds to support communities to do their own programs. Arts councils do give away grants, but they don't include these marketing opportunities we need to sustain industry.

How can we network within arts education within the state? How do we engage students?

General Notes:

There should be internship opportunities as soon as high school to show we do have industries to get involved with.

Arts & Culture

*Solution Session #2 11:30 am - 11:15 pm*

Facilitator: Phillip Moline

Note Taker: Seth Jones

Approximately 5 people.

Discussion Questions:

What role, if any, do you see Arts and Culture playing in Wyoming's future economy?

Everybody it starts as a side thing. Very few people start their career in the arts. Tend to burnout faster. Starts as a side job to pay rent, but not a career focus if these opportunities are unavailable.

Art needs Audience-

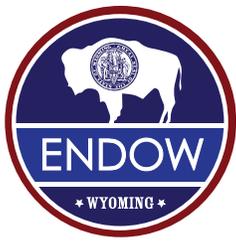
If you're a band in a small town, you won't have a large audience. Performers are brought in from elsewhere. Export our talent to Colorado.

How can we fight this stagnant environment?

Look at broadband of online mediums to connect local audiences. Push for online industry through deviantart.

What are you going to do with your art degree? Leave seems to be the simplest answer for most graduates.

Art showcases occur, but what do we lead past that? How can I take myself out of the hobby phase into career potential.



## ENGAGE

Who wants to live in small town Wyoming? If we can have opportunities to advertise what we have outside of the country culture, then we could reach perspective residences to join the Wyoming culture. Could we start a niche market to create exposure?

The Laramie perspective allows for diverse offerings and exposure that is non-existent elsewhere. Musicians feel they can't be true to themselves to sustain their talent with the state.

Subculture is important. We should promote these niches even if they are not our direct result of our current.

People bathe in the stereotype of Wyoming, is that something we should look into changing? If we can get people to look at the benefits, with the arts being the ambassadors of what we are. If we can't be ambassadors to our other forms of talent, we're only going to be exporting it to outside of Wyoming.

Are there other areas outside of Western Culture we can focus on?

Cheyenne has started Comic Con. October Convention- Comic Expo. Focus on nerd culture.

When we look at success, we see Cheyenne Frontier Days as the comparison. We compare ourselves to Ft. Collins and Denver, but should we when our success is going to be based on a smaller population?

Artists may choose to go to Denver instead to showcase and enjoy these opportunities.

Community infrastructure should allow small communities to have these type of events, otherwise they will remain small.

We live in a place they has less people, and we like to keep it that way.

How do you see yourself contributing to the development of this sector?

How, if at all, does Wyoming support the opportunities currently available in Arts and Culture?

What is Wyoming doing well to support opportunities in and growth of this sector?

What else could Wyoming do to reduce barriers and increase opportunities in this sector?

Does Wyoming offer the education/training you need to be successful in Arts and Culture?

LCCC is trying to start a culinary school. Focus on trades other than auto mechanics and energy. Rather than having niche courses, having entire departments to support that. Marketing is always going to exist, how do we have these big drivers? Other states are absorbing these opportunities.

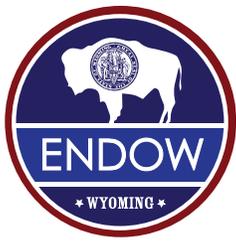
Would online programs be seen as a solution?

We need to have in person interaction and opportunities as well.

Middle/High School electives to build up these careers, but it may still be seen as a part-time thing.

Joint- Business Practice

Musicians who own bars. Can sculptures also be in the energy industry. One commented on being in law enforcement, but also be a writer. Can we find ways to blend industries?



## ENGAGE

Everybody does everything coming from small schools. Can we move this to a professional reality.

What sort of education/degrees/certificates would be beneficial for getting started in this sector?

What sort of internships/fellowships/work experience programs would be helpful for entering this sector? There aren't clear internships. How can the University nurture these opportunities. We need to lead development in the workplace in these creative ways. Maybe nurtured through an online community to foster growth and new audiences in arts.

Powell has started a makerspace program within their theatre and arts programs. We should see scale in these 3,000 people places.

Can we take artwork to the everyday people in Wyoming (coal/oil industry) and draw support for the industries. Look at local opportunities to promote local art and musical talent.

We aren't wanting to take away Western Culture, but rather broaden our horizons and give it a spin to bring it other art focuses. How do we keep this old west atmosphere

How do we capitalize on our industries outside of the western culture and blend the identity and growth in other elements.

Arts and Culture should expand past tourism culture and show what other opportunities we do have. Enjoy the culture that we have with weekend events. Adding ligatement stops in people's vacations. If we could get some showcases of what arts we do have.

Look at state funding for grants and opportunities to grow these industries.

General Notes:

We should look at ways to bridge the gap between education and professional opportunities.

Look at going beyond the western view of Wyoming.

Facilitating community engagement.

Notes from big sheet:

Including graphic design in tourism

Items for tourists to take out of WY

Focus on diversity in art

Hard to find artists in WY

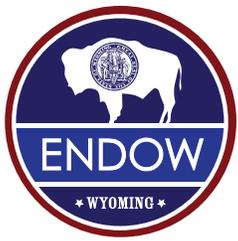
WY culture needs to legitimize art as a career

Arts education

No facilities for arts program

Arts & Culture

*Solution Session #3 11:30 am - 11:15 pm*



## ENGAGE

Facilitator: Phillip Moline

Note Taker: Seth Jones

Approximately 8 people.

