

# Wyoming Business Council

## Mission and philosophy

The mission of the Wyoming Business Council is to facilitate the growth of Wyoming's economy. To accomplish its goals, the Business Council helps to retain and expand existing Wyoming businesses and industries; works with cities, towns and counties to develop infrastructure to become business-ready; and markets the state to attract new businesses, their support businesses and tourists.

The Business Council's divisions include Accounting & Compliance; Agribusiness; Business and Industry; Investment Ready Communities; Support Services; and Travel and Tourism. The Business Council has regional offices in Casper, Riverton, Powell, Cheyenne, Gillette, and Rock Springs.

The Wyoming Legislature created the Wyoming Business Council in 1998 to strengthen and diversify the state's foundation industries and to retain our youth through the creation of better job opportunities.

For more information, visit [www.wyomingbusiness.org](http://www.wyomingbusiness.org).

## Results of outcomes

See division reports.

## Strategic plan changes

The Wyoming Business Council's role is to help build "A diverse economy that provides a livable income and ensures wage equality" with programs to grow and diversify the businesses and jobs in the state.

The Strategic Plan breaks down its goals for the next two years into Community Assistance, Business Assistance and Travel & Tourism.

The Business Council proposes to improve Community Assistance in Wyoming in several ways. First, the Business Ready Community (BRC) Grant & Loan Program is just now seeing construction from some of the original grants. The Business Council plans to work with the communities to develop "lessons learned" so future applicants can learn from those who preceded them. The program was funded at \$36.6 million for the 2005/06 biennium. Now in the second year, the Business Council has a better idea of the pent up "demand" for infrastructure.

The second goal to improve Community Assistance is through the Community Facilities Program. The program was instituted by the 2005 Legislature with \$7.5 million in funding. Currently, the Business Council is writing the statute rules and will perform a survey to define the biennium "demand" for the Community Fa-

### General information report

Tucker Fagan, Chief Executive Officer

### Agency contact

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Cheyenne, WY 82002  
[www.wyomingbusiness.org](http://www.wyomingbusiness.org)

### Other locations (Street addresses not required.)

East Central Regional Office – Casper  
Northeast Regional Office – Gillette  
Northwest Regional Office – Powell  
Southeast Regional Office – Cheyenne  
Southwest Regional Office – Rock Springs  
West Central Regional Office – Riverton

### Year established

1998

### Statutory references

W.S. 9-12-101 through 9-12-804

### Number of authorized personnel

65 Full-time

### Organizational structure

Executive, Accounting and Compliance, Support Services, Agribusiness, Business and Industry (includes State Energy Program and Wyoming Women's Business Center), Investment Ready Communities, Travel and Tourism, University of Wyoming Partnerships (Government Resources and Opportunities for Business, Wyoming Market Research Center, Manufacturing-Works, Wyoming Research Products Center, Wyoming Small Business Development Center, Wyoming Small Business Innovation Research(SBIR)/Small Business Technology Transfer (STTR) Initiative)

### Clients served

Businesses, industries, cities, counties, towns and tourists.

### Budget information

Wyoming Business Council .....	\$69,538,246
Travel & Tourism .....	9,115,501
<b>Total .....</b>	<b>\$78,653,747</b>

cilities Program funds. In addition, the Business Council will work with communities to prepare viable applications.

Finally, the Business Council plans to improve Community Assistance through better performance measures. Based on completion of projects and ongoing monitoring of each project after grant award, the Business Council will add additional measures which reflect additional capital investment added to the tax base, the percentage of jobs projected in the application vs. actual jobs filled within the Community Development Block Grant and Business Ready Communities programs.

The Business Council plans to improve Business Assistance performance in the next two years in several ways. First, having experts throughout the state (Regional Directors, Small Business Development and Manufacturing-Works professionals) working directly with city/county personnel and business people has been a fundamental change in the economic development game plan for the state. The six Regional Directors cover vast distances to participate in business and community meetings, many of which are not during what are considered normal business hours. They provide the most visible and accessible "entry" to the programs to help businesses and communities. To provide more access and coverage, the Business Council proposes an assistant director in each of the six state regions. Secondly, the Business Council is developing an automated client management/information system and client satisfaction surveys. These two will provide a much clearer picture of the Business Council's impact to business and communities.

The Business Council plans to continue joint work with the Department of Workforce Services to find ways to identify and target workforce development.

