

# CAEDA DIRECTIONS

## ECONOMIC DEVELOPMENT NEWSLETTER

Fall Edition 2011



CASPER AREA ECONOMIC  
DEVELOPMENT ALLIANCE, INC.  
300 S WOLCOTT STE 300  
CASPER WY 82601

## Forward Casper Investor Drive

It's that time again! The Forward Casper Investor Drive is underway and CAEDA is looking forward to a successful and prosperous Fall.

The CAEDA Board of Directors appointed Bob Sutter, Tom Brauer, Don Davis, Mike Huston, and Jeff Bishop to serve as this year's Nominating Committee. Their role is to contact potential candidates for the CAEDA Board, and then confirm that nomination list for the general election. Those who contribute \$500 or more to Forward Casper will be eligible to run for a position on the Board, as well as vote in the election.

Investor participation and financial support has helped bring many new opportunities to the community in the last few years. CAEDA-Forward Casper efforts have resulted in new air service to and from Casper, workforce development facilities and programs, as well as business recruitment and retention. These and other projects are strengthening the economic health of the community.

CAEDA Board Members and Forward Casper Investors will vote at the Annual Meeting on December 6, 2011.

Don't forget to renew your Forward Casper investment for 2012! Remember, in order to vote at the Annual Meeting or be eligible for nomination you must renew for 2012.

### Why Invest?

**All annual investors in Forward Casper receive the following:**

- Invitations to CAEDA's quarterly business breakfasts and other special events.
- Copies of CAEDA's newsletter, which is produced on a quarterly basis. The newsletter features articles on local projects and other economic information for the area.
- Businesses that participate in Forward Casper are listed in the newsletter and on CAEDA's website [www.casperworks.biz](http://www.casperworks.biz) in recognition of their community support.

**Additional privileges:**

- Investors at the \$500 level have voting privileges, can nominate board candidates, or run for an open board position themselves.
- Investors at the \$10,000 level automatically qualify their organization to place a representative on the CAEDA Board of Directors.

Contact the CAEDA office at 307-577-7011 to make renewal arrangements and ensure there is a ballot waiting for you at the Annual Meeting!

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## CAEDA Welcomes Scott Sutherland as New President & CEO

The CAEDA Board of Directors is pleased to announce that Scott Sutherland has been selected as President and Chief Executive Officer of CAEDA. Mr. Sutherland has over 14 years of experience in economic development in Wyoming, including President of Goshen County Economic Development and Vice President of Cheyenne LEADS. He has served on many Boards during his career, including Federal Home Loan Bank of Seattle Advisory Council, Wyoming Economic Development Association and several others. Mr. Sutherland is very active in all aspects of economic development within Wyoming. He has successfully created and managed several multi million dollar projects in both the private and public sectors.

Mr. Sutherland graduated from Casper College and holds a Bachelor's Degree in Business Administration from the University of Wyoming. In addition, he has completed



*CAEDA would like to welcome the new President & CEO, Scott Sutherland.*

the course work necessary for a Master's Degree with an emphasis on marketing from the University of Wyoming. Mr. Sutherland has attended economic development financing training through the International Economic Development Council and has been an instructor for business management and finance classes at Eastern Wyoming Community College.

Mr. Sutherland is a native of Wyoming, born and raised in Casper, has served 27 years in the Wyoming Army National Guard, has 7 children and step children. He is married to Jill Sutherland. He and his family enjoy most activities Wyoming has to offer.

Mr. Sutherland will start his new role with CAEDA on December 1, 2011.

## Stubson Talks Redistricting at Quarterly Breakfast

The Fall 2011 CAEDA Quarterly Breakfast kicked off with the Nominating Committee Report. Every year, CAEDA holds its Forward Casper investor drive. The Nominating Committee, who is appointed by the CAEDA Board Chairman, is enlisted with the duty of seeking out candidates for the 2012 CAEDA Board. The Nominating Committee informed the group that in order to run for a CAEDA Board seat, you or your organization must contribute at least \$500.00 to the Forward Casper campaign.



*Community members and Forward Casper investors take the opportunity to network after the Fall Quarterly Breakfast.*

Stubson. Stubson sits on the Wyoming House of Representatives, and has done so since 2008. Stubson is also a board member of two clubs, Natrona County Child Development Center and Five Trails Rotary, and is active in seven House Committees.

