



Cheyenne Chamber Priority Assessment

Prepared by: Casey's Company
November 2019

Executive Summary

The Greater Cheyenne Chamber of Commerce was formed in 1907 with the goal of becoming the single most important force in the economic advancement of the Cheyenne region. More than a century later, the Chamber has indeed succeeded, acting as the leading economic and business development agency in the region. Providing critical business advocacy leadership, the Chamber supports the growth of the region through job creation, innovation, and fostering an enhanced quality of life for all. In this important leadership role, the Chamber works with a variety of economic and community development organizations in the region to ensure a more prosperous and quality community.

In 2017, the Chamber along with thirteen additional sponsoring organizations embarked upon a strategic planning process to help make the community a more vibrant place to live, work and do business. Now known as Forward Greater Cheyenne, the finished strategy details eight strategic initiatives and a corresponding set of actions and investments needed to help meet the community's vision for its future.

When this four year plan was released, the Cheyenne Chamber was designated as lead organization in three of the eight initiatives, with a supporting role in the remaining five. However, in addition to the execution strategies and investments assigned to the Chamber in the Forward Cheyenne Plan, there is also an extensive on-going Program of Work in related areas of importance that the Chamber leads on behalf of the Cheyenne community that competes with this new initiative for their time, expertise and resources. To address this, the Cheyenne Chamber Board of Directors participated in a one day facilitated retreat to review and assess the priorities contained in both the Forward Cheyenne plan, and the Chamber's ongoing Program of Work to clarify what was actionable for the next 12 to 18 months. The group collaborated in a series of discussions that led to the unanimous adoption of 14 goals that will support execution strategies in four key priority areas for their 2020-21 activities.

These four priority areas, Economic Development, Community Development, Talent Development and Advocacy, weave together the work of the Chamber to support business growth for its talented residents in a community worthy of investing and living in. The four priorities and supporting goals are detailed in this report. Using this as their framework, The Cheyenne Chamber staff will add the specific execution tactics to each goal, providing the Chamber, its leadership, and the community a roadmap for focused and continued success in the upcoming year.

INTRODUCTION and BACKGROUND

As the largest City in the state of Wyoming and state capital, the Cheyenne region has often been the leading indicator for the rest of the state in economic growth and community vitality. The Greater Cheyenne Chamber has represented and led that growth and vitality over its 112 year existence, but new leadership over the last decade has brought an increased level of relevance and urgency to the organization and its work. Using its voice to represent business, the Chamber's advocacy role has helped craft the economic engine that has powered the region. Today, all leading indicators point to continued growth in business, population, infrastructure, military presence and community engagement.

However, like most communities its size, Cheyenne has myriad of organizations and community leaders that vision that growth through their own unique lens with varying definitions of success and strategies to reach that success. Recognizing that, the Chamber and thirteen other sponsoring organizations collaborated to hire national expertise to guide a process to identify and set the objectives necessary to achieve a unified vision for the future of the Greater Cheyenne region. This initiative, now known as Forward Greater Cheyenne was led by Atlanta based consulting firm, Market Street and included five phases: Stakeholder Engagement, Community Assessment, Economic and Workforce Profile, Community and Economic Development Strategy, and the Implementation Plan. Completed in mid 2018, the year long initiative resulted in the adoption of a common Community Vision and 8 Strategic Objectives designed to achieve that vision.

As part of this community visioning process, each of the 8 objectives were assigned to a Lead Community Organization with additional support organizations identified to ensure successful execution. The Cheyenne Chamber was originally named as lead to 3 and supporting in the remaining five. While the 8 objectives were not in conflict with the Chamber's current program of work, the lack of clarity in execution roles, oversight and accountability in the Forward Cheyenne plan, added confusion to the already growing competition for time and resource allocation by the Chamber. To proactively address these realities, the Chamber commenced a process to assess how to integrate, prioritize and resource the work of both plans as part of its goals for 2020-2021. Engaging the Chamber Board of Directors in a day long retreat, this process yielded four key priority areas with 14 corresponding objectives that will provide the framework for the Chambers's 2020-2021 strategic activity.

Included in this report is a review of the process and resulting priorities, including identified strategies that will provide the framework for a more comprehensive execution plan designed to guide the Chamber in their work on behalf of the Greater Cheyenne Region.

