

CAEDA DIRECTIONS

ECONOMIC DEVELOPMENT NEWSLETTER

Elledge presents at Quarterly Breakfast

CAEDA held its Spring Quarterly Breakfast on March 15. Steve Elledge, Interim President & CEO, gave a presentation on "Economic Development Building Blocks: A Holistic Approach." Elledge stated that there are six building blocks that encompass economic development, and described each (*see photo on page 3*).



Forward Casper Investors and other guests gather at the Casper Petroleum Club for the Quarterly Breakfast, held on March 15.

The base level of Elledge's model include leadership development, community capacity building and workforce development. Elledge stated that leadership development includes active civic clubs, youth leadership programs and volunteer programs; community capacity development includes increasing cultural and recreational opportunities, and ensuring there is adequate and affordable housing. The third block, workforce development, is about increasing school-to-career participation, summer intern programs, and focusing on adult literacy curriculum, among other things.

The second row of blocks includes existing business development and entrepreneurial development. Elledge stated that networking, utilizing the Chamber of Commerce, and utilizing business assistance resources, are all a part of existing business development. Elledge also stated that Casper has an excellent base for the other block, entrepreneurial development. The Casper Innovation Center is a great example of increasing entrepreneurial development. Some other examples of this include educational programs and business challenges.

The final, top block is recruiting. Mr. Elledge stated that most individuals define economic development as solely recruitment. However, economic development encompasses each of these blocks; without the bottom five blocks, there is no way recruitment would be successful in a community. Mr. Elledge stated that recruitment tools include an excellent marketing program, local incentives, and industrial/business parks.

Other business at the Spring Quarterly Breakfast included a CAEDA update, as well as presentation of certificates for outgoing board members. Tim Monroe, Barb

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Business Innovation Center secures first Casper client

Sara Osborne always wanted to own her own business. Instead, she spent the first thirty years of her career working for someone else. It was not time wasted. She honed her skills, matured, and kept her eye on her ultimate goal. That was, until she met the director of the soon to be built Business Innovation Center.

“DeAnna Adams gave me the encouragement and advice I needed to make that big decision to step out of my comfort zone and start my own company,” said Osborne. “I don’t think I would have had the nerve to do this without the knowledge that I could run everything past her and get her advice. It took the stress out of this whole process to have her there for me.”

Number Crunchers, LLC is the financial outsourcing partner for small, established businesses, start-up companies, and individuals. They will provide a wide range of book-keeping services and are currently located in downtown Casper.

“It is so enjoyable to have someone of Sara Osborne’s caliber as the first client of the Business Innovation Center,” said DeAnna Adams, director. “She has followed through with all my recommendations, has all her documentation, business cards, and marketing pieces ready. She brings a wealth of knowledge and experience to the community. I am looking forward to watching her business grow.”

The Business Innovation Center will be a full service Business Incubator, providing so much more than just ‘office space’. “It is all about the encouragement, the training, the accessibility, and the knowledge of the director.” stated Osborne. “It reassured both me and my husband that I was in excellent hands. She even got the forms for me to join the Chamber of Commerce and explained all the benefits of my doing so. She is a very enjoyable and thorough person with whom to work.”

Since opening her business, Osborne has secured nine clients and she will be adding an additional employee to her payroll. And all this in less than a year.

Over the past fifty years, business incubators have proven to be the preferred vehicle for the growth and development of start-up companies. The economic impact a dynamic business incubator can have on a community can reach into the millions of dollars.

In addition to Osborne, the Business Innovation Center has been working with two other companies. Adams stated that the entrepreneurial community was beginning to stir now that the Innovation Center was about to break ground on construction. Once completed, the Innovation Center will have approximately fifty-one client offices, conference rooms, work rooms, and training rooms and two wet labs.



Sara Osborne, owner of Number Crunchers, LLC, sits at her desk after a consultation with DeAnna Adams, Business Innovation Center Director.