Stubson stated that the budget session spans from February 13 – March 13; right now, the House is engaged in committee meetings and activity. Furthermore,

The guest speaker at this quarterly breakfast was Tim

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## Air Service Upgrades and Pricing Changes

by Glenn Januska, Casper/Natrona County  
International Airport Manager

In the last two newsletters I have talked about airline seat pricing, seat pricing rationale, how profitability affects airline decisions regarding service and price, and finally what information we have available to us to help influence the changes we desire.

When I started working with air service development years ago we would schedule a meeting with an airline at their headquarters, bring along a business leader, a chamber representative, and an airport board member. We'd talk about the community, business, trends, and the opportunity for new or expanded service. Afterwards we'd thank the airline for their time and the airline analysts would (we presumed) analyze the market. If the airline elected to start new service or expand existing service they would announce it, the service would start, and either continue or the community would receive a call months later that the service was not successful and would end at a specified date.

Fast forward several years through airline consolidation, bankruptcies, downscaling, recession, economic slowdown, 9/11, SARS, bird flu, and record high oil prices and air service development is much different. First, by plan or design, a good portion of the airline analysts have left the airlines and in many cases have become consultants. That means fewer airline people to analyze new or expanded routes, and the smaller the market the less likelihood someone from the airlines wakes up thinking about looking at it. So, many airports have hired those consultants/firms to analyze markets for their community....or, in other words, if we want to be considered by the airlines we have to do more of the work they used to do for themselves. Second, the airlines already know everything they need to know about what has happened in a market in the past, and they could care a less about anything that does not translate directly into butts in seats.

Finally, and by far most significantly, the airlines are not willing to assume all or most of the risk of starting or expanding service in most except for the most desirable markets. Unless it is absolutely, 100% crystal clear an airline can make money in a market from day one, they are increasingly unwilling to assume the full risk. If a com-

munity is not willing to assume risk, the chance for new service or even expanded service is slim to none. So, what do communities do? Help reduce airline expenses: provide marketing/advertising dollars; waive landing and terminal fees; fuel discounts; and provide computer/ground support equipment and even ground support services.

Expand revenue: travel banks (business community

guarantees of \$x dollars toward travel on that airline) and revenue guarantees (specified revenue per flight where a community covers the gap).

One advantage of communities hiring experts to analyze a market is a determination if new or expanded service into a market is realistic. The more solid the new or expanded service is, the less risky it is, and the less the community has to do to mitigate the risk. Regardless, airlines

want to see community support. An airline can't start new service or expanded service in a day unless it wants to fly empty seats. Typically service is loaded into the reservation system(s) 60 days in advance, which gives competitors an opportunity to match fares, service, offer frequent flier miles, etc. all with the hope the new service won't be successful. Without community and business support and risk sharing the service won't be successful.

So, what does this all mean? The pricing of airline tickets is not quite like the pricing of any other product or service you can think of. If an airline can't make money in a market with an aircraft, or make more money in one market than another, service will go away. Full airplanes do not translate into profitability, and understanding airline profitability is key to reduced fares and expanded service. Also, understanding a market (who is using air service and who isn't) is THE key. If the size of the air service pie was large enough for another carrier to serve the market the service would already be in place. Showing the part of the pie (market) that isn't being served is the only way new service will be initiated. Utilizing market data and market expertise helps to show all of this, what the risk to the airline is, and what the community needs to do to get and support the service. Failure to understand the market and not acquiring or developing the tools necessary to support new service, expanded service, or lower fares subjects air service to market whims and nobody, not the airlines nor a community benefits from that.



## Petersen-Frey Selected as State Star

Jill Kline, State Director of Wyoming Entrepreneur – Small Business Development Center (SBDC), is pleased to announce that Anya Petersen-Frey has been selected as the 2011 Wyoming State Star. Anya was selected by the network to recognize her exceptional contributions to the SBDC and small business in Wyoming. According to Kline, “Anya is an outstanding performer who regularly makes a major contribution to our SBDC program.”