Discussion Questions:

What role, if any, do you see Arts and Culture playing in Wyoming's future economy?

Be a community and destination that is included in the quality of life in the state of Wyoming. Shows heritage and generational trends through art.

Community development emphasis.

Big part in telling our story by bringing in people from around the world.

How do you see yourself contributing to the development of this sector?

More emphasis should be on the arts, (as said by someone outside of these programs). Why not create an art corridor to expand arts be provided? The older generation is attracted, but how can we also attract young people. The Depot (a Cheyenne Railroad Landmark) showcases some of Wyoming's history and art, and is a clear example of how we can do more.

Within Gillette, they have sculptures that are easily noticed within the public, which all could appreciate.

We need to draw more people into these anomalies.

How, if at all, does Wyoming support the opportunities currently available in Arts and Culture?  
Botanical Gardens are an example

What is Wyoming doing well to support opportunities in and growth of this sector?

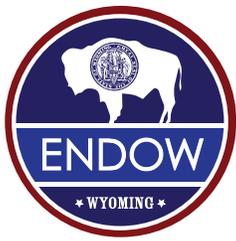
What else could Wyoming do to reduce barriers and increase opportunities in this sector?

In Cheyenne, there is pushback from locals to build museums due to tax increases. Issues with funding should be addressed to curate these additions. The value to fund these additions should be properly shown. Communication between state entities are unutilized.

The lack of communication provides difficulties within areas that could use the cultivation of art and culture the most.

With these additions they should be unique to the specific areas, as murals projects in Laramie seemed lackluster when replicated within Cheyenne.

That's WY campaign helps boost recognition to these type of programs. Should be available in visitors centers.



## ENGAGE

The community should be engaged within these projects to bring people's wants into account. Help organizing committees within this could be beneficial.

Cody has a rendezvous Royale where they sell art pieces from the community. These are geared towards the older generation, how do we bring it back to the younger population?

If we could bring film to Wyoming we would have a lot more advertisement and possibilities for industry, but can't bring in film with current taxes.

Does Wyoming offer the education/training you need to be successful in Arts and Culture?

We offer state of the art resources with some schools, but then they don't stay usable in the community or community college education. Community Makerspaces should be looked into.

K-12 should be investing within fine arts programs and curate it within the population to sustain these industries past hobbies in high school.

Use revenues from tourism taxes to support the arts.

What sort of education/degrees/certificates would be beneficial for getting started in this sector?

What sort of internships/fellowships/work experience programs would be helpful for entering this sector  
General bullets:

Funding to support these programs and streamline them to Wyoming's population is needed to create innovation and keep it in Wyoming.

Involve a board to focus on history and arts within the governor's office. Currently exists less in the bureaucracy we currently have.

We do not have the means to attract big trends to Wyoming and build attraction within the arts. Are we lacking a cultural value within the state to garnish opportunity within the arts?

Places have big events, but you only hear about them if you're in the loop of these areas. If Wyoming fills the narrative of being "one big city with long roads", then why isn't that communicated across the state?

Community Makerspaces should be looked into.

Arts & Culture

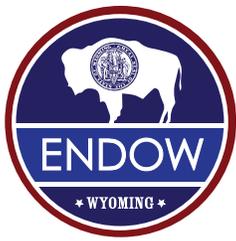
*Solution Session #4 2:30 pm - 3:15 pm*

Approximately 12 people.

Discussion Questions:

What role, if any, do you see Arts and Culture playing in Wyoming's future economy?

Yuuge. Working in the tech industry, we want to recruit and retain people with fine arts based talent.



## ENGAGE

Isolated towns can be plugs with young people wanting to get involved with these industries.

Utilize resources that are already there. Tap into existing resources.

Lack of diversity can lead to cultural issues that would have many others to go elsewhere for these type of careers or entertainment.

Look at diversity as a positive thing. You're not going to see growth in these industries unless we have increased inclusivity.

There needs to be more platforms and opportunities for humanities to curate a more rich culture within the state. Arts and culture are the foundation for all of these issues.

How do you see yourself contributing to the development of this sector?

How, if at all, does Wyoming support the opportunities currently available in Arts and Culture?

Emphasis for practice rooms in the civic center, allows outlets for younger kids. Creativity should be an outlet for everyday people.

What is Wyoming doing well to support opportunities in and growth of this sector?

What else could Wyoming do to reduce barriers and increase opportunities in this sector?

Lincoln theatre is being converted to a music venue, and liquor laws are getting in the way of making this process easy for groups to get involved with. Funding is also a barrier, communication to know what resources we have available should also be looked into.

Does Wyoming offer the education/training you need to be successful in Arts and Culture?

Wyoming has limits to resources to get involved in art based industries such as animation and creation.

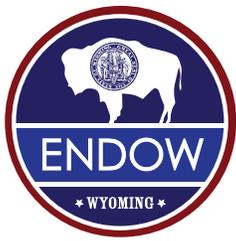
Reach out to create Meet Up programs to involve young people in industries they may be interested to pursue.

Continue to give opportunities for retirees in the arts to promote healthy lives within the community.

Provide more opportunities to have involvement opportunities between community members.

What sort of education/degrees/certificates would be beneficial for getting started in this sector?