Dates to Remember:



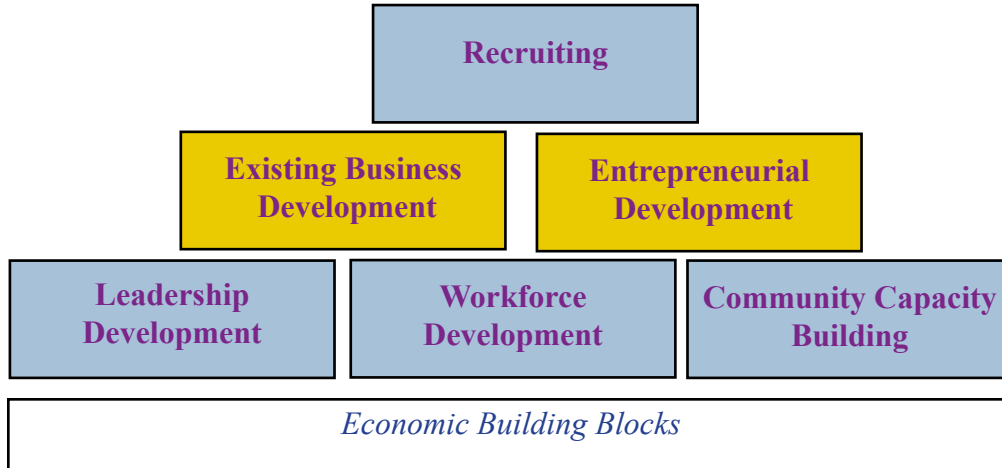
- Monday, May 30.....Memorial Day
- Tuesday, June 14.....Flag Day
- Fri - Sun, June 24 - 26.....NicFest
- Monday, July 4.....Independence Day
- Tuesday, July 12.....Parade Day

Quarterly Breakfast cont.

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Peryam, and Bill Brauer were all thanked for their hard work and support during their years as a CAEDA Board Member.

The next quarterly breakfast will be held in June 2011. For more information, please contact the CAEDA office at 307-577-7011.



Airline Seat Pricing

by Glenn Januska, Casper/Natrona County International Airport Manager

If you have a business background or business experience, you will have to suspend pretty much everything you have learned or know to understand how the airlines price their tickets. As you can imagine, this is by far the most frequent conversation I have with people when talking about my job.

First off, an airline seat is a perishable commodity, so like a hotel room it can't be put into inventory and sold later when demand increases. And, with a few exceptions based on business or first class, an airline seat is an airline seat, designed to provide a small amount of comfort as you go from one place to another. Everyone, regardless of where you are sitting, gets to the same place at the same time.

Second, unlike other perishable commodities, most airlines do not reduce prices for their seats the closer they get to flight time....in fact, in most cases it's the opposite. Most love the business traveler and they will make sure there is a seat available for the business traveler who often has to make last minute travel decisions. Of course, more often than not, you're likely to pay an arm and a leg (and probably the other leg) for that seat.

Finally, the next time you fly, look around at the other passengers on your flight. Think about what you paid for your seat. Most of those sitting around you paid something different....some more, some less. All for basically the same seat taking everyone from one place to another getting in at the same time.

Many years ago I got to play an airline revenue management game. We were put into groups, shown a seating chart for an aircraft, and the game began 364 days prior to the flight. We were given a series of groups of people or individuals who wanted to purchase seats for our flight at different prices. We could sell the seats at the asking price or not. At flight time we were penalized for overbooking, and of course there was lost revenue for empty seats. We could fill the plane early with lower paying passengers (leisure) and pass up the high paying business traveler; pass up some leisure travelers hoping the business travelers booked; overbook hoping a certain percentage didn't show up; or overbook and pay a penalty. All that for one aircraft departing from one city for one airline on one day.

