

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF
WELLS, PART OF ELKO COUNTY, NEVADA, 2020 THROUGH
2025**



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November 2021

This publication, *The 2021 Annual Update to the Comprehensive Economic Development Strategy for the City of Wells, part of Elko County, Nevada, 2020 through 2025*, was published by the University Center for Economic Development in the College of Business at the University of Nevada, Reno. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the City of Wells, Elko County, the Northeastern Nevada Regional Development Authority, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

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City of Wells Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

The City of Wells welcomes the world to a business friendly and empowering environment that embraces our values of teamwork, reliability and passion. In creating an environment that fosters economic growth through entrepreneurial and vocational work force education, we will grow smartly.

City of Wells Comprehensive Economic Development Strategy 2020 through 2025

Reprioritized Strategic Economic Development Goals for 2021 through 2022

Priority Goal No. 1: Existing Goal No. 5, Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Priority Goal No. 2: Existing Goal No. 2, Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package) *and* Existing Goal No. 4, Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.

Priority Goal No. 3: Existing Goal No. 3, Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

Priority Goal No. 4: Existing Goal No. 1, Launch new dual enrollment construction/trades program at local high schools by August 2021.

Priority Goal No. 5: Existing Goal No. 6, Acquire U.S. Highway 40 through Wells by July 31, 2021.

1.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization or community with a fundamental affirmation of the organization’s or community’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization or community will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization or community faces and the resources the organization or community has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization or community for the organization’s or community’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization or community and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

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- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, a Comprehensive Economic Development Strategy, as outlined in Title 13 Part 303 of the U.S. Code of Federal Regulations, must focus on how a public sector economic development organization and authority will bring together the public and private sectors through the creation of an economic roadmap designed to diversify and strengthen regional and local economies. The inherent public sector nature of the Comprehensive Economic Development Strategy requires consideration of both economic and community development goals and objectives in order to support and facilitate an environment of growth, investment, and job creation.

Between July 2019 and September 2019, public sector, private sector, and non-profit organization representatives participated in a series of community strategic economic development planning workshops for the purpose of developing a series of community-level Comprehensive Economic Development Strategies aimed at guiding community-level and regional economic development efforts for the five-year 2020 through 2025 period. Individual Comprehensive Economic Development Strategy documents were developed for Elko County, Eureka County, Lander County, and White Pine County and for the individual communities of the City of Carlin, the City of Wells, and the City of West Wendover. As required by the U.S. Economic Development Administration, faculty and staff from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, facilitated a series of annual update and evaluation workshops held on the following dates and in the following communities for the associated exiting Comprehensive Economic Development Strategy documents:

- City of Carlin Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 26, 2021 in Carlin, Nevada
- City of Wells Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: March 4, 2021 in Wells, Nevada
- City of West Wendover Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: May 5, 2021 in West Wendover, Nevada
- Elko County, City of Elko, Jackpot and Spring Creek Comprehensive Economic Development Strategy 2020 through 2025: July 13, 2021 in Elko, Nevada (Elko County and City of Elko); July 14, 2021 in Spring Creek, Nevada (Spring Creek); July 15, 2021 in Jackpot, Nevada (Jackpot)
- Lander County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 28, 2021 in Battle Mountain, Nevada

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- White Pine County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: May 3, 2021 in Ely, Nevada

Each of these individual annual update and evaluation strategic economic development planning workshops consisted of an overview of the Comprehensive Economic Development Strategy and of resiliency and contingency planning along with a series of facilitated small group and large group participant exercises designed to evaluate and, if necessary, to revise the strategic economic development vision statement and individual goals and objectives identified in each individual community-level Comprehensive Economic Development Strategy developed in 2019 through 2020. Workshop participants were also asked to identify a series of priority projects for the coming year and participated in a series of facilitated small group and large group exercises designed to develop a set of economic resiliency and contingency elements.