What sort of internships/fellowships/work experience programs would be helpful for entering this sector



# ENGAGE

Fort Collins has opportunities to get art exhibits in abandoned buildings, downtown Cheyenne could do the same if they involve property owners, but they may not budge unless given a chance to gain revenue.

General bullets:

Weather can be a barrier to lead to success in many industries. Summer months see a surge of arts and culture. Maybe a focus on transportation to allow people to travel and enjoy events. How do we want to see Wyoming and get them involved with "the road to Yellowstone?"

Need more venue opportunities to perform.

Further efforts to take students to museums and art expos should be looked into to develop curiosity and education within those fields. Funding has created barriers for this sadly.

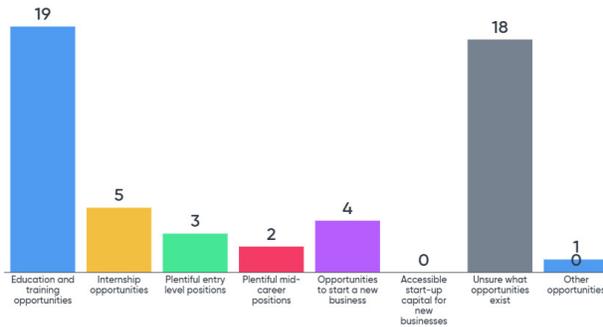
Wyoming made products should be further promoted.

## Mentimeter Results

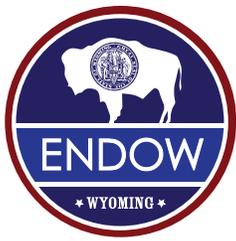
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### 1. What, if any, opportunities in Arts and Culture are currently available in Wyoming?



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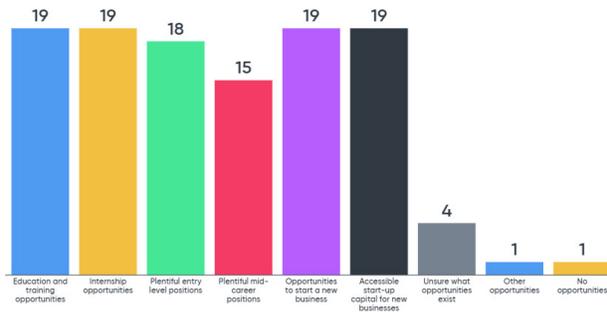


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## 2. What, if any, opportunities do you think are most vital to the development of Arts and Culture?

Mentimeter

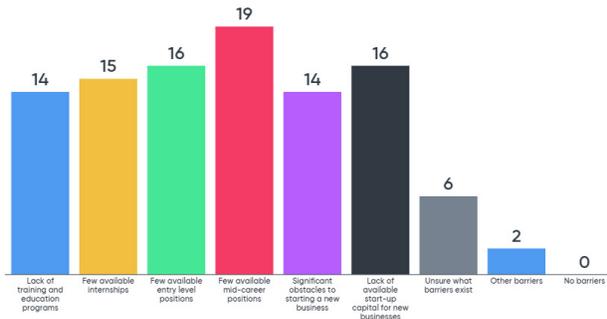


30

Go to [www.menti.com](http://www.menti.com) and use the code **84 36 05**

## 3. What, if any, barriers currently exist to entering/developing Arts and Culture in Wyoming?

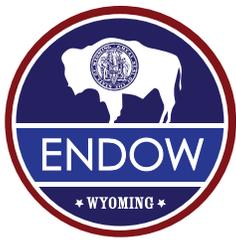
Mentimeter



### Appendix K: Outreach Organizations

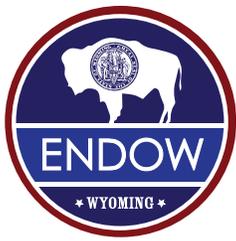
The following table includes the list of organizations and contacts that ENDOW: ENGAGE and affiliates contacted either by telephone or via email.

- Organization
- Contact, if available
- Laramie County Community College Student Government Association
- Zeke Sorenson, Advisor
- LCCC SAFE (student alliance for equality)
- Zeke Sorenson
- Associated Students of the University of Wyoming (ASUW)



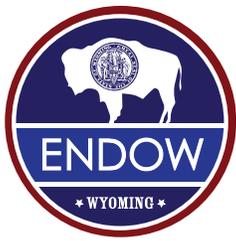
## ENGAGE

Zack Kilgore, Marketing Assistant  
Young Professionals of the Tetons  
William Gale  
Associated Students of the University of Wyoming (ASUW)  
Wendy Hungerford, Office Aide  
Wyoming Congressional Award for Youth  
Trista Ostrom  
Downtown Laramie Retail Association  
Trey Sherwood  
Wyoming Future Farm Leaders of America  
Trey Campbell, President  
Wyoming Mining Association  
Travis Deti  
Federation of Independent Business  
Tony Gagliardi  
Wyoming Press Association Board of Directors  
Toby Bonner, Powell Tribune  
Wyoming Future Farm Leaders of America  
Taylor West, Sentinel  
Wyoming Future Farm Leaders of America  
Sydnie Eller, Reporter  
Gillette College Student Senate  
Susan Surge, Coordinator of Campus Life and Housing  
Wyoming Realtors  
Steven Beazley  
Wyoming Press Association Board of Directors  
Stephanie Bonnar, Newcastle News Letter Journal  
Northwest Wyoming College President  
Stephani Hicswa  
Wyoming Future Farm Leaders of America  
Stacy Broda, Wyoming FFA State Advisor  
Wyoming Medical Society  
Sheila Bush  
WY Rural Electric Association  
Shawn Taylor  
Wyoming Bar Association  
Sharon Wilkinson  
Associated Students of the University of Wyoming (ASUW)  
Seth Jones, Chief of Legislative Affairs  
Wyoming Community College Commissioner  
Saundra Meyer  
Wyoming Equality  
Sara Burlingame  
Wyoming Women Rise  
Sam Case  
Wyoming Livestock Roundup



