



**Cheyenne LEADS**  
The Cheyenne-Laramie County Corporation for Economic Development

Draft

**Strategic Plan Implementation Tracking Model (February 2020 to December 2025)**

Goal Category	Goal	Items	Initiative	Budget Impacts	Person Responsible	Team Members	Start Date	Due Date	Project Estimate 2021	Included in '20 Budget	Deliverable	% Complete	Initiative Status	Comments
Proactive Business Retention & Expansion	Building upon its existing business retention and expansion (BRE) foundations, Cheyenne LEADS will develop a proactive BRE program. The goals for the BRE program should be to proactively help existing primary sector companies add jobs, proactively help them make significant capital investments, and proactively position LEADS to help preserve existing primary jobs already located in Cheyenne.	a	Research and identify the top-performing BRE programs across the nation to model the LEADS program after, and develop a plan to operationalize it.	No	Betsey	Derrek	6/1/2020	9/30/2020	\$ 3,000	\$ 18,000	BRE work plan for 2021. Board training Business Retention & Expansion	25%	On Track	
		b	Identify and create an inventory of existing primary employers in Cheyenne and Laramie county organized by industry.	No	Betsey	Rachelle & Derrek	6/1/2020	8/1/2020	\$ 5,000	\$ -	BRE data base	50%	On Track	
		c	Research, rationalize, and identify necessary resources and/or expertise essential to fully implement a proactive BRE program within Cheyenne LEADS.	Yes	Betsey	Rachelle & Derrek	6/1/2020	10/31/2020	\$ 14,500	\$ -	Recommendations to the Board on how to transition our program starting in 2021, which should specify timelines and additional human and financial resources to be included in the 2021 Budget.	77%	On Track	
Build Our Own Incentive Programs	In Wyoming, the vast majority of economic development incentive programs are provided by and through the state. With an unstable and uncertain economic future, combined with a political climate not necessarily favorable to investments in Cheyenne, state-funded economic development programs provide little assurance and a decreasing resource base. To be successful, Cheyenne and LEADS must take the initiative to build our own economic development incentive programs.	a	Develop a conceptual framework for economic development incentive programs based on research of the most appropriate, and successful, programs fitting of Cheyenne.	No	Betsey	Staff & Board Committee, ED Primaries CEOs	7/1/2020	12/31/2020	\$ 3,605,000	\$ -	A report describing the framework and rationale to be presented to the Board for consideration	0%	On Track	
		b	In collaboration with Forward Greater Cheyenne Association and key community groups, test the feasibility and support for a 7th Penny spot tax to support economic development incentive programs for LEADS to utilize.	No	Betsey	Chair and Vice Chair	8/1/2020	12/31/2020	\$ -	\$ -	A plan presented to the Board for consideration as to what are the proposed projects and feasibility of such. This may require polling and a campaign, which may also necessitate a budget amendment if LEADS decides to help fund these. ON HOLD	0%	On Track	7th Penny is being considered for Covid Relief
		c	Identify necessary resources and requirements to implement chosen incentive programs, and develop an operational plan to establish these.	No	Betsey	Staff & Board Committee, ED Primaries CEOs	7/1/2020	12/31/2020	\$ -		A plan describing the resources to be included in the 2021 budget.	0%	On Track	
		d	Diversify and grow LEADS' land, infrastructure, and capital assets (e.g., business parks) to continue their successful use as incentives for economic development.	Yes	Betsey	Staff & Board	7/1/2020	12/31/2020	\$ 3,000,000	TBD	A plan.	0%	On Track	
Strategic Outreach, Marketing and Attraction	Cheyenne has long been considered the best kept secret for economic development. It's time to get the word out and the community's future depends on us sharing it. To play its part, Cheyenne LEADS will engage in purposeful outreach to proactively sell Cheyenne, enhance marketing to target specific industries and areas, and focus on communication that helps tell the LEADS story more actively.	a	Develop a comprehensive, integrated economic development marketing plan with active focus on reaching target industries and markets, both national and international.	No	Rachelle	Betsey & Anja	7/1/2020	9/30/2020	\$ -	\$ -	A plan with timelines and required resources for 2021.	70%	On Track	
		b	Enhance and target messages to site selectors and corporate decision-makers through improvements to the LEADS website and intentional and targeted relationship development and maintenance to support targeted business recruitment.	Yes	Rachelle	Betsey	7/1/2020	5/31/2021	\$ 282,700	\$ 23,950	Execution of marketing plan with tangible results	5%	On Track	
		c	Implement a community communication strategy to educate the community about what LEADS does, build/enhance strategic relationships, and grow membership.	Yes	Rachelle	All Staff & Board	6/1/2020	9/1/2020	\$ 85,800	\$ 8,900	A plan with timelines and required resources for 2020.	40%	On Track	ROI report from UW Year End 2020
		d	Support Marketing for other Goals - ie BRE	Yes	Rachelle	Anja	6/1/2020	On going	\$ 10,000	\$ 16,000	Increase in business leads.	50%	Starting	