This University Center for Economic Development technical report presents the results from the local community and county-level Comprehensive Economic Development Strategy annual update and evaluation workshop held in Wells, Nevada on May 4, 2021 as part of the annual update and evaluation of the five-year Comprehensive Economic Development Strategy for the City of Wells covering the 2020 through 2025 period. Section 2.0 of this University Center for Economic Development technical report presents an updated socio-demographic and economic data profile of each county and community within the northeastern Nevada region. It should be noted that, while the University Center for Economic Development utilizes data primarily from the U.S. Census Bureau and the U.S. Census Bureau's American Community Survey five-year estimates, a brief comparison between the data presented in Section 2.0 of this technical report and data certified by the Nevada State Demographer's Office often results in significant differences, especially in the estimation of total population and other demographic statistics. For example, according to the Nevada State Demographer's Office, communities within the northeastern Nevada region recorded a total population of approximately 16.2 percent greater than what was estimated by the U.S. Census Bureau's American Community Survey for 2019. U.S. Census Bureau data is primarily used in this technical report in compliance with U.S. Economic Development Administration requirements. Section 3.0 of this University Center for Economic Development technical report presents an overview of potential revisions to the existing economic vision statement, goals and actionable items, and specific resiliency and recovery actions developed by community leaders and representatives.

2.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of updated socio-demographic, economic, and industry and occupation sector data for individual communities and counties within the northeastern Nevada region. The results of this socio-demographic, economic, and industry and occupation sector data analysis were presented to participants of the annual update and review workshops held for individual communities within the northeastern Nevada region between March 2021 and July 2021.

2.1 Socio-Demographic and Economic Trends for the Northeastern Nevada Regional Development Authority Region

Eleven separate socio-demographic, economic, and industry and occupation sector data categories were examined by participants of the individual community annual update and review strategic economic development planning workshops held between March 2021 and July 2021. These categories include total population, median age, total number of households and average household size, median household income, median family income, and per capita income, the percentage of total population living below the poverty line, civilian workforce and the civilian unemployment rate, and total civilian employment by major industry sector. Whenever possible, comparison of local and countywide trends to statewide and national trends are provided for the 2013 to 2019 period.

2.1.a Total Population

Table 2.1 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, for the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Between 2013 and 2019, the total population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 52,297 total individuals in 2019, a net increase of 2,274 total individuals or by 4.5 percent. For the City of Carlin, total population decreased between 2013 and 2019, decreasing from an estimated 2,634 total individuals in 2013 to an estimated 2,025 total individuals in 2019, a net decrease of 609 total individuals or by -23.1 percent. Total population for the City of Elko increased from an estimated 18,888 total individuals in 2013 to an estimated 20,304 total individuals in 2019, a net increase of 1,416 total individuals or by 7.5 percent while total population for the City of Wells decreased from an estimated 1,374 total individuals in 2013 to an estimated 1,022 total individuals in 2019, a net decrease of 352 total individuals or by -25.6 percent. The total population for the City of West Wendover decreased from an estimated 4,442 total individuals in 2013 to an estimated 4,285 total individuals in 2019, a net decrease of 157 total individuals or by -3.5 percent.

For all of Eureka County, the total population countywide increased from an estimated 1,804 total individuals in 2013 to an estimated 1,859 total individuals in 2019, a net increase of 55 total individuals or by 2.7 percent and the total population for just the town of Eureka increased from an estimated 450 total individuals in 2013 to an estimated 462 total individuals in 2019, a net increase of 12 total individuals or by 2.7 percent. The total population for all of Lander County decreased from an estimated 5,844 total individuals in 2013 to an estimated 5,643 total individuals in 2019, a net decrease of 201 total individuals or by a percentage decrease of -3.4 percent. For the town of Austin, located in southern Lander County, the total population has decreased significantly between 2013 and 2019, decreasing from an estimated 580 total individuals in 2013 to an estimated 113 total individuals in 2019, a net decrease of 467 total individuals or by a percentage decrease of -80.5 percent while the total population for the town of Battle Mountain, located in northern Lander County, increased from an estimated 3,241 total individuals in 2013 to an estimated 3,698 total individuals in 2019, a net increase of 457 total individuals or by 14.1 percent.

Table 2.1 – Total Population				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	50,023	52,297	2,274	4.5%
Carlin	2,634	2,025	-609	-23.1%
Elko	18,888	20,304	1,416	7.5%
Wells	1,374	1,022	-352	-25.6%
West Wendover	4,442	4,285	-157	-3.5%
Eureka County	1,804	1,859	55	3.0%
Eureka	450	462	12	2.7%
Lander County	5,844	5,643	-201	-3.4%
Austin	580	113	-467	-80.5%
Battle Mountain	3,241	3,698	457	14.1%
White Pine County	10,023	9,679	-344	-3.4%
Ely	4,246	4,035	-211	-5.0%
State of Nevada	2,730,066	2,972,382	242,316	8.9%
United States	311,536,594	324,697,795	13,161,201	4.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For White Pine County, the countywide population decreased from an estimated 10,023 total individuals in 2013 to an estimated 9,679 total individuals in 2019, a net decrease of 344 total individuals or by a percentage decrease of -3.4 percent. The total population of the City of Ely, located in White Pine County, also decreased between 2013 and 2019, decreasing from an estimated 4,246 total individuals in 2013 to an estimated 4,035 total individuals in 2019, a net decrease of 211 total individuals or by a percentage decrease of -5.0 percent.