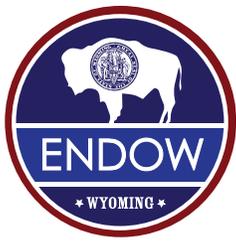
## ENGAGE

Saige Albert  
WCA Regional Training Center  
Rodney Thomas  
Rotary Club of Casper  
Richard Schwahn, President  
University of Wyoming Summer High School Institute (HSI) June 10-30  
Rene Sanchez, HSI Coordinator  
Special Olympics Wyoming  
Regan Diller  
Wyoming Women's Foundation  
Rebekah Smith  
Climb Wyoming  
Ray Fleming Dinneen  
Gillette College Student Senate  
Rachel Kohman, Director of Campus Life and Housing  
Northwest College GSA (Gay Straight Alliance)  
Rachel Hanan  
Wyoming Future Farm Leaders of America  
Quentin Moter, 2nd Vice President  
Sheridan College President  
Paul Young  
Rawlins Main Street Young Professionals  
Pam Thayer, Executive Director of the Rawlins DDA/Main Street  
Wyoming Bankers Association  
Mike Geesey  
University of Wyoming Governmental and Community Affairs  
Meredith Asay  
GEAR UP Wyoming  
Mel Owen  
Wyoming Press Association Board of Directors  
Mark Tesoro, Uinta County Herald  
Gillette College President  
Mark Englert  
League of Women Voters  
Marguerite Herman  
Central Wyoming College Student Senate  
Mandy Tate  
Wyoming Future Farm Leaders of America  
Madison Anderson, Vice President  
Casper College ESL and Adult Learning Center  
M. Dugan  
Wyoming Press Association Board of Directors  
Louie Mullen, Green River Star  
University of Wyoming Summer Research Apprentice Program, June 10-20  
Lisa Abeyta  
Leadership Wyoming



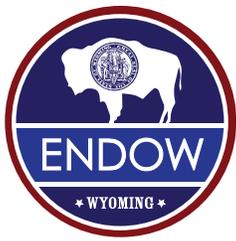
## ENGAGE

Linda Walsh, Event Coordinator  
Eastern Wyoming College President  
Lesley Travers  
Gillette Energy Rotary Club  
Laura Besler, President  
Wyoming Community College Commissioner  
Larry Atwell  
Associated Students of the University of Wyoming (ASUW)  
Kyle Vinson, Director of Finance  
Associated Students of the University of Wyoming (ASUW)  
Kristy Isaak, Accountant  
Wyoming Press Association Board of Directors  
Kristen Czaban, The Sheridan Press  
University of Wyoming Collegiate FFA  
Kris Brewer  
LCCC ACES program (ESL, adult learning)  
Kim Cisler, program assistant  
Wyoming Press Association Board of Directors  
Kevin Olson, Jackson Hole News&Guide  
Wyoming YF&R  
Kerin Clark  
Laramie Young Professionals  
Kendle Dockham, President  
Rotaract of Casper Young Professionals  
Kendall Price, Community Affairs  
Wyoming School Board Association  
Ken Decaria  
Wyoming Press Association Board of Directors  
Kelli Ameling, Lander Journal  
Wyoming Veterans Commission  
Keith Davidson  
Wyoming Contractors Association Executive Director  
Katie Legerski  
Wyoming Community College Commissioner  
Katherine Dooley  
Western Wyoming College President  
Karla Leach  
Boys & Girls Club of Cheyenne  
Justin Pendleton  
Wyoming Community College Commissioner  
Julia Newman  
LCCC ACES program (ESL, adult learning)  
Joslyn Gaines, program manager  
University of Wyoming: Rainbow Resource Center  
Jose Rivas  
Wyoming Association of Student Councils