Petersen-Frey works as the Regional Director in the Southeast Wyoming area, with offices in Cheyenne. She was honored at a reception on Friday, September, 6, 2011 in San Diego, California in conjunction with the Association of Small Business Development Center’s (ASBDC) 31st annual conference. The reception was graciously sponsored by Constant Contact, Inc., a company that specializes in helping small businesses, associations and non-profits connect with their customers, clients and members.



*Left to right: Charles “Tee” Rowe, ASBDC President; Annie Powell, Constant Contact Director of Regional Development; Anya Petersen-Frey, Wyoming State Star; Jill Kline, Wyoming State Director; Michael Chodos, Associate Deputy Administrator of the SBA – Office of Entrepreneurial Development.*

The ASBDC Network is a partnership uniting private enterprise, government, higher education, and local non-profit economic development organizations. The SBDC is the Small Business Administration’s largest partnership program, providing management and technical assistance to help Americans start, run and grow their businesses.

Wyoming Entrepreneur is a business consulting group, consisting of the Wyoming Small Business Development Center (SBDC), Procurement Technical Assistance Center (PTAC), and the Market Research Center. Our mission is to help Wyoming entrepreneurs succeed. Counseling and most market research services are free of charge to Wyoming Residents.

Wyoming Entrepreneur is funded in part through a cooperative agreement with the U.S. Small Business Administration. Additional support comes from the

Wyoming Business Council and the University of Wyoming. For more information, visit our website, <http://www.wyomingentrepreneur.biz>.

## Casper listed among Top Small Metros

*by Wyoma Groenenberg,  
Wyoming Business Report*

The 28 best performing small metropolitan areas — Casper is listed at 15th — averaged a 3.14 percent annualized job growth rate this past summer, according to Headlight LLC, which provides continuously updated information on a region’s economy.

Also listed — out of the total 269 small metros — in neighboring states are Logan, Utah, at 19, Pocatello, Idaho, at 20, and Grand Junction, Colo., at 27. Rounding out the top five are Cumberland, Md./West Va., Lewiston-Auburn, Maine, Holland-Grand Haven, Mich., Hot Springs, Ark., and Wenatchee-East Wenatchee, Wash.

Headlight LLC conducted an analysis of employment trends from June to September 2011 to identify the metro areas that experienced the highest job growth.

While growth rate has appeared slow but steady nationwide, the recovery has not been uniform across metros in the United States, the company learned.

“A surprising finding in our analysis is that 43 percent of all metros experienced job losses during the summer 2011. These job losses were most pronounced in small metros (under 500,000 population), but were consistent across all size categories,” the company noted.

Among the top seven (out of a total 71) medium metros was Boise City-Nampa, Idaho, at fifth. The others in the top were Cape Coral-Fort Myers, Fla., Tucson, Ariz., Stockton, Calif., and Gary, Ind. These areas had a 1.6 percent annualized growth rate this summer.

Headlight is a spinout of Avalanche Consulting Inc., a leading economic development consultancy.

## Quarterly Breakfast continued..

*continued from page 2...*



*CAEDA Quarterly Breakfast attendees sit and discuss Stubson's presentation.*

Stubson spent a lot of time explaining to the group at the meeting about redistricting. This redistricting is occurring based on the recent census.

In Natrona County, House Districts 35 and 58 will be redrawn. This is due to the fact that the population in these areas has grown exponentially. Thus, the redistricting is done to more evenly distribute the population in each district. Furthermore, Casper Mountain residents will now be a part of District 37, whereas they used to be a part of District 35. The proposed plans can

be found online at <http://legisweb.state.wy.us>. You can also zoom in on the map on the website to a block level to see what district your house now falls into.

For more information, you may contact Tim Stubson directly at (307) 234-1000 or [tim@stampedeforstubson.com](mailto:tim@stampedeforstubson.com).



*Tim Stubson, Wyoming House of Representatives, discusses the redistricting process that is currently taking place.*

## Thank you, Steve Elledge!

The CAEDA Board and Staff would like to extend a heartfelt thank you to Steve Elledge. Elledge has acted as Interim President & CEO of CAEDA since February 2011.