Comparatively, the total population for the entire state of Nevada increased between 2013 and 2019, increasing from an estimated 2.73 million total individuals in 2013 to an estimated 2.97

million total individuals in 2019, a net increase of 242,316 total individuals or by 8.9 percent. Nationwide, the total population for the entire United States increased from an estimated 311.54 million total individuals in 2013 to an estimated 324.70 million total individuals in 2019, a net increase of approximately 13.16 million total individuals or by 4.2 percent.

2.1.b Median Age

Table 2.2 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Table 2.2 – Median Age				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	33.3	34.1	0.8	2.4%
Carlin	34.8	44.1	9.3	26.7%
Elko	30.3	32.6	2.3	7.6%
Wells	34.6	50.5	15.9	46.0%
West Wendover	26.1	32.0	5.9	22.6%
Eureka County	38.3	47.7	9.4	24.5%
Eureka	46.5	56.0	9.5	20.4%
Lander County	37.3	37.4	0.1	0.3%
Austin	43.3	51.6	8.3	19.2%
Battle Mountain	37.7	38.7	1.0	2.7%
White Pine County	40.9	39.8	-1.1	-2.7%
Ely	44.0	39.0	-5.0	-11.4%
State of Nevada	36.6	38.0	1.4	3.8%
United States	37.3	38.1	0.8	2.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

The estimated median age for all of Elko County increased between 2013 and 2019, increasing from an estimated median age of 33.3 years of age in 2013 to an estimated 34.1 years of age in 2019, a net increase of 0.8 years of age or by 2.4 percent. For the City of Carlin, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 34.8 years of age in 2013 to an estimated 44.1 years of age in 2019, a net increase of 9.3 years of age or by 26.7 percent. The median age for the City of Elko increased from an estimated 30.3 years of age in 2013 to an estimated 32.6 years of age in 2019, a net increase of 2.3 years of age or by 7.6 percent while the median age for the City of Wells increased significantly between 2013 and 2019, increasing from an estimated 34.6 years of age in 2013 to an estimated 50.5 years of age in 2019, a net increase of 15.9 years of age or by 46.0 percent. For the City of West Wendover, the estimated median age increased significantly, increasing from an estimated 26.1 years of age in 2013 to an estimated 32.0 years of age in 2019, a net increase of 5.9 years of age or by 22.6 percent.

For all of Eureka County, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 38.3 years of age in 2013 to an estimated 47.7 years of age in 2019, a net increase of 9.4 years of age or by 24.5 percent. The estimated median age for just the town of Eureka also increased significantly between 2013 and 2019, increasing from an estimated 46.5 years of age in 2013 to an estimated 56.0 years of age in 2019, a net increase of 9.5 years of age or by 20.4 percent. For all Lander County, the estimated median age increased only slightly between 2013 and 2019, increasing from an estimated 37.3 years of age in 2013 to an estimated 37.4 years of age in 2019, a net increase of 0.1 years of age or by 0.3 percent. For just the town of Austin, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 43.3 years of age in 2013 to an estimated 51.6 years of age in 2019, a net increase of 8.3 years of age or by 19.2 percent while the estimated median age for just the town of Battle Mountain increased from an estimated 37.7 years of age in 2013 to an estimated 38.7 years of age in 2019, a net increase of 1.0 years of age or by 2.7 percent.

The estimated median age for all of White Pine County decreased from an estimated 40.9 years of age in 2013 to an estimated 39.8 years of age in 2019, a net decrease of 1.1 years of age or by a percentage decrease of -2.7 percent. White Pine County was the only county within the northeastern Nevada region with a decrease in the countywide median age between 2013 and 2019. For just the City of Ely, the estimated median age also decreased between 2013 and 2019, decreasing from an estimated 44.0 years of age in 2013 to an estimated 39.0 years of age in 2019, a net decrease of 5.0 years of age or by a percentage decrease of -11.4 percent.