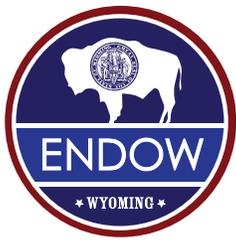
## ENGAGE

Jolene Whitley, SLC Director  
Wyoming Contractors Association Communications and Government Affairs  
Joe Spiering  
Laramie County Community College President  
Joe Schaffer  
Teton Science School  
Joe Petrick  
Wyoming Community College Commission  
Jim Rose  
Wyoming Stock Growers Association  
Jim Magagna  
Wyoming Agriculture in the Classroom  
Jessie Dafoe  
Wyoming Press Association Board of Directors  
Jeff Robertson, Laramie Boomerang  
Associated Students of the University of Wyoming (ASUW)  
Jaynie Welsh, Vice President  
Rotaract of Casper Young Professionals  
Jaryd Unangst, Vice-President  
Cattlewomen  
Janet Givens  
Wyoming Community College Commissioner  
Jackie Freeze  
Associated Students of the University of Wyoming (ASUW)  
Hunter Rowe, Director of Marketing  
Wyoming Future Farm Leaders of America  
Hunter Galluzzo, Treasurer  
Associated Students of the University of Wyoming (ASUW)  
Hunter Callahan McFarland, Director of Diversity  
Laramie Rotary Club  
Herb Manig, President  
Wyoming Chamber of Commerce  
Heidi Peterson  
Normative Services, Inc. (NSI) Academy  
Gary Flohr  
Wyoming Future Farm Leaders of America  
Garrett Hartigan, 3rd Vice President  
Wyoming Outdoor Council  
Executive Director, Lisa McGee  
Wyoming Press Association  
Executive Director Jim Angel  
Wyoming Association of Community College Trustees  
Erin Taylor  
Casper College International student club  
Erich Frankland  
Array School of Technology and Design



## ENGAGE

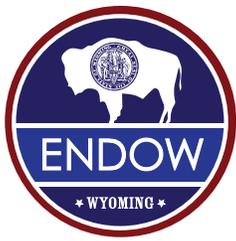
Eric Trowbridge  
Associated Students of the University of Wyoming (ASUW)  
Elizabeth "Liz" Hancey, Director of RSO Relations  
Rotaract of Casper Young Professionals  
Elise Hawk, Secretary  
Wyoming National Guard  
Education Services Officer - 1LT Scott Simmerman  
Wyoming Catholic College  
Dr. James Tonkowich  
Wyoming Press Association Board of Directors  
Deb Sutton, Rocket-Miner  
University of Wyoming Haub School of Environment and Natural Resources  
Dean Melinda Harm Benson  
Brain Injury Alliance of Wyoming  
Dawn Lacko  
Casper College President  
Darren Divine  
Team Red White Blue  
Daphne Randall  
Wyoming Community College Commissioner  
Craig Frederick  
Associated Students of the University of Wyoming (ASUW)  
Courtney Thomson-Lichty, Chief of Staff  
Associated Students of the University of Wyoming (ASUW)  
Connor Bergman, Director of Wellness and Student Resources  
Wyoming Education Association  
Coleen Haines, Student organizer  
Wyoming LEAD  
Cindy Garretson  
Wyoming Business Alliance  
Cindy Delancy  
Rotaract of Casper Young Professionals  
Christine Vencill, President-elect  
University of Wyoming College of Law  
Christine Marie Reed  
Laramie County Community College Student Government Association  
Christian Smith, President  
Rotaract of Casper Young Professionals  
Christa Ladd, Treasurer  
Wyoming Lodging and Restaurant Association  
Chris Brown  
Wyoming Young Professionals in Energy  
Cheryl Howard, Board Member  
Wyoming Taxpayers Association  
Buck McVeigh  
Petroleum Association of Wyoming



## ENGAGE

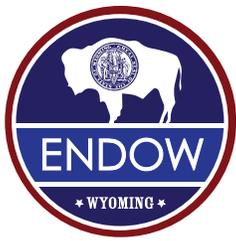
Bruce Hinchey  
Wyoming Community College Commissioner  
Bruce Brown  
Central Wyoming College President  
Brad Tyndall  
Wyoming Press Association Board of Directors  
Bob Kennedy, Cody Enterprise  
The ARC of Natrona County  
Bethany Young  
Associated Students of the University of Wyoming (ASUW)  
Ben Wetzel, President  
Wyoming Association of Student Councils  
Ben Schanck, Executive Director  
Wyoming Future Business Leaders of America (FBLA)  
Barb Frates, State Chair  
Associated Students of the University of Wyoming (ASUW)  
Bailee Harris, Director of Programs & Events  
Associated Students of the University of Wyoming (ASUW)  
Ashley Golden, ASUW Graduate Assistant  
Boys and Girls Clubs of Wyoming  
Ashley Bright  
Wyoming Excels  
Amber Ash  
Rotaract of Casper Young Professionals  
Amanda Sutton, President  
Associated Students of the University of Wyoming (ASUW)  
Amada Simental, Director of Governmental and Community Affairs  
Wyoming Future Farm Leaders of America  
Addyson Rosner, Secretary  
Associated Students of the University of Wyoming (ASUW)  
Aaron Lozano, ASUW Project Coordinator/Advisor  
Wyoming Future Farm Leaders of America  
Aaron Kersh, Parliamentarian  
Casper DDA  
Comea Shelter  
High School FFA Organizations  
International students and scholars  
LGBTQ Groups On and Off Campus at UWyo  
National Alliance of Mental Illness- Wyoming  
National Outdoor Leadership School  
National Outdoor Leadership School

Northern Ag Network  
University of Wyoming Board of Trustees  
University of Wyoming College of Health Sciences