Elledge came to CAEDA with a wealth of experience. He spent eleven years as the east central regional director and head of field services for the Wyoming Business Council. He retired from the State of Wyoming on October 1, 2010. Prior to his time at the Wyoming Business Council, Elledge worked



in a variety of small local businesses, including the energy industry, Casper College and CAEDA.

During his time with CAEDA this past year, Elledge facilitated many new business leads and inquires, and has made the transition easy for the new President & CEO.

Thank you, Steve, for your hard work, dedication, and passion to CAEDA and economic development!

# CAEDA-FORWARD CASPER INVESTORS

## **Government Sector & Other Partners**

Casper Area Chamber of Commerce – [www.casperwyoming.org](http://www.casperwyoming.org)  
City of Casper – [www.casperwy.gov](http://www.casperwy.gov)  
Natrona County – [www.natrona.net](http://www.natrona.net)  
Town of Evansville – [www.townofevansville.org](http://www.townofevansville.org)  
Town of Mills – [www.millswy.com](http://www.millswy.com)  
Wyoming Business Council – [www.wyomingbusiness.org](http://www.wyomingbusiness.org)  
Wyoming Contractor's Association. – [www.wyomingcontractors.org](http://www.wyomingcontractors.org)

## **Energy/Mining**

Carpenter & Sons, Inc. – (307) 265.8895  
Wold Oil Properties, Inc. – [www.woldoil.com](http://www.woldoil.com)

## **Construction**

71 Construction – [www.71construction.com](http://www.71construction.com)  
FCI Constructors, Inc. - [www.fcicol.com](http://www.fcicol.com)  
Groathouse Construction – [www.groathouse.com](http://www.groathouse.com)  
Haselden Constructors – [www.haselden.com](http://www.haselden.com)  
McMurry Construction – [www.wnmcmurry.com](http://www.wnmcmurry.com)

## **Manufacturing**

Automation & Electronics – [www.autoelect.com](http://www.autoelect.com)  
Enerflex/Toromont Energy – [www.enerflex.com](http://www.enerflex.com)  
EXCAL, Inc. – [www.excal-inc.com](http://www.excal-inc.com)  
J W Williams – [www.jwwilliams-flint.com](http://www.jwwilliams-flint.com)  
McMurry Ready Mix - [www.mcmurryreadymix.com](http://www.mcmurryreadymix.com)  
Pepper Tank & Contracting – [www.peppertank.com](http://www.peppertank.com)  
WESTECH/WOTCO – [www.wstch.com](http://www.wstch.com)

## **Retail/ Wholesale / Contracting**

Atlas Reproduction, Inc. - [www.atlasreproduction.com](http://www.atlasreproduction.com)  
Bailly's Plumbing & Heating – (307) 234.6568  
Crum Electric Supply – [www.crum.com](http://www.crum.com)  
Foss Toyota – [www.fossmotors.com](http://www.fossmotors.com)  
Greiner Ford Lincoln Mercury - [www.greinermotorco-casper.com](http://www.greinermotorco-casper.com)  
IKON Office Solutions – [www.ikon.com](http://www.ikon.com)  
Michael's Fence – [www.michaelsfence.com](http://www.michaelsfence.com)  
Modern Electric – [www.modern-electric.com](http://www.modern-electric.com)  
Mountain States Lithographing – [www.mtstlitho.com](http://www.mtstlitho.com)  
Power Service, Inc.– [www.powerserviceinc.com](http://www.powerserviceinc.com)  
Wyoming Machinery – [www.wyomingcat.com](http://www.wyomingcat.com)  
Wyoming Steel & Recycling – [www.wysteel.com](http://www.wysteel.com)

## **Transportation**

C&Y Transportation – [www.c-ytransportation.com](http://www.c-ytransportation.com)  
Casper—Natrona County International Airport – [www.ifly-casper.com](http://www.ifly-casper.com)

## **Finance**

American National Bank – [www.anbbank.com](http://www.anbbank.com)  
Bank of the West - [www.bankofthewest.com](http://www.bankofthewest.com)  
First Interstate Bank – [www.firstinterstatebank.com](http://www.firstinterstatebank.com)