As part of the Wyoming Business Council, Travel & Tourism also helps build "A diverse economy that provides a livable income and ensures wage equality" by helping create a healthy tourism economy which contributes to business sustainability and strengthens the tourism industry's job and income generation capacity. Also, because "Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences," Travel & Tourism develops programs to promote and facilitate increased travel to Wyoming and within the state.

The current strategic plan for Travel & Tourism includes many goals to be accomplished over the next two years. The accomplishment of the goals will help position Wyoming to take full advantage of tremendous future tourism opportunities as well as sustain existing market share while capturing emerging markets. It is also critically important that Travel & Tourism stay abreast of changing travel trends and outpace the competition.

Travel & Tourism proposes to expand research requirements on all levels. Expanded research will provide

information about economic benchmarks of neighboring states and insights into the competitive analysis. It will also provide additional knowledge about Wyoming travel consumers and the performance of Wyoming's message in the marketplace, which contributes to results-driven marketing efforts.

Consolidating advertising contract services to one agency will be the first step in enhancing the consistency of the Wyoming advertising message. Then, by adding major markets that present the greatest performance potential and by incorporating an online advertising component to the marketing mix, Travel & Tourism will enhance overall distribution of the Wyoming advertising message.

Today's consumer is discerning and has high expectations for travel planning tools. In order to meet/exceed those expectations, Travel & Tourism created and maintains a state-of-the-art travel planning website. By hiring an online product manager to stay abreast of technologies and e-marketing principles and using research and tracking mechanisms, [www.wyomingtourism.org](http://www.wyomingtourism.org) will continue to meet/exceed the expectations of today's travel consumer. The division will also build relationships with consumers by utilizing the Travel & Tourism database for e-marketing purposes (e-newsletters). By incorporating "streaming video" travel feature vignettes and adding niche sites to the Travel & Tourism Web site, the division will broaden appeal and capture potential growth markets.

Expanding media relationships and product offerings is another Travel & Tourism goal for the next biennium. On the print side, the division will research emerging lifestyle magazine section marketplaces and seek contacts with six new editors in 2005-2006. For expanded broadcast coverage, Travel & Tourism will create high-definition short stories/documentaries for distribution to national television networks. The division will continue to provide broadcast-ready high-definition video footage and finished products for distribution to media outlets.

International travelers present a lucrative market segment for the state. Therefore, Travel & Tourism also strives to strengthen Wyoming's competitive position in the international marketplace. The division plans to participate in several projects through their European marketing firm, Rocky Mountain International (RMI), in order to educate international operators about niche tourism products and unique visitor opportunities outside of the traditional visitor destinations through sales and training missions. To build markets, Travel & Tourism will continue to advertise in both trade and consumer publications, using a newly created international advertisement, and expand electronic mediums for distribution of the Wyoming message. Finally, by working with existing research vendors and other stakeholders, Travel & Tourism will identify and implement collection

methods to measure international visitation and establish benchmarks.

Maximizing return-on-investment from participation in travel trade and direct marketing programs will be accomplished by responding to the changing demands of the group travel industry with innovative ways in which to package and present Wyoming product. The division will also implement a tracking system to measure effectiveness of consumer travel shows and develop a greater market presence at these shows by enhancing booth design and evaluating the current structure, show schedule, associated costs and return on investment.

The Wyoming Film Office, a division within Travel & Tourism, plans to expand Wyoming's film-friendly offerings by developing a comprehensive Wyoming film incentive program including a Short Film contest. Through newly acquired software, Reel Scout, the office will increase the number of digital images and location packages offered online, and track and measure usage.

Visitor satisfaction contributes to extended length of stay, increased spending and a high propensity for repeat visitation. Travel & Tourism will assist in making Wyoming more visitor-friendly and easily accessible by providing interpretive travel information and quality service. First, Travel & Tourism will research and plan for the construction of state-of-the art Welcome Centers at major gateways into Wyoming. Travel & Tourism will also include work with WYDOT to include audio CDs with Wyoming Highway Maps and continue to add directional and interpretive signage and pullout improvements along Wyoming highways. The division will also support Wyoming State Parks and Cultural Resources' efforts to upgrade the interpretive component of state-owned assets.