THE PROCESS

The Greater Cheyenne Chamber has successfully implemented many of their current strategic initiatives focused on the economic and community development goals that support and create growth in the Cheyenne area. However with the release of the Forward Greater Cheyenne Plan, the Chamber also faced new leadership roles in additional initiatives identified by the plan as critical to Cheyenne's growth. Since the execution strategy for the Forward Greater Cheyenne relied on a loosely knit collaboration of community organizations, there was interest by the Chamber Board of Directors in prioritizing and aligning the Chamber's current initiatives with these new emerging opportunities and challenges to ensure clarity and appropriate resources allocation.

To accomplish this, the Chamber enlisted a consultant, Casey's Company, to assist in guiding the priority and alignment process through a one day Chamber Board retreat. To begin the process, the consultant spent time with key Chamber and community leaders to discuss the current state of the economy in Cheyenne, the perceived challenges the community was and could expect to be facing in the next 12 to 18 months, and the specific work the Chamber and Forward Greater Cheyenne were doing to lead the economic growth of Cheyenne. Using this and the current strategic plans, the consultant prepared the agenda for the retreat that would inform, align and prioritize the Chamber's priorities over the next 12 to 18 months.

The Retreat was held at the Laramie County Community College and 20 of the current and newly elected Board of Directors attended and participated.

CURRENT LANDSCAPE ASSUMPTIONS

A series of statements were first reviewed that helped define the current community and organizational environment in which the Chamber was operating, and set a specific set of assumptions upon which the plan priorities would be discussed. These assumptions were derived from community conversations regarding partnership alignment, roles and responsibilities, and attributes of the Chamber's work and staff.

These assumptions were as follows:

- Forward Greater Cheyenne is the official vision for the Cheyenne community.
- Forward Greater Cheyenne adequately identified the key areas to be addressed in Cheyenne for the next several years (nothing was glaringly missing).

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- Forward Greater Cheyenne plan designated lead versus supporting agencies for all the plan work elements.
 - The Cheyenne Chamber was originally designated lead agency in 3 of the 8 key elements of the plan, with support roles in the remaining 5.
 - There are several Cheyenne organizations, in addition to the Chamber, that are engaged in Forward Greater Cheyenne AND their own organizational program of work that sometimes creates confusion around roles and responsibilities when working towards a more prosperous Cheyenne.
 - In addition, four of the organizations participating in the Forward Cheyenne collaborate are currently conducting CEO searches which could affect the execution plans of Forward Greater Cheyenne in the next several months.
 - The Cheyenne Chamber has its own program of work that needs to be accomplished to ensure its organizational vision is met.
 - To date, the Chamber's program of work has been clearly defined EXCEPT for the work associated with Forward Cheyenne and the potential creation of a new State Chamber Advocacy role.
 - The Cheyenne Chamber's priority RIGHT NOW, is to clearly define ITS role and responsibilities in this work, and NOT attempt to provide clarity on ALL roles.
 - The Chamber has expertise, resources and a proven track record to lead and execute in the areas of business growth and advocacy, military affairs, talent development and community infrastructure needs.
 - The Chambers current organizational health is good, and today's conversation will center around the Work of the Chamber rather than its Operations.

INFORMING THE CONVERSATION

To ensure that all the Board Members in attendance began the priority deliberations with the same background information and knowledge of the work, the following information was presented and discussed in a large group setting:

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- **Snapshot Economic Overview:** Abbreviated comparison of the Greater Cheyenne area against State and National relevant statistical benchmarks.
 - **Chamber of Commerce Organizational Function Trends:** Brief overview of traditional and non traditional functional activities of US Chambers.
 - **Business Investment Decisions:** A review of the top 10 criteria considered essential when companies make investment decisions to locate or expand.
 - **Talent Location Decisions:** An overview of how the talent essential to business investment makes decisions on where they live and work.
 - **What Growing Communities are Growing:** How successful communities approach “place based economic development” as a talent tool.
 - **The Uniqueness of Cheyenne:** Acknowledging the unique attributes of Cheyenne and why they’re important to setting strategic priorities.
 - **The Connection:** Understanding how connecting Economic Development, Talent Development and Community Development strategies are essential to growth in today’s environment.