Hilltop National Bank – [www.HilltopNationalBank.com](http://www.HilltopNationalBank.com)  
Jonah Bank of Wyoming - [www.jonahbank.com](http://www.jonahbank.com)  
Merrill Lynch – [www.ml.com](http://www.ml.com)  
Platte Valley Bank – [www.pvbankwy.com](http://www.pvbankwy.com)  
Wells Fargo Bank – [www.wellsfargo.com](http://www.wellsfargo.com)

## **Health Care**

Casper Orthopedic Associates, P.C. – [www.wyoortho.com](http://www.wyoortho.com)  
Elkhorn Valley Rehabilitation Hospital – [evrh.ernesthealth.com](http://evrh.ernesthealth.com)  
Wyoming Medical Center – [www.wmcnet.org](http://www.wmcnet.org)

## **Real Estate**

Broker One Real Estate - [www.broker1realestate.com](http://www.broker1realestate.com)  
Eastland Development – (307) 234.0583  
Granite Peak Development – [www.granitepeakdev.com](http://www.granitepeakdev.com)  
Phillips & Company – [www.phillips-company.com](http://www.phillips-company.com)  
Remax The Group – [www.wythegroup.com](http://www.wythegroup.com)  
South-South Property, LLC - (307) 266.0129

## **Professional Services**

ARC Integrated Program Management - [www.arcimp.com](http://www.arcimp.com)  
Brown, Drew & Massey, LLP – [www.browndrew.com](http://www.browndrew.com)  
Civil Engineering Professionals, Inc. - [www.cepi-casper.com](http://www.cepi-casper.com)  
Elliott & Associates – (307) 234.2241  
Grooms & Harkins – [www.groomsandharkins.com](http://www.groomsandharkins.com)  
GSG Architecture – [www.gsgarchitecture.com](http://www.gsgarchitecture.com)  
Inberg-Miller – [www.inberg-miller.com](http://www.inberg-miller.com)  
Lenhart, Mason & Associates LLC – [www.wyocpa.com](http://www.wyocpa.com)  
Lincoln Financial Advisors – (307) 235.5822  
Lovelett, Skogen & Associates – [www.cpawyoming.com](http://www.cpawyoming.com)  
Porter, Muirhead, Cornia & Howard, CPA – [www.pmch.com](http://www.pmch.com)  
Raymond James Financial Services - [www.raymondjames.com](http://www.raymondjames.com)  
SOS Staffing – [www.sosstaffing.com](http://www.sosstaffing.com)  
Willis of Wyoming, Inc. - [www.willis.com](http://www.willis.com)  
WLC – [www.wlcwyo.com](http://www.wlcwyo.com)  
World Wide Travel - [www.worldwidetvl.com](http://www.worldwidetvl.com)

## **Utilities**

Qwest – [www.qwest.com](http://www.qwest.com)  
Rocky Mountain Power – [www.rockymountainpower.net](http://www.rockymountainpower.net)  
SourceGas – [www.sourcegas.com](http://www.sourcegas.com)

## **Hospitality**

Casper Petroleum Club – [www.casperpetroleumclub.com](http://www.casperpetroleumclub.com)  
Timberline Hospitalities – [www.timberlinehotels.com](http://www.timberlinehotels.com)

## **Education**

Casper College – [www.caspercollege.edu](http://www.caspercollege.edu)  
Natrona County School District #1 – [www.natronaschools.org](http://www.natronaschools.org)  
University of Wyoming/Casper College Center - [www.uwo.edu/outreach/uwcc](http://www.uwo.edu/outreach/uwcc)

## **Media**

Casper Star-Tribune - [www.trib.com](http://www.trib.com)

## Casper Crazy Days

Downtown Casper enjoyed its annual tradition of Crazy Days from July 22 – 23, 2011. Many Casper merchants held outdoor sales, great bargains, and great fun! This year's Crazy Days had entertainment, drawings and carnival games, as well as popcorn and lemonade stands.



*People wait in line at the lemonade stand to enjoy a nice cold drink on a hot summer day.*



*Casper community members walk around during Casper Crazy Days, enjoying the great bargains and warm weather.*

*Carnival rides and games were available downtown for citizens to enjoy.*



## Helping Leaders Lead

The Leadership Casper program, under the direction of the Casper Area Chamber of Commerce, offers a comprehensive leadership program in partnership with Peregrine Leadership Institute. This program provides its participants with both educational and participatory experiences with opportunities to meet community leaders and network with a wide array of people. The co-chairs for this program are Tess Cellar and Tiffany Rayner.