Finally, Travel & Tourism recognizes that quality and consistent service is another vital component to visitor satisfaction. Establishing customer service benchmarks, creating an annual customer service training program and continuing in-state tourism marketing education efforts will help to accomplish this goal.

## Accounting & Compliance

### General information

Diane Moser, Comptroller

### Results of outcomes

The goals of Accounting & Compliance included completion of timely, accurate, and understandable budgets, financial reports, forecasts and analyses; review and adjustment of current accounting/fiscal practices

to reflect the latest adopted policies and procedures; coordination of the financial audit for completion in a timely manner with a minimum of auditor adjustments; processing encumbrances, payments to vendors, and making cash deposits in a timely and accurate manner; and to maintain an accurate asset inventory.

Accounting & Compliance met its goals from 2004. Annual budgets and forecasts were prepared with input from department directors, monthly financial reports were distributed to department directors, and analyses were prepared upon request. Financial statements were provided to the board of directors each quarter for regular board meetings. Transactions were monitored to ensure compliance with current policies.

The independent auditor's report on the basic financial statements and supplementary information for the year ended June 30, 2004 is dated November 3, 2004. For their report on the audit, please refer to page one of the Comprehensive Annual Financial Report. The audit for the year ended June 30, 2005 is scheduled for completion by December 1, 2005. Documents, asset acquisitions and disposals were also processed on a timely basis.

## Agribusiness Division

### General information

Cindy Garretson-Weibel, Director

### Results of outcomes

The Agribusiness Division works with agricultural producers to find ways to increase their profit margin to sustain ranching and farming operations; to create jobs; to increase competitiveness in the national and international marketplaces; and to stimulate industry growth. The division's programs include: General Agricultural Marketing and Promotion; Ag Business Development and International Trade Development; Farmers' Markets; Forage and Grain Promotion; Income Diversification Program; Livestock Genetics Program; Livestock and Meat Marketing; Organic and Natural Foods Program; USDA Rural Rehabilitation Program; Value-Added Food Program; Wyoming Agricultural Leadership Program; and Wyoming First Program. The division met or exceeded its goals for 2004-2005.

To promote Wyoming agricultural business, the division updated the on-line Farm, Ranch and Agribusiness directory, and produced an annual Wyoming Agricultural Statistics booklet, and Wyoming agricultural postcards for distribution at tourism centers. The division completed a Wyoming seed video and worked on a quarterly marketing newsletter. In addition, the division placed weekly advertisements in the Wyoming Livestock

Roundup, monthly ads in the Wyoming Rural Electric News, and in numerous regional and national publications.

The division provided consultation to numerous existing agribusinesses and helped develop the concept for a statewide meat marketing and processing company. International trade development efforts linked Wyoming firms with new global markets, and provided protocol information, education and export promotion assistance. The Business Council helped sponsor an export marketing seminar and hosted a Market Access Program workshop for producers who have name branded food and agricultural products.

The Business Council worked with existing farmers' markets to increase their marketing exposure and with communities interested in starting a farmers' market. The Agribusiness Division sponsored a farmers' market during the Wyoming State Fair and instituted a new grant program to assist with marketing efforts of local farmers' markets.

The forage program promoted Wyoming hay at regional and national trade events; and promoted the Wyoming Hay Hotline and Web site, [www.uwyo.edu/cces/haylist](http://www.uwyo.edu/cces/haylist). The Agribusiness Division was instrumental in coordinating a Wyoming Hay Expo and trade show, held in February 2005.

The Agribusiness Division worked one-on-one with farmers and ranchers to help identify diversification opportunities. The division also distributed the Sustaining Western Rural Landscapes, Lifestyles and Livelihoods workbook, an extensive agricultural diversification training manual. The Business Council coordinated an annual agricultural diversification tour in the Big Horn Basin and helped coordinate and sponsor the Ag-Based Innovative Marketing Exposition, which included 10 speakers discussing innovative ag marketing and diversification strategies.

The Livestock Genetics program assisted Wyoming producers of genetically superior livestock get their products into the domestic and international marketplace by distributing livestock marketing information at statewide and regional meetings. In addition, the Business Council led two trade missions to Argentina.

The Agribusiness Division created a new Livestock and Meat Marketing Program to promote Wyoming meat and livestock. The Business Council worked with the University of Wyoming College of Agriculture to develop and promote a Wyoming Beef Cattle Listing online at [www.wyobeef.org](http://www.wyobeef.org). The staff promoted Wyoming livestock at state and regional trade shows.