Comparatively, the estimated median age for the entire state of Nevada increased between 2013 and 2019, increasing from an estimated 36.6 years of age in 2013 to an estimated 38.0 years of age in 2019, a net increase of 1.4 years of age or by 3.8 percent. Nationwide, the estimated median age for the entire United States increased from an estimated 37.3 years of age in 2013 to an estimated 38.1 years of age in 2019, a net increase of 0.8 years of age or by 2.1 percent.

2.1.c Total Number of Households

Table 2.3 presents the change in the total number of households for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Between 2013 and 2019, the total number of households in all of Elko County increased from an estimated 17,599 total households in 2013 to an estimated 18,065 total households in 2019, a net increase of 466 total households or by 2.6 percent. For just the City of Carlin, the total number of households decreased significantly between 2013 and 2019, decreasing from an estimated 895 total households in 2013 to an estimated 700 total households in 2019, a net decrease of 195 total households or by a percentage decrease of -21.8 percent. For just the City of Elko, the total number of households increased from an estimated 6,662 total households in 2013 to an estimated 7,232 total households in 2019, a net increase of 570 total households or by 8.6 percent while the total number of households for just the City of Wells decreased significantly, decreasing from an estimated 800 total households in 2013 to an estimated 463 total households in 2019, a net decrease of 337 total households or by a percentage decrease of -42.1 percent. For

just the City of West Wendover, the total number of households also decreased between 2013 and 2019, decreasing from an estimated 1,362 total households in 2013 to an estimated 1,232 total households in 2019, a net decrease of 130 total households or by -9.5 percent.

Table 2.3 – Total Number of Households				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	17,599	18,065	466	2.6%
Carlin	895	700	-195	-21.8%
Elko	6,662	7,232	570	8.6%
Wells	800	463	-337	-42.1%
West Wendover	1,362	1,232	-130	-9.5%
Eureka County	733	774	41	5.6%
Eureka	504	249	-255	-50.6%
Lander County	2,010	2,198	188	9.4%
Austin	207	65	-142	-68.6%
Battle Mountain	1,126	1,465	339	30.1%
White Pine County	3,357	3,516	159	4.7%
Ely	1,605	1,703	98	6.1%
State of Nevada	999,016	1,098,602	99,586	10.0%
United States	115,610,216	120,756,048	5,145,832	4.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all of Eureka County, the total number of households increased between 2013 and 2019, increasing from 733 total households in 2013 to 774 total households in 2019, a net increase of 41 total households or by 5.6 percent while the total number of households for just the town of Eureka decreased significantly from 504 total households in 2013 to 249 total households in 2019, a net decrease of 255 total households or by -50.6 percent. For all Lander County, the total number of households increased between 2013 and 2019, increasing from an estimated 2,010 total households in 2013 to an estimated 2,198 total households in 2019, a net increase of 188 total households or by 9.4 percent. For just the town of Austin, the total number of households decreased significantly from an estimated 207 total households in 2013 to an estimated 65 total households in 2019, a net decrease of 142 total households or by -68.6 percent while the total number of households for just the town of Battle Mountain increased from an estimated 1,126 total households in 2013 to an estimated 1,465 total households in 2019, a net increase of 339 total households or by 30.1 percent.

Between 2013 and 2019, the total number of households for all of White Pine County increased from an estimated 3,357 total households in 2013 to an estimated 3,516 total households in 2019, a net increase of 159 total households or by 4.7 percent. For just the City of Ely, the total number of households also increased between 2013 and 2019, increasing from an estimated 1,605 total households in 2013 to an estimated 1,703 total households in 2019, a net increase of 98 total households or by 6.1 percent.

Statewide, the total number of households for the entire state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.10 million total households in 2019, a net increase of 99,586 total households or by 10.0 percent. Nationwide, the total number of households for the entire United States increased from an estimated 115.61 million total households in 2013 to an estimated 120.76 million total households in 2019, a net increase of 5.15 million total households or by a percentage increase of 4.5 percent.