IDENTIFYING THE KEY AREAS

With this general background information, the Chamber’s current work plan and the eight identified objectives in the Forward Greater Cheyenne were grouped into four key areas. These areas aligned with the three identified in the background material, in addition to highlighting the unique area of expertise for Cheyenne in Advocacy. The four key areas to frame the priority conversation therefore became:

1. **Economic Development**
2. **Community Development**
3. **Talent Development**
4. **Advocacy**

Board members in attendance were pre-assigned to smaller groups representing these key areas and tasked with reviewing the current and proposed strategies from both the Chambers work plan and the Forward Greater Cheyenne plan. Because of the size of the group, Talent Development and Advocacy were combined. A team leader was identified to lead the discussion and report out findings to the larger group.

The initial work of the three groups identified a total of 14 strategic priorities rated as important to the success of the Chamber and Cheyenne **within the next 12 to 18 months**. As each of the groups reported out their findings and recommendations, attendees were encouraged to question and challenge the selection and ranking of priorities. Staff provided specific expertise to the process and challenges posed.

It is important to note that the groups agreed that all the work was important, but the list of 14 were the most highly ranked for execution in the next year and a half.

These 14 strategic priorities were then compiled into a framework that could be used as the basis for the Chamber's 2020-21 work plan and reviewed with the Board. The framework discussion allowed the Board members to see the connectivity of the priorities and discuss any concerns regarding clarity, expectations and allocation of resources required for success. As result of this conversation, the original beginning assumptions were re-visited. ***After much discussion there was general agreement that additional clarity around roles and expectations were indeed necessary.*** Four specific recommendations, viewed as key to the alignment of the priorities of the Chamber and the Forward Greater Cheyenne plan were proposed and adopted. They are enumerated below prior to the 2020-21 strategic priorities to illustrate their importance and urgency to the success of that work.

ADDITIONAL ALIGNMENT CLARIFICATION

The following recommendations specific to the need to clarify roles in the execution of the strategic priorities for the Chamber and Forward Greater Cheyenne were adopted by the Board. There was consensus that they were key to the alignment and therefore success of the work. The Board authorized the Chamber to facilitate the following action items:

1. A conversation with the CEO group to address the following regarding the execution of the eight initiatives in the Forward Greater Cheyenne plan:
 - Clarity of the roles and responsibilities between the designated Lead Organization and Implementors.
 - Identification of who is authorized and accountable for the plans execution and subsequent changes to the plan.
 - Proposed agreement that would capture this clarity and process to be reviewed and approved by Forward Greater Cheyenne.

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2. Official request that all participating organization in Forward Cheyenne adopt the matrix of work and the defined roles and responsibilities as soon as possible.
 3. Publish the Greater Cheyenne Chamber's Strategic Plan so that the Cheyenne community is clear on the Chamber's role and execution strategy for 2020-21.
 4. A meeting with the City of Cheyenne to discuss the importance of merging the Forward Greater Cheyenne's Greenway and Gateway visions with the City's to ensure full support of the proposed plan.

2020-2021 STRATEGIC PRIORITIES

With the understanding that there would be alignment of the work as described above, the 14 strategic areas identified as priorities for the 2020-21 year included:

ECONOMIC DEVELOPMENT:

1. *Business Retention:*

- Proactively meet and respond to the the needs of existing businesses looking to expand in Greater Cheyenne.
- Assist small businesses in their development needs by connecting them to resources and opportunities to grow.
- Support "Start Up" business activity through a coordinated effort between the Greater Cheyenne's efforts and the proposed new initiatives of the Entrepreneurship Objective of the Forward Greater Cheyenne plan.
- Support Cheyenne LEADS as the Lead organization in the Business Recruitment and Retention Objective in the Forward Greater Cheyenne plan.

2. *Business Recruitment:*

- Provide information and connections to resources for businesses interested in locating in Cheyenne.
- Proactively lead the recruitment of all Military-related, Federal and State project opportunities.
- Support Cheyenne LEADS as the Lead organization in the Business Recruitment and Retention Objective in the Forward Greater Cheyenne plan.

3. GSB/Military Affairs:

- Proactively lead the advocacy and support for the continued advancement of GBS and specifically the engineering and manufacturing modernization scheduled to begin in 2020.