Promoting organic/natural foods, the division represented Wyoming natural and organic companies at several Wyoming and national trade shows. The Business Council and its agency partners completed a mobile meat processing plant feasibility study and the division staff contacted Wyoming meat processors to determine their

interest in becoming a USDA-certified plant and interest in processing organic meat.

The Business Council Agribusiness Division managed the USDA Rural Rehabilitation Program to provide grants for youth leadership training. In 2004-2005, Agribusiness awarded over ten grants to Career and Technical Service Organizations, Wyoming Ag in the Classroom, and the Wyoming FFA Foundation for leadership training.

Under the Value-Added Food Program, the division provided one-on-one counseling to clients and represented Wyoming food companies at several national and international trade shows.

The Agribusiness Division conducted four in-state seminars and an international study tour for the two-year Wyoming Leadership Education and Development program (Wyoming L.E.A.D.), which is designed for individuals involved in production agriculture or agribusiness. The 18 participants in Class VIII graduated in April 2005.

In support of the Wyoming First Program, which helps promote Wyoming-made products or substantially enhanced products and services, the division represented Wyoming-made products at regional and statewide trade shows and meetings. A full color catalog of Wyoming-made products was printed and a new Web site [www.wyomingfirst.org](http://www.wyomingfirst.org), was launched that provides a description of all Wyoming First products.

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## Business & Industry Division

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### General information

Mark Willis, Director

### Results of outcomes

The Business & Industry (B&I) Division works to create new and better job opportunities in Wyoming by encouraging business start-ups, strengthening retention and expansion programs to help existing Wyoming companies, in addition to targeting and recruiting businesses to Wyoming. The division works with local organizations and governments to help build the foundation for economic development. The programs and services in Business & Industry include Business Permitting Assistance; Financial Resources Assistance; Trade Show Incentive Program; and State Energy Program.

In addition, Business & Industry provides services to Wyoming citizens through contracts with the University of Wyoming, which include: Wyoming Procurement Technical Assistance Center, which contains the federal Government Resources and Opportunities for Business

(GRO-Biz); Market Research Center; Manufacturing-Works, formerly known as Mid-America Manufacturing Technology Center (MAMTC); Wyoming Research Products Center (RPC); Wyoming Small Business Development Center (SBDC); Wyoming Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) Initiative (WSSI).

The division has met or exceeded the goals set forth in 2004. The primary goal was to support job growth, with a target of 1,300 new jobs in a variety of categories. This target was surpassed easily, with 6,200 (+2.3 percent) total jobs created within the state between June 2004 and June 2005. In every category, new job creation outpaced the targets.

Though the Business Council has had success in supporting an improved business climate and marketing that environment, the B&I Division redirected much of its effort to address the targets identified by the Wadley-Donovan Targeted Industry study, completed this past year. To better meet the demands of these targets, the division is working with the Travel & Tourism Division to better coordinate marketing efforts and to develop a separate web presence, designed specifically for the site selection market.

Additionally, with limited marketing resources, the division became more involved in partnerships, facilitating improved performance through superior leveraging of resources. A relationship with US-Europe Enterprises (US-EE), a private venture that seeks to help American companies expand into European markets, has shown great promise for technology transfer between various entities throughout the state and European counterparts, while developing contacts that are expected to support the University of Wyoming Technology Business Center. Included within the US-EE contract is a tie with CXO, a regional business networking organization with over 600 members, providing opportunities for new business ventures throughout the state and providing new contacts for existing businesses.

This division offered assistance with business permitting as well as consulting and resources regarding financial assistance available to Wyoming businesses and businesses looking to relocate to the state, dealing directly with well over 200 contacts monthly. In addition, the division's partnerships with service providers at the University of Wyoming continued to expand, many attracting attention from other states looking to emulate them. The division also administered the Trade Show Incentive Grants to help existing businesses expand their markets.

The State Energy Program is dedicated to expansion of renewable energy production and energy efficiency. In the past year the program, which is funded through the U.S. Department of Energy, introduced three new programs: the Institutional Conservation Program, which provided energy audits to 15 clients (schools, hospitals and nursing homes) and construction grants to two of

those; the Small Business Energy Audit Program, that paid 75 percent of the cost of an energy audit; and the Anemometer Loan Program that analyzed sites for potential use for wind farm development. Additionally, the program funded the Rentech study determining the feasibility of coal conversion to liquid fuel; a solar stock watering demonstration; and grants to increase energy efficiency and integrated energy design in schools.