When you think about all of the airlines, all of the city pairs (Casper to Chicago; Casper to Dallas; Casper to Salt Lake City, etc.) and associated pricing, and all the

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CAEDA-FORWARD CASPER INVESTORS

Government Sector & Other Partners

Casper Area Chamber of Commerce – www.casperwyoming.org

City of Casper – www.casperwy.gov

Natrona County – www.natrona.net

Town of Evansville – www.townofevansville.org

Town of Mills – www.millswy.com

Wyoming Business Council – www.wyomingbusiness.org

Wyoming Contractor's Association. – www.wyomingcontractors.org

Energy/Mining

Carpenter & Sons, Inc. – (307) 265.8895

Wold Oil Properties, Inc. – www.woldoil.com

Construction

71 Construction – www.71construction.com

Groathouse Construction – www.groathouse.com

Haselden Constructors – www.haselden.com

McMurry Construction – www.wnmcumurry.com

Manufacturing

Automation & Electronics – www.autoelect.com

Enerflex/Toromont Energy – www.enerflex.com

EXCAL, Inc. – www.excal-inc.com

J W Williams – www.jwilliams-flint.com

McMurry Ready Mix - www.mcmurryreadymix.com

Pepper Tank & Contracting – www.peppertank.com

WESTECH/WOTCO – www.wstch.com

Retail/ Wholesale / Contracting

Atlas Reproduction, Inc. - www.atlasreproduction.com

Bailey's Plumbing & Heating – (307) 234.6568

Crum Electric Supply – www.crum.com

Foss Toyota – www.fossmotors.com

Greiner Ford Lincoln Mercury - www.greinermotorco-casper.com

IKON Office Solutions – www.ikon.com

Michael's Fence – www.michaelsfence.com

Modern Electric – www.modern-electric.com

Mountain States Lithographing – www.mtstlitho.com

Power Service, Inc.– www.powerserviceinc.com

Wyoming Machinery – www.wyomingcat.com

Wyoming Steel & Recycling – www.wysteel.com

Transportation

C&Y Transportation – www.c-ytransportation.com

Casper—Natrona County International Airport – www.ifly-casper.com

Finance

American National Bank – www.anbbank.com

Bank of the West - www.bankofthewest.com

First Interstate Bank – www.firstinterstatebank.com

Hilltop National Bank – www.HilltopNationalBank.com

Jonah Bank of Wyoming - www.jonahbank.com

Merrill Lynch – www.ml.com

Platte Valley Bank – www.pvbankwy.com

Wells Fargo Bank – www.wellsfargo.com

Health Care

Casper Orthopedic Associates, P.C. – www.wyoortho.com

Elkhorn Valley Rehabilitation Hospital – evrh.ernesthealth.com

Wyoming Medical Center – www.wmcnet.org

Real Estate

Broker One Real Estate - www.broker1realestate.com

Eastland Development – (307) 234.0583

Granite Peak Development – www.granitepeakdev.com

Phillips & Company – www.phillips-company.com

Remax The Group – www.wythegroup.com

Professional Services

ARC Integrated Program Management - www.arcimp.com

Brown, Drew & Massey, LLP – www.browndrew.com

Civil Engineering Professionals, Inc. - www.cepi-casper.com

Elliott & Associates – (307) 234.2241

Grooms & Harkins – www.groomsandharkins.com

GSG Architecture – www.gsgarchitecture.com

Inberg-Miller – www.inberg-miller.com

Lenhart, Mason & Associates LLC – www.wyocpa.com

Lincoln Financial Advisors – (307) 235.5822

Lovelett, Skogen & Associates – www.cpawyoming.com

Porter, Muirhead, Cornia & Howard, CPA – www.pmch.com

Raymond James Financial Services - www.raymondjames.com

SOS Staffing – www.sosstaffing.com

WLC – www.wlcwyo.com

World Wide Travel - www.worldwidetvl.com

Utilities

Qwest – www.qwest.com

Rocky Mountain Power – www.rockymountainpower.net

SourceGas – www.sourcegas.com

Hospitality

Casper Petroleum Club – www.casperpetroleumclub.com

Timberline Hotel – www.timberlinehotels.com

Education

Casper College – www.caspercollege.edu

Natrona County School District #1 – www.natronaschools.org

University of Wyoming/Casper College Center - www.uwyo.edu/outreach/uwcc

Media

Casper Star-Tribune - www.trib.com

Airline Seat Pricing continued

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flights being booked and departing each day, airline revenue management isn't simple. A majority is done by computer which takes into account the booking history for each flight at each airport at each point in time.