4. Lead Infrastructure Objective of the Forward Greater Cheyenne Plan:

- **Support the efforts to expand transportation along the Front Range. (2020)**
- **Proactively support retention, expansion, and attraction of federal and state investment in Greater Cheyenne (FW Warren Air Force Base, Wyoming National Guard, State Government and new opportunities). (2020)**
- **Facilitate continued dialogue on the vision for Indoor Recreation Center and the Children's Museum. (2020)**

5. Lead Entrepreneurship Objective of the Forward Greater Cheyenne Plan:

- **Establish a C2E2 Board of Advisors to oversee C2E2 startup efforts (2020)**
- Establish a Virtual Center to promote resources and vision for C2E2.
- Develop operating plan and identify site for C2E2 in downtown.
- Evaluate opportunities to capitalize and establish an Angel Fund.

COMMUNITY DEVELOPMENT:

1. Crow Creek:

- Continue to advocate and promote the fund for revitalization of Crow Creek.

2. Infrastructure Now:

- Actively advocate for new and improved infrastructure for the the Greater Cheyenne region through support for Infrastructure Now.

3. Downtown Cheyenne:

- Support DDA as the Lead Organization in the Downtown Revitalization Objective of the Forward Greater Cheyenne plan.

4. Greenways:

- Support City of Cheyenne as the Lead Organization in the Greenway Objective of the Forward Greater Cheyenne plan.

TALENT DEVELOPMENT:

1. North Star Talent Management Pipeline:

- **Organize an Employer Collaborative (2020)**
- **Engage in demand planning with Employer Collaborative (2020)**
- Analyze gaps in talent flow and recommend solutions
- Develop success measures

2. Community College:

- Support Laramie County Community College as Lead Organization in the Community College Objective of the Forward Greater Cheyenne plan.

ADVOCACY:

1. Statewide Advocacy:

- Develop a plan for the development and implementation of a State wide advocacy initiative that positions the Greater Cheyenne Chamber as the Wyoming Chamber to support the legislative/governmental affairs needs of Wyoming businesses.

2. Wyoming Business Advocates:

- Continue active engagement and support for Wyoming Business Advocates initiative.

3. Local Cheyenne Advocacy:

- Continue an active advocacy role that provides a strong voice for Greater Cheyenne businesses.

CONCLUSION

The Greater Cheyenne region is a state capital, and has long been driven by robust government, health care and professional service clusters, and their growth remains consistently positive. The economic impact of the proposed increased military operations in the Cheyenne region can only be measured using the word “billions”. This recent and expected continued success has fueled growth in construction and hospitality clusters and a growing demand on housing and infrastructure. Meeting the the on-going needs of core business clusters while simultaneously understanding and developing emerging clusters requires a more intentional and aligned strategy around talent needs, community development initiatives, and consistent community leadership. The Cheyenne Chamber has navigated these waters through a constant real time adjustment of its priorities and partners, and with consistent leadership and vision.

The region is fortunate to be enjoying both the ongoing success of the Chamber’s work and the community-wide excitement of the new Forward Greater Cheyenne plan. The commitment to Cheyenne was evident throughout the one day retreat as business executives and community leaders worked side by side to identify opportunities to improve the collaboration between these two important organizations, while never shying away from the leadership responsibility to produce much needed outcomes. Important to these eventual outcomes, were several critical themes that emerged as the discussion took place including:

- strong support for continued growth
- deeper understanding of the connectivity of the four priority areas
- the need to lead while supporting organizations undergo change in leadership
- the commitment to meet with key community leadership to clarify and align the work
- the critical value of the work of both the Chamber and Forward Greater Cheyenne
- the importance of the work in talent pipeline management as a new but critical tool in the economic growth of Cheyenne

At the end of the day, when asked what most excited you about the results of day’s retreat, there were many positive thoughts that were shared by participants, and all clearly reflected the thoughts shared by this remark...

“I feel really good about the work we’ve done today to provide some much needed clarity and focus for our work. I really appreciated the time we took to begin the new year with both our returning and new board members on the same page.”

The Forward Greater Cheyenne engagement process sought the input of over 2,400 Cheyenne residents to craft a consensus vision for Cheyenne's future. The end result sounded like this:

Greater Cheyenne is an inviting and exciting community that works together to cultivate engagement and attachment. Our legacy as a cultural anchor of the Western Frontier and our emergence as an economic and entrepreneurial engine of the Front Range reflects our identity as a community of pioneers.

Integrating and aligning a system of work to ensure the greatest possible outcomes is never easy, and few are willing to take the responsibility to lead it. But if Cheyenne is to reap the benefits of the community's investment in time and resources for the Forward Greater Cheyenne initiative, and to truly live this vision of community pioneers, having that conversation in a direct and meaningful way is required. That Chamber chose to lead that conversation during this process.