## Investment Ready Communities Division

### General information

Steve Achter, Director

### Results of outcomes

The Investment Ready Communities Division works to help Wyoming communities become "business-ready" by administering the Community Development Block Grant Program, the Business Ready Communities Grant and Loan Program and the Community Facilities Grant and Loan Program. This division also works with the Wyoming Rural Development Council to conduct community assessments throughout the state.

Investment Ready Communities Division met and surpassed the goals for 2004. First, the division was to administer the Business Ready Community (BRC) Grant and Loan Program. The BRC Program is a multi-year program designed to promote economic development at the city, town and county level in order to improve economic health and a stronger state economy. The program offers three types of funding: Business Committed, Community Readiness and Community Enhancement. The BRC Program awarded 28 grants in 28 communities throughout Wyoming. The awards granted in 2004 totaled \$27,945,423, with 11 Business Committed grants totaling \$14,104,187, 12 Community Readiness grants totaling \$12,846,431, and five Community Enhancement grants totaling \$994,805.

Secondly, the division administered the Community Development Block Grant (CDBG) Program, which has received an annual federal allocation from a low of \$2.2 million to a high of \$3.7 million. The CDBG Program is a federally funded pass-through grant program from the U.S. Department of Housing and Urban Development (HUD). The division's allocations of funds resulted in 42 grant awards totaling \$3,905,040 in Wyoming. The CDBG Program offers Community Development CDBG awards and Economic Development CDBG awards. The division awarded 11 Community Development CDBG awards in 11 communities, totaling \$1,584,506. In addition, the division awarded 31

Economic Development CDBG awards in 28 communities, totaling \$2,320,531. Two Wyoming communities received more than one Economic Development CDBG award. HUD requires that states receiving certain HUD Funds prepare a State Consolidated Plan for Housing and Community Development (Consolidated Plan) and a one-year Action Plan. The division prepared the one-year CDBG Action Plan for the State of Wyoming. The Plan describes specific information on the four HUD Community Planning and Development Formula programs, CDBG, Home Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with Aids.

The Legislature established the Community Facilities Grant and Loan Program during the 2005 session with a \$7.5 million appropriation. The purpose of the program is to assist communities with grant and loan funding to preserve former school and surplus government facilities that have existing or future community uses.

The division worked with the Wyoming Community Network, which is designed to connect Wyoming communities with resources and programs to aid their development. The network is a non-profit technical assistance arm of the Wyoming Rural Development Council. In 2004, the Wyoming Community Network completed eight community assessments throughout Wyoming.

The division also worked to expand and promote demographic data, model planning tools from across Wyoming and other information for the Community Development Center section of the Business Council Web site by providing census data, county profiles, cost of living, employment statistics and housing information on the site. The division digitized and linked 25 community plans to the Business Council site from the State Library's Web site. Finally, the division attached the rules and application forms for the CDBG Program, BRC Program and the Community Facilities Program.

## Support Services

### General information

Peter Reis, Chief Support Services Officer

### Results of outcomes

Support Services provides operations back-office support to the Wyoming Business Council. The Support Services programs include Human Resources Services, both internal and external; Research; and Marketing and Public Relations; as well as payroll, facilities, electronic services, travel support, and administrative support.

The division met its goals from 2004 including reviewing the Business Council building facilities to insure that it meets current and future needs as well as updat-

ing the Business Recovery Plan and Health and Safety Plan to provide training to staff on these programs. The Business Council continues to look for effective ways to use its space including some improvements and changes to the existing building. The Business Council located several possible options for expansion, should it become necessary. Support Services also went out for bids and selected a new cleaning service for the Becker Building. The division reviewed and updated the Business Recovery Plan.

The Electronic Services section within Support Services works to resolve field Internet and Web problems. The Business Council entered into a partnership with the Department of Workforce Services Information Technology group to provide a review of the Business Council IT and Telecomm operations. The partnership will ensure that the Business Council is on the leading edge of technology needed to meet its current and future needs.