Leadership Casper is a program that runs from August 2011 – May 2012. The participants meet monthly. These monthly sessions include site visits, tours and interactive programs that provide participants with a better understanding of community issues with a greater respect for resources and services provided in the Casper/Natrona County area. Some topics that will be covered during this program include agriculture, educa-

tion, hospitality, and the government and legal systems.

Mindi Roylance, CAEDA Administrative Manager, was selected as one of the twenty-five participants this year. "Leadership Casper gives participants much more than leadership skills, it gives us the opportunity to learn about Wyoming's economic condition, a view of the area from behind the scenes and the ability to network with future community leaders", said Roylance. "All of these combined will be invaluable as the Leadership Casper class applies to become community leaders."

Leadership Casper is open to emerging and established leaders who wish to increase their leadership skills, knowledge, and participation in their community. For more information on Leadership Casper, please contact the Casper Area Chamber of Commerce at 307-234-5311.



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CAEDA Would Like  
to Wish You All  
Happy Holidays!



## Grant Writing: From Conception to Completion

The grant writing training course “Grant writing: From Conception to Completion” was held in Cheyenne, WY at the Historic Plains Hotel from October 17 – 20, 2011. This program was sponsored by the Wyoming Rural Development Council (WRDC) and presented by Dr. Barbara Bader and Steven Carr of COMMUNITY SYSTEMS, based out of Bozeman, Montana.

This four-day comprehensive workshop helped students build strategies and specialized skills for successful grant seeking and addressing such crucial areas as: developing and assessing proposal ideas; generating support for grant applications; designing fundable projects and developing a complete grant proposal; critiquing, editing, packaging, and submitting the grant proposal; negotiating with

funders; and surviving the proposal review process.

Additionally, students were encouraged to bring a grant with them that they were working on. This workshop was very hands-on, so all of the students were able to receive one-on-one attention from the instructors on their specific grant.

Noelle Wernsman, CAEDA’s Investor Relations and Communications Manager, attended this workshop. “This four-day long workshop was packed full of great grant writing information,” said Wernsman. “After attending this training workshop, I feel much more confident in my grant writing abilities and am looking forward to assisting more businesses and programs.”

## Casper College Ranked 25th Among Community Colleges

Contact: Lisa S. Pearce Icenogle  
307-268-2372

Casper College is the 25th best community college in the nation and the best in Wyoming, according to the third annual college rankings from StateUniversity.com. The results are published at StateUniversity.com, a leading website for college and university information, in its recent rankings of 2000 U.S. public and private educational institutions. This new ranking system is based on statistical analysis and comparison of student/faculty ratio, student retention, test scores and other critical factors. The website also provides Top 500 ranking lists on data points including faculty salaries, SAT scores, student debt, top schools by state and many other criteria. Casper College and Utah’s Mountainland Applied Technology College were the only two community colleges in the Rocky Mountain region to be named in the top 25.

This ranking differs greatly from others as it is based purely on a mathematical computation and comparison of key statistics; no peer evaluations and/or surveys are taken into account. StateUniversity.com uses many different measures in determining the rank of a particu-

lar school. The most important factors are a school’s ACT/SAT scores, its student retention, faculty salary, and student/faculty ratio. The complete Top 2,000 college ranking is available online at [www.stateuniversity.com/rank/score\\_rank](http://www.stateuniversity.com/rank/score_rank).

Dominik Mazur, founder of StateUniversity.com and Net Industries LLC, said, “We are very pleased to present these new, updated college and university rankings for 2011. As today’s students face a tight job market and rising tuition costs, Net Industries hopes that lists like these – together with the StateUniversity.com comprehensive school profiles – will provide a great resource to help students make an informed decision regarding their future college.”

Mazur also cautions students to evaluate schools based on their personal values and preferences, and not only on numbers or rankings. “The Top 2,000 rankings – or any college ranking system, for that matter – should serve as just one of many facets that help students to choose a college. If these college rankings help students and their families explore new university options, or begin college discussions that they wouldn’t have had otherwise, then StateUniversity.com has done its job.”