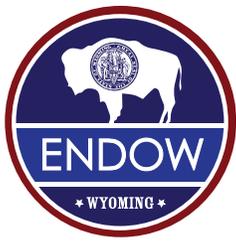
# ENGAGE

University of Wyoming Division of Communication Disorders  
Wind River Tribal College  
WSGA Young Producers' Assembly  
Wyoming Adoption and Foster Care Alliance  
Wyoming Air National Guard- 153rd Airlift Wing  
Wyoming Electrical Joint Apprenticeship and Training Committee  
Wyoming Farm Bureau Federation  
Wyoming Honor Conservation Camp and Boot Camp (WHCC) in Newcastle  
Wyoming Honor Farm (WHF) in Riverton  
Wyoming Medical Society  
Wyoming Nurses Association  
Wyoming Psychological Association  
Wyoming Rural Electric Association  
Wyoming State 4-H Office  
Wyoming Vocational Agriculture Teachers Association  
Wyoming Women's Center (WVC) in Lusk  
Wyoming Wool Growers Association  
Wyoming County Commissioners Association  
Executive Director Pete Obermueller  
Wyoming County Commissioners Association  
Deuty Executive Director Kelli Little  
Wyoming County Commissioners Association  
Commissioner Rob Hendry  
Wyoming County Commissioners Association  
Commissioner Troy Thompson  
Wyoming County Commissioners Association  
Commissioner Jim Willox  
Wyoming County Commissioners Association  
Commissioner Heber Richardson  
Wyoming County Commissioners Association  
Commissioner Felix Carrizales  
Wyoming County Commissioners Association  
Commissioner Rusty Bell  
Wyoming County Commissioners Association  
Commissioner Sue Jones  
Wyoming County Commissioners Association  
Commissioner Jim Willox  
Wyoming County Commissioners Association  
Commissioner Steve Stahla  
Wyoming County Commissioners Association  
Commissioner Travis Becker  
Wyoming County Commissioners Association  
Commissioner Carl Rupp  
Wyoming County Commissioners Association  
Commissioner John Lumley  
Wyoming County Commissioners Association



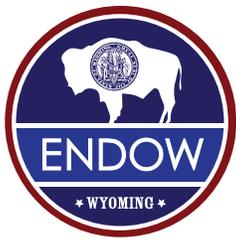
# ENGAGE

Commissioner Bill Novotny  
Wyoming County Commissioners Association  
Commissioner Robert King  
Wyoming County Commissioners Association  
Commissioner Richard A. Ladwig  
Wyoming County Commissioners Association  
Commissioner Loren Grosskopf  
Wyoming County Commissioners Association  
Commissioner Sandy Kontour  
Wyoming County Commissioners Association  
Commissioner Bob Rolston  
Wyoming County Commissioners Association  
Commissioner Joel Bousman  
Wyoming County Commissioners Association  
Commissioner Reid West  
Wyoming County Commissioners Association  
Commissioner Paul Vogelheim  
Wyoming County Commissioners Association  
Commissioner Craig Welling  
Wyoming County Commissioners Association  
Commissioner Terry Wolf  
Wyoming County Commissioners Association  
Commissioner Marty Ertman  
Wyoming Association of Municipalities  
Executive Director Rick Kaysen  
Wyoming Association of Municipalities  
Deputy Director Laurie Heath  
Wyoming Association of Municipalities  
Paul Brooks  
Wyoming Association of Municipalities  
Carol Intlekofer  
Wyoming Association of Municipalities  
Carter Napier  
Wyoming Association of Municipalities  
Susan Juschka  
Wyoming Association of Municipalities  
Kelly Krakow  
Wyoming Association of Municipalities  
Andi Summerville  
Wyoming Association of Municipalities  
George Siglin  
Wyoming Association of Municipalities  
Chris Schock  
Wyoming Association of Municipalities  
Bruce Jones  
Wyoming Association of Municipalities



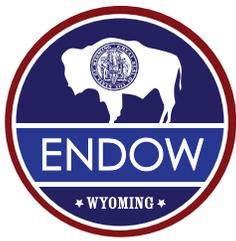
# ENGAGE

Roger Miller  
Wyoming Association of Municipalities  
Tim Patrick  
Wyoming Association of Municipalities  
Landon Greer  
Wyoming Association of Municipalities  
John Wetzel  
Wyoming Association of Municipalities  
Buck King  
Wyoming Association of Municipalities  
Holly Jibben  
Wyoming Association of Municipalities  
Charlie Powell  
Wyoming Association of Municipalities  
Scott Dellinger  
Wyoming Association of Municipalities  
Haily Morton-Levinson  
Wyoming Association of Municipalities  
John Lynch  
Wyoming Association of Municipalities  
Tracy Fowler  
Wyoming Association of Municipalities  
Jim Wells  
Wyoming Association of Municipalities  
Gary Waldner  
Wyoming Secretary of State  
Secretary Ed Buchanan  
Wyoming Secretary of State  
Deputy Secretary Karen Wheeler  
Wyoming State Treasurer  
Treasurer Mark Gordon  
Wyoming State Treasurer  
Deputy Treasurer Pat Arp  
Wyoming State Auditor  
Auditor Cynthia Cloud  
Wyoming State Auditor  
Deputy State Auditor Sandy L. Urbanek  
Wyoming Superintendent of Public Instruction  
Superintendent Jillian Balow  
Wyoming Superintendent of Public Instruction  
Chief of Staff Dicky Shanor  
Wyoming State Legislature  
Senator Eli Bebout  
Wyoming State Legislature  
Senator Drew Perkins  
Wyoming State Legislature