Support Services offers Human Resources services within the Business Council and to businesses throughout the state. Internally, Human Resources updated the Business Council's position descriptions and worked with the State Human Resources group to evaluate and slot the positions. Based on this slotting, the Business Council adapted modified grading and salary range systems. The section also modified the performance appraisal system. The Human Resources group also worked with supervisors to ensure that they have been directly involved with the development and implementation of the performance appraisal system.

Externally, the Business Council's advanced human resources assistance to Wyoming businesses expanded. The consulting includes diagnosis of the human resources and general business climate of a business, development of recommendations to management and assistance in the implementation of other human resources suggestions. During the past year, the section assisted over 30 Wyoming companies all phases of human resources.

The Research component of Support Services coordinates, manages and accomplishes research done within the Business Council, its partners and vendors, other state agencies, and the general public. Research maintained a yearly database of all research work requests, which included all demographic economic reports. Research completed monthly, quarterly and annual "State of Wyoming Economy" reports and annual Tourism reports. In addition, Research conducted numerous funding requests for Wyoming non-profits and initiated and compiled a Grant Station database of applicable funding sources. Research also prepared community and county profiles for Wyoming assessments and implemented and coordinated the impact analysis model, Regional Project Assessment System for economic development projects.

The final component of the Support Services division is Marketing and PR, which provides marketing and public relations support services internally. Marketing

and PR assisted client requests from regional directors and increased the number of businesses helped and number of media trainings. This past year, Marketing and PR helped 11 businesses with marketing and media relations. In addition, Marketing and PR converted all publications to the same look to maintain brand identity. Marketing and PR also lead Web site development, working with all divisions to update content on the Business Council Web site as well as other sites maintained by the Business Council. In 2004, the total number of sessions for [www.wyomingbusiness.org](http://www.wyomingbusiness.org) was 162,452. To help recruitment efforts, Marketing and PR raised national awareness that Wyoming is a great place to do business by pitching stories to national media and by conducting familiarization trips with reporters around the state. Locally, Marketing and PR worked with Wyoming media to promote Wyoming businesses, Business Council programs and bring awareness to news events related to the Business Council.

## Travel and Tourism

### General information

Diane Shober, Director

### Results of outcomes

Travel & Tourism is charged with bringing non-resident visitors to Wyoming by actively, and diversely, promoting the state as a vacation destination to both domestic and international audiences. By creating and implementing a fully integrated marketing campaign, the division adds strength to the Wyoming travel industry. Marketing strategies have been developed and deployed by this division for more than 40 years, and include paid media advertising; utilizing a mix of print, newspaper, radio, TV and outdoor, direct marketing, online marketing; media and public relations and much more. The division's programs include Consumer Marketing - Advertising, Web, Publications & Research; Americas/Asia/Domestic Tourism Marketing; International Tourism Marketing; Customer Service, Information Centers and Fulfillment; Media & Public Relations; and Film, Arts & Entertainment.

Travel & Tourism met the goals for 2004. Travel & Tourism strived to expand media programs showcasing well-known and lesser known locations in Wyoming to media across the country. The division created, produced and distributed nine news features and/or marketing videos and collected, logged, and archived video footage/interviews at 15 attractions and/or events to be activated in "On the Road" segments pending availability of the governor. Travel & Tourism also targeted eight travel media markets outside of Wyoming and maintained regular

travel editor contacts in adjoining major markets as well as attending a press reception in New York.

The division integrated digital asset management and electronic storage of images for public/media relations' for distribution by organizing a slide library (still images). The Film Office has also added hundreds of additional digital images of statewide locations to the film website.

To monitor and work with the Wyoming tourism industry and state and federal agencies on public land issues, Travel & Tourism maintained active partnerships with Tribal Councils, Retail Associations, Energy and Minerals Associations, Agribusiness Associations, Federal and other state agencies.

Travel & Tourism worked to increase the distribution of scenic and recreational information through printed collateral, website, and information centers. A complete overhaul and redesign of the tourism Web site has been completed and the site launched August 9, 2005. The new site is a database driven site that will enhance Wyoming's presence on the web and make it easier for visitors to find Wyoming tourism-related businesses. Last spring, Travel & Tourism published 100,000 copies of the new Wyoming Scenic Byways and Backways brochure; printed the Directory of Film/Video Services and Locations in conjunction with updating the Film Office website with crew, production and support services for production companies shooting in Wyoming; and added sidebar stories to the Wyoming Cultural Guide.