ADDENDUM MATERIAL

Greater Cheyenne Chamber of Commerce
Board of Directors
ATTENDEES

Mike Williams, **Chairman of the Board**; Jonah Bank of Wyoming
Tara Nethercott, **Outgoing Chairwoman of the Board**; Woodhouse Roden Nethercott, LLC
Steven Leafgreen, **Treasurer**; Western Vista Credit Union

Billie Addleman, Hirst Applegate, LLP

Michele Bolkovatz, Blue Federal Credit Union

Jim Casey, Halladay Motors, inc

Kathy Cathcart, ALIGN

Patrick Collins, Bicycle Station

Royce Fertig, Five-R Construction

Doug Finch, Carpet One Floor & Home

Stephen Fotiades, National Property Inspection & Interstate All Battery Center

Brian Heithoff, High West Energy Family of Companies

Dennis Humphrey, Capitol Roofing, Inc

Bob Jensen, Holland and Hart, LLP

Tanya Keller, Caldwell Banker -The Property Exchange

Paula Poythress, First American Title

Denise Rampolla, Wyoming Air National Guard

Eric Rasmussen, Charter Communications

Eric Romano, Eric Romano Agency-Farmers Insurance

Heather Smith, Livin' Well Family Chiropractic

Kate Wright, Habitat for Humanity of Laramie County

COMMUNITY DEVELOPMENT		
2020-21 Priority	OBJECTIVES	RANK
	CHAMBER	
	Adventure Cheyenne	
	Advocate and promote the fund for the revitalization of Crow Creek	
	Advocate and promote the fund for the construction of the Splash Pad	
	Support and promote Downtown Cheyenne's efforts to advocate for and re-build Cheyenne's Downtown Core	
	Community Infrastructure	
	Actively advocate for new and improved infrastructure for the Greater Cheyenne region through support for Infrastructure Now	
	FORWARD CHEYENNE	
	Community Pride: Lead Organizations: Cheyenne Chamber, United Way	
	2020: Launch Shape Cheyenne, Resident Challenges	
	2019-23: Support evolution of Cheyenne Professional Network into something more impactful	
	2022-23; Launch newcomer welcome program: Around the Table	
	Downtown: Lead Organization: DDA	
	Support DDA in the implementation	
	Beautification: Lead Organization: City of Cheyenne, Nonprofits	
	Support the City and area nonprofits in the implementation	
	Greenway: Lead Organization: City of Cheyenne	
	Support the City in the implementation	
	FYI ONLY	
	Downtown: Specifics	
	2019-23: Aggressively implement existing Strategic Plans	
	2019: Enable new mechanism to guide and redevelop downtown	
	2019-23: Invest in Broadband	
	2019-23: Collaborate plans of Bloomberg Program and Fight the Blight	
	2019-23: Invest in catalytic projects	
	Beautification: Specifics	
	2020: Prepare space and incentives for art installations	
	2021: Implement new 5X5 program	
	2021-23: Launch small matching grant program	
	2021-23: Invest in gateway improvements	
	Gateway: Specifics	
	2019-20: Develop Greater Greenway vision	
	2020-21: Position and promote Cheyenne Greenway	
	2019-23: Invest in Greenway expansion and connectivity	

TALENT DEVELOPMENT/ADVOCACY		
2020-21 PRIORITY	OBJECTIVES	RANK
	CHAMBER	
	Workforce/Talent Development	
	Lead and support the efforts to create a Talent Management Pipeline System for Cheyenne through the new program North Star	
	2020: Organize an Employer Collaborative to address Talent/Workforce needs	
	2020-21: Engage in Demand Planning with the Employer Collaborative and participating Cheyenne businesses to determine current and future talent/workforce needs	
	2021-22: Advocate and communicate Competency and Credential requirements for current and projected workforce occupations	
	2021-22: Analyze talent flows and promote on-going alternative options for employers seeking talent	
	2022-23: Develop measurements for determining success of the current talent supply chain and recommend improvements	
	2022-23: Develop incentives to improve performance and celebrate the success	
	General Business Advocacy	
	Actively advocate on behalf of Cheyenne businesses on areas that affect business growth and success at the local and state level	
	Wyoming Business Advocates	
	Continue to lead local investment in the Wyoming Business Advocates initiative to ensure a strong voice at the federal level for Cheyenne businesses and the community of Cheyenne.	
	State Chamber Initiative	
	Develop a plan for the development of a State-wide advocacy initiative by the Cheyenne Chamber that would serve as a State Chamber for Wyoming businesses	
	FORWARD CHEYENNE	
	Community College: Specifics	
	2019-20: Develop coalition to develop support for Applied Bachelors Degree at LCCC	
	2020: Launch Cheyenne Area Workforce Alliance to ensure alignment of K-12 pathways with existing and new programming	
	Evaluate opportunities for LCCC instructional and residential facilities in Downtown	