	A	B	C	D	E
1	<b>Implementation Plan TASK LIST - Proactive Business Retention &amp; Expansion</b>				
2	<b>#</b>	<b>TASK</b>	<b>Budget</b>	<b>Total</b>	<b>NOTES</b>
3					
4	<b>a</b>	Research and identify the top-performing BRE programs across the nation to model the LEADS program after, and develop a plan to operationalize it.			
5					
6	<b>1</b>	Trip to Dayton, OH	\$ 3,000.00		
7				\$ 3,000.00	
8	<b>b</b>	Identify and create an inventory of existing primary employers in Cheyenne and Laramie county organized by industry.			
9					
10	<b>1</b>	Development of the BRE database in Executive Pulse (EP)	\$ 2,500.00		
11					
12	<b>2</b>	Develop a BRE dashboard report for Board	\$ -		
13					
14	<b>3</b>	Development of existing employer self-report portal in Executive Pulse	\$ 2,500.00		
15					
16	<b>4</b>	Deployment of BRE survey via portal (65% participation)	\$ -		
17				\$ 5,000.00	
18					
19	<b>c</b>	Research, rationalize, and identify necessary resources and/or expertise essential to fully implement a proactive BRE program within Cheyenne LEADS.			
20					
21					
22	<b>1</b>	Existing Primary Employer Advisory Council	\$ 1,500.00		
23					
24	<b>2</b>	Rapid Response Team	\$ -		
25					
26	<b>3</b>	Two CEO/Leadership breakfasts	\$ 1,000.00		
27					
28	<b>4</b>	Deployment of one "What's Keeping You Awake" mini survey	\$ -		
29					
30	<b>5</b>	Ten "Business Walks and Talks" with board members	\$ 500.00		
31					
32	<b>6</b>	Four existing business board meeting presentations	\$ -		
33					
34	<b>7</b>	Hold four board meetings at primary employer locations	\$ -		
35					
36	<b>8</b>	Two existing employer retention/expansion projects	\$ -		
37					
38	<b>9</b>	One primary employer/leadership appreciation event in partnership with Chamber	\$ 5,000.00		
39					
40	<b>10</b>	Ten breakfast and business delivery to primary employers	\$ 6,500.00		
41					
42	<b>11</b>	Manage the completion of the UW ROI of LEADS report		Marketing	
43					
44	<b>12</b>	Real Estate RFP	\$ -		
45					
46	<b>13</b>	Jobs availability promotion program for existing employers		Marketing	
47					
48	<b>14</b>	Intentional networking existing employers		Marketing	
49					
50	<b>15</b>	Explore opportunities to negotiate utility rates			
51					
52	<b>16</b>	Wall Drug billboards		Marketing	
53					
54	<b>17</b>	Jobs availability promotion program for existing employers			
55					
56				\$ 14,500.00	

**Draft**

	A	B	C	D	E
1	<b>Implementation Plan TASK LIST - Build Our Own Incentive Programs</b>				
2	<b>#</b>	<b>TASK</b>	<b>Budget</b>	<b>Total</b>	<b>Notes</b>
3					
4	<b>a</b>	Develop a conceptual framework for economic development incentive programs based on research of the most appropriate, and successful, programs fitting of Cheyenne.			<b>Draft</b>
5					
6	<b>1</b>	Small cash incentives for angel investment	\$ 100,000.00		
7					
8	<b>2</b>	Development of venture capital fund	\$ 3,000,000.00		
9					
10	<b>3</b>	Concierge service for new companies	\$ -		
11					
12	<b>4</b>	Rapid Response Team	\$ -		
13					
14	<b>5</b>	Develop an incentive fund for fees	\$ 500,000.00		
15					
16	<b>6</b>	Talent attraction program in partnership with Chamber, LCCC, and Workforce Services	\$ 5,000.00		
17					
18	<b>7</b>	Explore TIF, PIF, Capital Expansion fees and oversizing agreements for infrastructure			
19					
20				\$ 3,605,000.00	
21	<b>b</b>	In collaboration with Forward Greater Cheyenne Association and key community groups, test the feasibility and support for a 7th Penny spot tax to support economic development incentive programs for LEADS to utilize.			
22					
23					
24	<b>c</b>	Identify necessary resources and requirements to implement chosen incentive programs, and develop an operational plan to establish these.			
25					
26					
27	<b>d</b>	Diversify and grow LEADS' land, infrastructure, and capital assets (e.g., business parks) to continue their successful use as incentives for economic development.			
28					
29	<b>1</b>	Trail system for CBP Phase 1	\$ 1,000,000.00		
30					
31	<b>2</b>	Development of spec buildings in partnership with investors			
32					
33	<b>3</b>	Long term land leases			
34					
35	<b>4</b>	Partner with private property owners on infrastructure & utilities	\$ 1,000,000.00		
36					
37	<b>5</b>	Develop a downtown "Business Park" at the Hole & Hynds	\$ 1,000,000.00		May have to donate land
38					
39				\$ 3,000,000.00	