2.1.d Average Household Size

Table 2.4 presents the change in average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Table 2.4 – Average Household Size				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	2.80	2.85	0.05	1.8%
Carlin	2.75	2.66	-0.09	-3.3%
Elko	2.78	2.74	-0.04	-1.4%
Wells	2.34	2.21	-0.13	-5.6%
West Wendover	3.26	3.48	0.22	6.7%
Eureka County	2.43	2.40	-0.03	-1.2%
Eureka	2.61	1.84	-0.77	-29.5%
Lander County	2.87	2.54	-0.33	-11.5%
Austin	2.78	1.74	-1.04	-37.4%
Battle Mountain	2.85	2.49	-0.36	-12.6%
White Pine County	2.74	2.33	-0.41	-15.0%
Ely	2.60	2.33	-0.27	-10.4%
State of Nevada	2.70	2.67	-0.03	-1.1%
United States	2.63	2.62	-0.01	-0.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Between 2013 and 2019, Elko County was the only county within the northeastern Nevada region that experienced an increase in the estimated average household size. For all of Elko County, the estimated average household size increased from an estimated 2.80 people per household in 2013 to an estimated 2.85 people per household in 2019, a net increase of 0.05 people per household or by 1.8 percent. For just the City of Carlin, the estimated average household size decreased from an estimated 2.75 people per household in 2013 to an estimated 2.66 people per household in 2019, a net decrease of 0.09 people per household or by -3.3 percent while the estimated average household size for the City of Elko decreased from an estimated 2.78 people per household in 2013 to an estimated 2.74 people per household in 2019, a net decrease of 0.04 people per household or by -1.4 percent. For the City of Wells, the

estimated average household size decreased from an estimated 2.34 people per household in 2013 to an estimated 2.21 people per household in 2019, a net decrease of 0.13 people per household or by -5.6 percent while the average household size for the City of West Wendover actually increased, increasing from an estimated 3.26 people per household in 2013 to an estimated 3.48 people per household in 2019, a net increase of 0.22 people per household or by 6.7 percent.

For all of Eureka County, the estimated average household size decreased from an estimated 2.43 people per household in 2013 to an estimated 2.40 people per household in 2019, a net decrease of 0.03 people per household or by -1.2 percent while the average household size for just the town of Eureka decreased significantly, decreasing from an estimated 2.61 people per household in 2013 to an estimated 1.84 people per household in 2019, a net decrease of 0.77 people per household or by -29.5 percent. For all of Lander County, the estimated average household size decreased from an estimated 2.87 people per household in 2013 to an estimated 2.54 people per household in 2019, a net decrease of 0.33 people per household or by -11.5 percent. The average household size for just the town of Austin decreased significantly from an estimated 2.78 people per household in 2013 to an estimated 1.74 people per household in 2019, a net decrease of 1.04 people per household or by -37.4 percent. For just the town of Battle Mountain, the estimated average household size decreased from an estimated 2.85 people per household in 2013 to an estimated 2.49 people per household in 2019, a net decrease of 0.36 people per household or by a percentage decrease of -12.6 percent.

Between 2013 and 2019, the estimated average household size for all of White Pine County decreased from an estimated 2.74 people per household in 2013 to an estimated 2.33 people per household in 2019, a net decrease of 0.41 people per household or by -15.0 percent. For just the City of Ely, the estimated average household size decreased from an estimated 2.60 people per household in 2013 to an estimated 2.33 people per household in 2019, a net decrease of 0.27 people per household or by a percentage decrease of -10.4 percent.

Statewide, the estimated average household size for the entire state of Nevada decreased slightly, decreasing from an estimated 2.70 people per household in 2013 to an estimated 2.67 people per household in 2019, a net decrease of just 0.03 people per household or by -1.1 percent. Nationwide, the estimated average household size for the entire United States also decreased only slightly, decreasing from an estimated 2.63 people per household in 2013 to an estimated 2.62 people per household in 2019, a net decrease of just 0.01 people per household or by a percentage decrease of -0.4 percent.

2.1.e Median Household Income

Table 2.5 presents the change in median household income (in 2019 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Between 2013 and 2019, the estimated median household income for all Elko County increased from an estimated \$70,238 in 2013 to an estimated \$78,929 in 2019, a net increase of \$10,994 or

by 15.7 percent. Over the same 2013 to 2019 period, the estimated median household income for the City of Carlin, the City of Elko, the City of Wells, and the City of West Wendover all increased. For the City of Carlin, the estimated median household income increased by a total of \$9,822 or by 14.2 percent between 2013 and 2019, increased by an estimated \$2,337 or by a percentage increase of 2.8 percent for the City of Elko, increased by an estimated \$8,058 or by a percentage increase of 14.5 percent for the City of Wells, and increased significantly by an estimated \$26,534 or by 70.3 percent for the City of West Wendover.