So, let's apply this to Walmart. Imagine every product in Walmart spoiling at the end of the day if not sold. Imagine every product out on the shelves, nothing in the store room, no rain checks. Imagine going in to buy laundry detergent in the morning, knowing that Walmart is constantly changing the prices of the product as the day goes along, so when the supply of laundry detergent begins to diminish, the prices go up. Need to shop at night? Hope that you pick a day when the demand is down, or plan further in advance and buy your detergent earlier. Really need to wash your clothes? Well, I'm sure they can accommodate you if you want to pay for your last minute shopping. If the detergent runs out at 5 pm, you're out of luck....come back and try shopping the next day. Now imagine Walmart doing that for every product every day at every store.

Of course, that is more of a micro perspective. On a macro level airlines can change their inventory to maximize revenue. The industry has reduced flights, often by retiring fuel inefficient aircraft, in response to reduced demand during this recession. But, with



An airplane takes off from the Casper/Natrona County International Airport.

the economy picking up, there is not a corresponding increase in seats. Increasing demand without a corresponding increase in supply drives airline ticket prices up (that part of my economics classes I remember).

At the same time the airlines continue to unbundle their services. Now days, what don't you pay extra for when you are flying? That ancillary revenue, interestingly, is not taxed the same way an airline ticket is, which means more money stays with the airlines and less goes for industry infrastructure and safety improvements. And let's not even factor in add-on costs like fuel surcharges. That is how the airlines price their tickets.

Wyoming named 4th best state for small businesses

The Small Business and Entrepreneurship Council recently released its Small Business Survival Index for 2010.

Wyoming was ranked fourth in the nation for its small business survival index study, which was released this spring. The index ranks the climate for small businesses based on public policy factors that include 38 major

government-related, or imposed costs.

A few of these factors include: taxes, regulatory costs, government spending, property rights, health care, energy costs, and the crime rate.

Wyoming Statistics:

Personal income tax rates.....	0.00% (#1)
Corporate income tax rates.....	0.00% (#1)
Property taxes.....	4.87% (#48)
Crimes per 100 residents.....	2.87 (#18)



For more information, please visit <http://www.businessinsider.com>.

Thank you Past Board Members

Tim Kugler (left) extended CAEDA's thanks to Tim Monroe (right) at the CAEDA Spring Quarterly Breakfast on March 15. Also honored at this Quarterly Breakfast was Barbara Peryam and Bill Brauer, who were not present.

Mr. Monroe served on the CAEDA Board of Directors from 1997 - 2000, and again from 2006 - 2010. Mr. Monroe also served as Vice Chairman of the CAEDA Board in 2006, 2007, 2009, and 2010.

Ms. Peryam served in 2003 and again from 2007 - 2010. Mr. Brauer served as Casper City Council representative in 2010.

Additionally, Casper Chamber of Commerce Representative Milt Green has stepped down. CAEDA would like to welcome Karin East, the newly appointed Chamber Board Chairman, to the CAEDA Board.

CAEDA would like to extend its appreciation for the dedicated service and commitment to the property of

Casper and the Natrona County community displayed by these past CAEDA Board Members.



Tim Kugler, CAEDA Board Vice Chairman, and Tim Monroe at the Spring Quarterly Breakfast.