A	B	C	D	E
1	<b>Implementation Plan TASK LIST - Marketing &amp; Attraction</b>			
2	<b>TASK</b>	<b>Budget</b>	<b>Total</b>	<b>Notes</b>
3	<b>a</b>			
4	Update and further develop an integrated economic development marketing plan with active focus on reaching targeted industries and markets both nationally and internationally.			
5		<b>Total for a</b>	\$ -	
6	<b>b</b>			
7	Continue to enhance target messages to site selectors and corporate decision-makers through improvements to the LEADS website and internatoina and targeted relationship development and maintenance to support targeted business recruitment.			
8	1 Enhance website and social media prospecting tools	\$ 10,000.00		Will be ongoing fees for changes and improvements
9	2 Develop substantial video content for marketing	\$ 3,000.00		Current cost for 3 videos (every two years)
10	3 Use "Your Next Frontier," when appropriate	\$ -		
11	4 Work with "TEAM Wyoming" to develop an attraction strategy for Fin-Tech companies nationally and internationally			
12	5 Identify and contact site selectors, corporate decision makers etc. and connect with LEADS messaging			
13	6 Attend TBIC and Select USA events			
14	TBIC FDI Trips	\$ 22,800.00		Two Trips
15	TBIC membership	\$ 1,800.00		will increase once our population served goes over 100,000
16	TBIC research reports and hourly work	\$ 9,000.00		for 3 reports and 20 addtl hours of hourly work
17	7 Attend Shot Show and other outdoor vendor recreation shows			
18	SHOT Show	\$ 2,600.00		Las Vegas
19	IWA Outdoor Classics	\$ 7,700.00		Nuremberg, Germany
20	8 October trip to Europe, 2 weeks	\$ 6,800.00		
21	9 Host FAM tours for site selectors and target companies	\$ 4,000.00		\$2,000 each "event"
22	10 Begin a dialogue to develop Angel and VC funding			Together with "Incentives"
23	11 Utilize existing employer supply chain and vendor connections for attraction			Together with "BRE"
24	12 Identify women, minority and family owned companies to target for relocation and expansion in the Equality State			
25	13 Flag poles	\$ 15,000.00		Guess for poles, lights
26	14 Attraction advertising	\$ 200,000.00		Currently \$40K
27		<b>Total for b</b>	\$ 282,700.00	
28	<b>c</b>			
29	Continue to develop a community communication strategy to educate the community about what LEADS does, build/enhance strategic relationships, and grow membership.			
30	15 Further develop a community engagement strategy	\$ -		
31	16 Develop and train board members on our messaging	\$ -		
32	17 Work with WBC to develop ED training for commercial brokers	\$ 1,000.00		Materials
33	18 Speak at Rotary, Kiwanis, Chamber, etc.	\$ 2,500.00		Cost to speak at Chamber lunch?
34	19 Events - shooting, fishing, golf			
35	Annual Meeting	\$ 35,000.00		(Revenue \$40K)
36	Golf	\$ 17,000.00		(Revenue \$19.5K)
37	Fishing	\$ 500.00		1 event
38	Shooting	\$ 1,700.00		Based on 3 events plus membership
39	New membership reception	\$ 500.00		
40	Ribbon cuttings/ground breakings	\$ 2,000.00		Based on 4 events
41	Board member happy hour	\$ 600.00		Based on 2 events
42	20 Membership/Community Support advertising	\$ 25,000.00		Currently \$9K
43		<b>Total for c</b>	\$ 85,800.00	
44	<b>d</b>			
45	Other			
46	21 Develop a rapid response team with WBC, County, City, Chamber, DDA, Visit Cheyenne, and LCCC to assist prospects			Together with "BRE"
47	22 Educate the real estate community on the importance of their role in attraction and the resources available	\$ -		
48	23 Wall Drug Sign Promotion	\$ 10,000.00		Together with "BRE"
49		<b>Total for d</b>	\$ 10,000.00	
50			\$ 378,500.00	
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1	<b>Implementation Plan TASK LIST - Organizational Support and Stability</b>				
2	#	TASK	Budget	Total	Notes
3					
4	a	Conduct and conclude a successful search for the transition to a new CEO and purposefully integrate her/him into the community.			
5					
6					
7				\$	-
8	b	Conduct a comprehensive membership review process to examine the efficacy of the existing structure with regard to revenue generation and ensuring broad support for Cheyenne LEADS within the community.			
9					
10		Change membership fee model			
11					
12		Companies being assisted by LEADS must become members.			
13					
14		Increase City and County contributions			
15				\$	-
16	c	Examine new operating revenue models to diversify LEADS' income stream, test their feasibility, and develop plans to implement them.			
17					
18		Research endowment options	\$ 2,000,000.00		
19					
20		Parks long term lease vs sales			
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23				\$ 2,000,000.00	
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