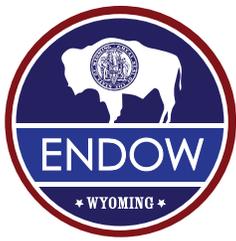
# ENGAGE

Senator Michael Von Flatern  
Wyoming State Legislature  
Senator Chris Rothfuss  
Wyoming State Legislature  
Senator John Hastert  
Wyoming State Legislature  
Senator Liisa Anselmi-Dalton  
Wyoming State Legislature  
Representative Steve Harshman  
Wyoming State Legislature  
Representative David Miller  
Wyoming State Legislature  
Representative Donald Burkhardt, Jr  
Wyoming State Legislature  
Representative Albert Sommers  
Wyoming State Legislature  
Representative Cathy Connolly  
Wyoming State Legislature  
Representative Charles Pelkey  
Wyoming State Legislature  
Representative John Freeman  
Wyoming State Legislature  
Senator Ogden Driskill  
Wyoming State Legislature  
Senator Brian Boner  
Wyoming State Legislature  
Senator Curt Meier  
Wyoming State Legislature  
Senator Tara Nethercott  
Wyoming State Legislature  
Senator Fred Emerich  
Wyoming State Legislature  
Senator Anthony Bouchard  
Wyoming State Legislature  
Senator Stephan Pappas  
Wyoming State Legislature  
Senator Affie Ellis  
Wyoming State Legislature  
Senator Glenn Moniz  
Wyoming State Legislature  
Senator Larry Hicks  
Wyoming State Legislature  
Senator Fred Baldwin  
Wyoming State Legislature  
Senator Paul Barnard  
Wyoming State Legislature



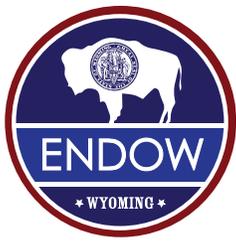
# ENGAGE

Senator Dan Dockstader  
Wyoming State Legislature  
Senator Leland Christensen  
Wyoming State Legislature  
Senator Hank Coe  
Wyoming State Legislature  
Senator R. Ray Peterson  
Wyoming State Legislature  
Senator Wyatt Agar  
Wyoming State Legislature  
Senator Bruce Burns  
Wyoming State Legislature  
Senator Dave Kinskey  
Wyoming State Legislature  
Senator Jeff Wasserburger  
Wyoming State Legislature  
Senator Cale Case  
Wyoming State Legislature  
Senator Bill Landen  
Wyoming State Legislature  
Senator James Anderson  
Wyoming State Legislature  
Senator Charles Scott  
Wyoming State Legislature  
Representative Tyler Lindholm  
Wyoming State Legislature  
Representative Hans Hunt  
Wyoming State Legislature  
Representative Eric Barlow  
Wyoming State Legislature  
Representative Dan Kirkbride  
Wyoming State Legislature  
Representative Cheri Steinmetz  
Wyoming State Legislature  
Representative Aaron Clausen  
Wyoming State Legislature  
Representative Sue Wilson  
Wyoming State Legislature  
Representative Bob Nicholas  
Wyoming State Legislature  
Representative Landon Brown  
Wyoming State Legislature  
Representative John Eklund  
Wyoming State Legislature  
Representative Jared Olsen  
Wyoming State Legislature



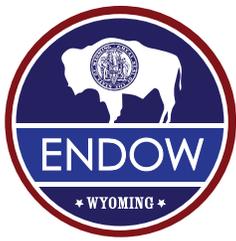
# ENGAGE

Representative Lars Lone  
Wyoming State Legislature  
Representative Dan Furphy  
Wyoming State Legislature  
Representative Mike Gierau  
Wyoming State Legislature  
Representative JoAnn Dayton  
Wyoming State Legislature  
Representative Tom Crank  
Wyoming State Legislature  
Representative Danny Eyre  
Wyoming State Legislature  
Representative Evan Simpson  
Wyoming State Legislature  
Representative Marti Halverson  
Wyoming State Legislature  
Representative Andy Schwartz  
Wyoming State Legislature  
Representative Scott Court  
Wyoming State Legislature  
Representative Dan Laursen  
Wyoming State Legislature  
Representative Jamie Flitner  
Wyoming State Legislature  
Representative Mike Greear  
Wyoming State Legislature  
Representative Nathan Winters  
Wyoming State Legislature  
Representative Mark Kinner  
Wyoming State Legislature  
Representative Mark Jennings  
Wyoming State Legislature  
Representative Scott Clem  
Wyoming State Legislature  
Representative Timothy Hallinan  
Wyoming State Legislature  
Representative Jim Allen  
Wyoming State Legislature  
Representative Tim Salazar  
Wyoming State Legislature  
Representative Joe MacGuire  
Wyoming State Legislature  
Representative Debbie Bovee  
Wyoming State Legislature  
Representative Tom Walters  
Wyoming State Legislature



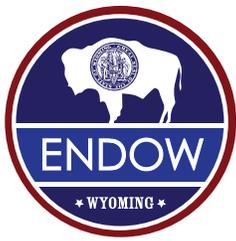
# ENGAGE

Representative Stan Blake  
Wyoming State Legislature  
Representative Mike Madden  
Wyoming State Legislature  
Representative Bill Henderson  
Wyoming State Legislature  
Representative Jim Blackburn  
Wyoming State Legislature  
Representative Dan Zwonitzer  
Wyoming State Legislature  
Representative James Byrd  
Wyoming State Legislature  
Representative Bill Haley  
Wyoming State Legislature  
Representative Jerry Paxton  
Wyoming State Legislature  
Representative Clark Stith  
Wyoming State Legislature  
Representative Garry Piiparinen  
Wyoming State Legislature  
Representative David Northrup  
Wyoming State Legislature  
Representative Bo Biteman  
Wyoming State Legislature  
Representative Bill Pownall  
Wyoming State Legislature  
Representative Roy Edwards  
Wyoming State Legislature  
Representative Lloyd Larsen  
Wyoming State Legislature  
Representative Jerry Obermueller  
Wyoming State Legislature  
Representative Chuck Gray  
Wyoming State Legislature  
Representative Pat Sweeney  
Wyoming State Legislature  
Representative Bunky Loucks  
Legislative Service Office  
Matt Obrecht  
Legislative Service Office  
Don Richards  
Legislative Service Office  
Matt Sackett  
Legislative Service Office  
Michael Swank  
Legislative Service Office