Table 2.5 – Median Household Income (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	\$70,238	\$81,232	\$10,994	15.7%
Carlin	\$69,107	\$78,929	\$9,822	14.2%
Elko	\$75,989	\$79,205	\$3,216	4.2%
Wells	\$46,875	\$48,958	\$2,083	4.4%
West Wendover	\$37,740	\$64,274	\$26,534	70.3%
Eureka County	\$64,632	\$67,105	\$2,473	3.8%
Eureka	\$50,268	\$63,560	\$13,292	26.4%
Lander County	\$72,742	\$88,030	\$15,288	21.0%
Austin	\$43,809	-	-	-
Battle Mountain	\$76,090	\$73,536	-\$2,554	-3.4%
White Pine County	\$48,586	\$60,827	\$12,241	25.2%
Ely	\$49,316	\$60,048	\$10,732	21.8%
State of Nevada	\$52,800	\$60,365	\$7,565	14.3%
United States	\$53,046	\$62,843	\$9,797	18.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all of Eureka County, the estimated median household income increased from an estimated \$64,632 in 2013 to an estimated \$67,105 in 2019, a net increase of \$2,473 or by a percentage increase of 3.8 percent while the estimated median household income for just the town of Eureka increased significantly between 2013 and 2019, increasing by an estimated \$13,292 or by a percentage increase of 26.4 percent. For all of Lander County, the estimated median household income increased significantly from an estimated \$72,742 in 2013 to an estimated \$88,030 in 2019, a net increase of \$15,288 or by 21.0 percent. While data for median household income for the town of Austin was not available for 2019, the estimated median household income for the town of Austin in 2013 was an estimated \$43,809. The estimated median household income for just the town of Battle Mountain decreased between 2013 and 2019, decreasing by an estimated \$2,554 or by a percentage decrease of -3.4 percent.

Between 2013 and 2019, the estimated median household income for all of White Pine County increased from an estimated \$48,586 in 2013 to an estimated \$60,827 in 2019, a significant net increase of \$12,241 or by an estimated 25.2 percent. For just the City of Ely, the estimated

median household income also increased significantly between 2013 and 2019, increasing by an estimated \$10,732 or by a percentage increase of 21.8 percent.

Statewide, the estimated median household income for the entire state of Nevada increased from an estimated \$52,800 in 2013 to an estimated \$60,365 in 2019, a net increase of \$7,565 or by a percentage increase of 14.3 percent. Nationwide, the estimated median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated \$62,843 in 2019, a net increase of \$9,797 or by a percentage increase of 18.5 percent.

2.1.f Median Family Income

Table 2.6 presents the change in median family income (in 2019 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Table 2.6 – Median Family Income (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	\$75,231	\$91,288	\$16,057	21.3%
Carlin	\$75,046	\$82,679	\$7,633	10.2%
Elko	\$84,458	\$86,795	\$2,337	2.8%
Wells	\$55,500	\$63,558	\$8,058	14.5%
West Wendover	\$41,208	\$68,289	\$27,081	65.7%
Eureka County	\$94,648	\$85,096	-\$9,552	-10.1%
Eureka	\$64,853	\$66,447	\$1,594	2.5%
Lander County	\$75,857	\$98,516	\$22,659	29.9%
Austin	\$60,278	-	-	-
Battle Mountain	\$80,313	\$88,890	\$8,577	10.7%
White Pine County	\$63,982	\$72,238	\$8,256	12.9%
Ely	\$63,459	\$63,102	-\$357	-0.6%
State of Nevada	\$61,359	\$71,916	\$10,557	17.2%
United States	\$64,719	\$77,263	\$12,544	19.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Between 2013 and 2019, median family income for all of Elko County increased significantly from an estimated \$75,231 in 2013 to an estimated \$91,288 in 2019, a net increase of \$16,057 or by 21.3 percent. Median family income for just the City of Carlin increased by an estimated \$7,633 or by 10.2 percent between 2013 and 2019, increased by an estimated \$2,337 or by 2.8 percent for the City of Elko, increased by an estimated \$8,058 or by 14.5 percent for the City of Wells, and increased significantly by an estimated \$27,081 or by 65.7 percent for the City of West Wendover. For just Eureka County, median family income decreased between 2013 and 2019, decreasing from an estimated \$94,648 in 2013 to an estimated \$85,096 in 2019 a net

decrease of \$9,552 or by a percentage decrease of -10.1 percent. For just the town of Eureka, median family income increased from an estimated \$64,853 in 2013 to an estimated \$66,447 in 2019, a net increase of \$1,594 or by 2.5 percent.