Wyoming Entrepreneur Awards Go-Kart

Brad Peterson of Casper was the lucky grand prize winner of the Wyoming Entrepreneur signature motorized go-kart, awarded at the GRO-Biz Conference and Idea Expo held March 2011 in Evanston, WY. The go-kart was the grand prize in the Wyoming Entrepreneur Car Contest, which required participants to identify the location of one of the Wyoming Entrepreneur corporate cars pictured on their website. A new



Brad Peterson was the lucky winner of this motorized go-kart.

location was featured each month of 2010, and winners received a computer jump drive. Eleven of the monthly winners participated in the grand prize go-kart drawing.

Brad Peterson was the lucky winner. Brad has six boys and five grandkids, and he predicts that his family will be having a great time with the go-kart for years to come! Brad is a Wyoming Entrepreneur, who sells the unique Old West Six Shooter Marshmallow and Weenie Roaster online at <http://www.oldwestsixshooter.com>.

Wyoming Entrepreneur is a business consulting group consisting of the Wyoming Small Business Development Center, Wyoming Procurement Technical Assistance Center, and the Wyoming Market Research Center. Their mission is to help Wyoming entrepreneurs succeed. Counseling and most market research services are free of charge to Wyoming residents. The Wyoming Entrepreneur partnership program 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 their website, <http://www.wyomingentrepreneur.biz>.

Green Outreach Project Overview



by Sarah Olson, Center for Training & Development, Casper College

The Green Outreach Project at Casper College is the result of a State Energy Sector Partnership Grant through the Wyoming Workforce Development Council.

Conference March 18-19, 2011

The conference was a success in respect to the presentation content, networking opportunities, training suggestions and collaboration with industry leaders. The survey results have been very positive, with very few suggestions for improvement. The low registration numbers have led us to redirect the grant conference budget into more trainings as we have filled four out of five classes this spring, with a second session of Energy Auditing being offered in May.



The Green Outreach Project's Keynote Speaker, Josh Bernstein. Bernstein is an international explorer, photographer, author, and television host.

Training

We have trained a total of 73 people of the 102 grant goal. We have been very pleased with the national training and certification companies.

Additional classes planned for summer and fall are:

- Energy Auditing (repeat)
- High tower rescue – we will use our new wind turbine tower to train first responders how to do wind tower shaft rescue in collaboration with Dale Anderson and the Fire Science department.
- Residential Weatherization
- Multi Family Weatherization
- Recycling Codes
- Deconstruction

- Residential Sealing
- Sustainable Landscaping

Lecture Series

We continue to have good attendance at the lectures. We have one more scheduled for this spring and will resume the lecture series in the fall.

- 5/19 – Sunshine Apartment LEED Multi family project – Steve Grimshaw & Kurt Box

The Casper College Center for Training and Development recognizes the following industry and community leaders for their participation on the Green Outreach Project Advisory Board. We sincerely appreciate their time, effort, and assistance with this conference and with the Green Outreach Project training and lecture series;

- Lisa Hubbard, GSG Architecture
- Steve Loftin, 71 Construction
- Christian Pritchett, WCDA
- Steve and Polly Grimshaw, Grimshaw Construction
- Steve Elledge, CAEDA
- Brandon Daigle, Studio D2





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Evansville Hosts its Ribbon Cutting for new Community Center

Evansville's new Community Center held its ribbon cutting ceremony on March 30, 2011 at its location at 71 Curtis Street.

The town of Evansville received \$1,495,375 from the Wyoming Business Council to renovate and expand a former maintenance building into the new community center.

The building was completed on December 22, 2010 and houses a computer lab, a historical reading room, and offers an after-school program for children,

as well as hosts a senior activity room. Additionally, the new community center houses one large community

hall, two smaller community rooms, and a dedicated space where Evansville residents can house historic artifacts.

Evansville identified the need for community and senior space in the Evansville Community Development Master Plan of 2005. This facility will allow Evansville to pursue the various goals outlined in that plan.

For more information, please contact the Evansville City Hall at (307) 234-6530.



Many community members gathered at the Evansville Ribbon Cutting Ceremony, including CAEDA Interim President Steve Elledge, Evansville Mayor Phil Hinds, and CAEDA Board Chairman Bob West.