# ENGAGE

Dean Temte  
Legislative Service Office  
Dawn Williams  
Legislative Service Office  
Matthew Willmarth  
Legislative Service Office  
Torey Racines  
Legislative Service Office  
Joy Hill  
Legislative Service Office  
Jennifer Lockwood  
Legislative Service Office  
Elizabeth Martineau  
Legislative Service Office  
Samantha Mills  
Legislative Service Office  
Kelley Shepp  
Legislative Service Office  
Karla Smith  
Legislative Service Office  
Wendy Madsen  
Legislative Service Office  
Ian Shaw  
Legislative Service Office  
Josh Anderson  
Legislative Service Office  
Brian Fuller  
Legislative Service Office  
Ted Hewitt  
Legislative Service Office  
Heather Jarvis  
Legislative Service Office  
Shaun McCullough  
Legislative Service Office  
Tamara Rivale  
Legislative Service Office  
Chris Land



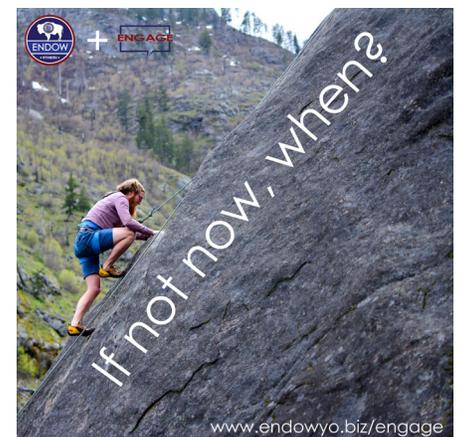
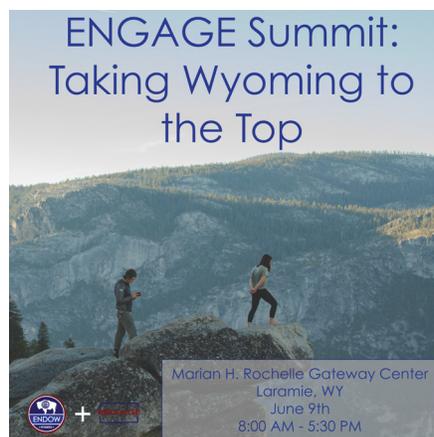
## Appendix I: Marketing Metrics

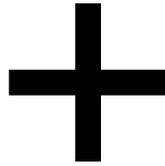
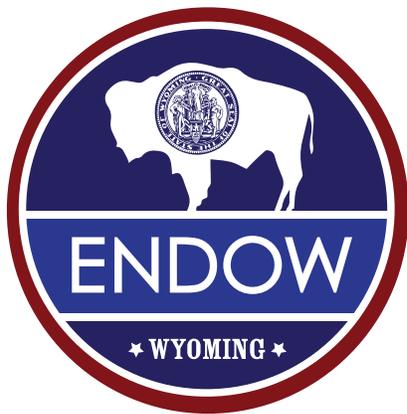
The Pronghorn Agency has provided the following data on Marketing Metrics on behalf of the ENGAGE Council. Marketing efforts for the the 2018 ENGAGE Summit included radio, Facebook, Twitter, Instagram, and Digital Ads.

Campaign Details		At A Glance			
<b>Client:</b> ENDOW Wyoming <b>Date Range:</b> 01 Jun 2018 - 17 Jun 2018	Order ID [WO#551447B]	Impressions 26,242	Clicks 538	Total CTR 2.05 %	Industry Average CTR 0.08%



	A	B	C	D	E	F
1	<b>Ad Name</b>	<b>Results</b>	<b>Result Indicator</b>	<b>Reach</b>	<b>Impressions</b>	<b>Unique Link Clicks</b>
2	Post: "Tomorrow is ours. ENC	30	actions:link_click	4761	7021	29
3	Post: "At the ENGAGE Summ	262	actions:post_engagement	9600	13432	42
4	Post: "This is YOUR chance to	158	actions:post_engagement	3003	4677	3
5	Post: "If you live here, you a	6851	video_10_sec_watched_actio	16172	42565	95
6	ENGAGE Survey	67	actions:link_click	6958	11092	67
7	ENGAGE Remote Participatio	155	actions:link_click	12516	36388	148
8	Global Participation Outside	151	actions:link_click	15652	30674	139
9	ENGAGE Student	42	actions:link_click	2985	9516	41
10	ENGAGE Tribal	40	actions:link_click	2167	9728	40
11	Default name - Traffic	94	actions:link_click	8040	19330	89
12	Event: Empowering the Next	12	actions:onsite_conversion.pu	7496	29833	132





[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