Travel & Tourism encouraged in-state travel through coordination with local community organizations and lodging tax boards by publishing a newsletter, Travel Talk, four times per year in conjunction with the Wyoming Travel Industry Coalition and then distributed it to Wyoming's tourism industry and elected officials.

In conjunction with the Wyoming Department of Transportation (WYDOT), Travel & Tourism worked to add low-wattage radio stations throughout the state. WYDOT is finalizing its preferred locations for approximately 20 new low-wattage highway advisory radios to be placed across Wyoming. These transmitters will provide travelers with road and travel information, emergency message advisories and also local tourism attraction and event information.

In an effort to purchase 25 interactive kiosks and install one in most counties, proposals for the kiosk program have been received and reviewed. Travel & Tourism has entered into a contract with Kelly Rizley Advertising for the kiosk vendor services. Videos and other content of all regions of the state will be compiled by the end of 2005 with kiosks being distributed around the state by the summer of 2006.

To maintain the image, identity and brand of Wyoming, Travel & Tourism worked with WYDOT on signage and pullouts and developed an ad campaign geared towards the international market. Another goal was to increase advertising impressions.

In order to improve directional signage and pullouts along Wyoming highways, funding was committed for construction of seven new turnouts, the upgrading of two parking areas to turnouts and tourism expects to fund the construction of five additional turnouts depending upon construction estimates from WYDOT.

The "Once upon a time in the West" image of the Tetons, from the 2004-2005 print advertising campaign, was selected as the most effective ad for the international market, and was used as the cornerstone in the new international ad campaign.

The Wyoming Film Production Incentive Program printed postcards and distributed them at film festivals, trade shows and with production guide requests. In addition, the program created regional newspaper and radio advertisements to promote cultural events and market the Wyoming Cultural Guide.

By renewing contracts with Longwood's International, which provided demographic and psychographic visitor profiles as well as the number of overnight visitors to Wyoming and Dean Runyan & Associates, for quantifying the economic impact of the Longwood's research results, Travel & Tourism continues to obtain information to measure and assist in exceeding national, regional and surrounding states' benchmarks. All Travel & Tourism marketing efforts are aligned with the statistical data and travel trends feedback.

To support the trade industry in attracting conventions, meetings, reunions and business travel, the division generated 200 potential leads of small meetings and convention planners and distributed the leads to Wyoming suppliers through ad placement in the Pacific Northwest Meeting Planners' Guide.

In an effort to increase a visitor's average length of stay by one to two days as well as increase annual destination spending by one percent over the next biennium, Randall Travel Marketing, a tourism consulting firm out of North Carolina which specializes in rural tourism development, conducted 18 day-long destination assessments in January and February. The purpose of the destination assessments was to provide constructive marketing feedback to Wyoming communities and to assist them with executing effective tourism marketing campaigns to capture a portion of the large volume of pass-thru traffic.

Ongoing marketing efforts include approximately \$4 million in paid media advertising, direct marketing, and a robust PR/media program aimed at deepening and expanding the Wyoming message. These efforts also contribute to increase visitor average length of stay and contribute to travel spending at Wyoming destinations.

In order to increase the number of international visitors to Wyoming each year, Travel & Tourism awarded five \$1,000 grants that enabled Wyoming suppliers to attend U.S. based, international marketplaces for the first time. In addition, Travel & Tourism targeted the Australia/New Zealand, Canada, and Scandinavian markets in

order to expand international trade efforts through trade shows, distribution of a quarterly newsletter, training and sales missions and increased advertising.

To provide domestic and international trade leads on the Internet to Wyoming suppliers, Travel & Tourism participated in trade shows and travel marketplaces, conducted sales missions, research (familiarization) trips, inquiries, referrals, etc., which provided 577 trade leads. The number of e-coupons on the Travel & Tourism website actually decreased over the past year due to the fact that linking to individual industry websites (businesses) became easier and more accommodating for the consumer.

Travel & Tourism partnered with American Heritage magazine to create 50,000 Wyoming Heritage supplement magazines that were distributed in five markets in conjunction with our overall tourism ad campaign. Also, the Wyoming Cultural Guide had an increase in state-wide participation through ad/listings sales from \$15,500 in 2003 to \$22,425 in 2004.

# Wyoming Business Council organizational chart