ECONOMIC DEVELOPMENT		
2020-21 PRIORITY	OBJECTIVES	RANK
	CHAMBER	
	Business Recruitment	
	Provide information and connections to resources for companies interested in locating in Cheyenne	
	Business Retention	
	Meet and respond to needs of existing companies looking to expand in Cheyenne	
	Start Up Business Support	
	Assist prospective start ups with tools and resources to support new business and innovation	
	International Business Support	
	Provide assistance and resource connections to businesses interested in international business opportunities	
	Small Business Development	
	Assist small businesses to connect to resources, programs, and connections to grow their businesses in Cheyenne	
	GBSD Bound/Military	
	Lead the advocacy and support for continued advancement of GBSD, and specifically the engineering and manufacturing modernization scheduled to begin in 2020	
	FORWARD CHEYENNE	
	Entrepreneurship: Lead Organization: THE CHAMBER	
	2019-20: Establish a C2E2 Board of Advisors to oversee C2E2 startup efforts	
	2020: Establish a Virtual Center to promote resources and vision for C2E2	
	2020-21: Develop operating plan and identify site for C2E2 in Downtown	
	2021-22: Evaluate opportunities to capitalize and establish an Angel Fund	
	Infrastructure: Lead Organization: THE CHAMBER	
	2019-20: Support efforts to expand transportation options along the Front Range	
	2019-23: Proactively support retention, expansion and attraction of federal and state investment in Greater Cheyenne (FE Warren Air Force Base, Wyoming National Guard, State Government and new opportunities)	
	2019-23: Facilitate continued dialogue on vision for Indoor Recreation Center and Children's Museum	
	Business Retention and Expansion: Lead Organization: LEADS	
	Support LEADS in the implementation	

BREAKOUT ASSIGNMENTS

Economic Development:

Tara Nethercott
Michelle Bolkovatz
Paula Poythress
Heather Smith
Tanya Keller
Dennis Humphrey
Kathy Cathcart

Community Development:

Stephen Fotiades
Eric Romano
Brian Heithoff
Patrick Collins
Kate Wright
Eric Rasmussen

Talent Development/Advocacy:

Steven Leafgreen
Jim Casey
Billie Addelman
Doug Finch
Denise Rampolla
Royce Fertig
Bob Jensen

Additional Background Material:

- Greater Cheyenne Chamber of Commerce

<https://www.cheyennechamber.org/cheyenne-rising>

- Forward Greater Cheyenne

<https://www.forwardgreatercheyenne.org/>

- Laramie County

<https://laramiecounty.com/>

- Downtown Cheyenne

<https://downtowncheyenne.com/>

- City of Cheyenne

<https://www.forwardgreatercheyenne.org/>

- United Way of Laramie County Emerging Leaders

<https://www.unitedwayoflaramiecounty.org/get-involved/>

- Laramie County Community College

<https://www.unitedwayoflaramiecounty.org/get-involved/>

- Visit Cheyenne

<https://www.cheyenne.org/>

PRE-Retreat Interviews were conducted with:

- Mayor Marian Orr
- Mike Williams, Chairman, Greater Cheyenne Chamber of Commerce Board of Directors; Jonah Bank of Wyoming
- Tara Nethercott, Outgoing Chairwoman, Greater Cheyenne Chamber of Commerce Board of Directors; Woodhouse Roden Nethercott, LLC
- Steven Leafgreen, Treasurer, Greater Cheyenne Chamber of Commerce Board of Directors; Western Vista Credit Union
- Brian Heithoff, Board Member Greater Cheyenne Chamber of Commerce and Cheyenne LEADS; High West Energy Family of Companies
- Michele Bolkovatz, Board Member, Greater Cheyenne Chamber of Commerce; Blue Federal Credit Union