For all of Lander County, median family income increased significantly between 2013 and 2019, increasing from an estimated \$75,857 in 2013 to an estimated \$98,516 in 2019, a net increase of \$22,659 or by 29.9 percent. While median family income was unavailable for the town of Austin in 2019, the estimated median family income for the town of Austin in 2013 was an estimated \$60,278 and increased for the town of Battle Mountain by an estimated \$8,577 or by 10.7 percent between 2013 and 2019. For all of White Pine County, median family income increased from an estimated \$63,982 in 2013 to an estimated \$72,238 in 2019, a net increase of \$8,256 or by 12.9 percent and, for the City of Ely, median family income declined only slightly, decreasing from an estimated \$63,459 in 2013 to an estimated \$63,102 in 2019, a net decrease of just \$357 or by -0.6 percent.

Comparatively, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$71,916 in 2019, a net increase of \$10,557 or by 17.2 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$77,263 in 2019, a net increase of \$12,544 or by 19.4 percent.

2.1.g Per Capita (Mean) Income

Table 2.7 presents the change in per capita income (in 2019 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Between 2013 and 2019, per capita income for all of Elko County increased significantly from an estimated \$28,358 in 2013 to an estimated \$33,875 in 2019, a net increase of \$5,517 or by 19.5 percent. For just the City of Carlin, per capita income increased by an estimated \$4,098 or by 14.0 percent between 2013 and 2019, increased by an estimated \$4,228 or by 13.6 percent for the City of Elko, increased by an estimated \$4,253 or by 18.2 percent for the City of Wells, and increased dramatically by an estimated \$10,658 or by 71.1 percent for the City of West Wendover. For all of Eureka County, per capita income increased from an estimated \$28,056 in 2013 to an estimated \$34,249 in 2019, a net increase of \$6,193 or by 22.1 percent and, for just the town of Eureka, per capita income increased from an estimated \$24,700 in 2013 to an estimated \$29,504 in 2019, a net increase of \$4,804 or by 19.4 percent.

For all of Lander County, per capita income increased from an estimated \$29,800 in 2013 to an estimated \$34,000 in 2019, a net increase of \$4,200 or by 14.1 percent. While per capita income was unavailable for the town of Austin in 2019, the estimated per capita income for the town of Austin in 2013 was an estimated \$17,523 and increased for the town of Battle Mountain by an estimated \$1,002 or by 3.2 percent between 2013 and 2019. For all of White Pine County, per capita income increased from an estimated \$24,435 in 2013 to an estimated \$25,675 in 2019, a net increase of \$1,240 or by 5.1 percent but decreased for the City of Ely, decreasing from an

estimated \$28,226 in 2013 to an estimated \$27,774 in 2019, a net decrease of \$452 or by a percentage decrease of -1.6 percent.

Table 2.7 – Per Capita (Mean) Income, Individuals (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	\$28,358	\$33,875	\$5,517	19.5%
Carlin	\$29,339	\$33,437	\$4,098	14.0%
Elko	\$31,042	\$35,270	\$4,228	13.6%
Wells	\$23,401	\$27,654	\$4,253	18.2%
West Wendover	\$14,982	\$25,640	\$10,658	71.1%
Eureka County	\$28,056	\$34,249	\$6,193	22.1%
Eureka	\$24,700	\$29,504	\$4,804	19.4%
Lander County	\$29,800	\$34,000	\$4,200	14.1%
Austin	\$17,523	-	-	-
Battle Mountain	\$31,153	\$32,155	\$1,002	3.2%
White Pine County	\$24,435	\$25,675	\$1,240	5.1%
Ely	\$28,226	\$27,774	-\$452	-1.6%
State of Nevada	\$26,589	\$31,557	\$4,968	18.7%
United States	\$28,155	\$34,103	\$5,948	21.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$31,557 in 2019, a net increase of \$4,968 or by an estimated 18.7 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,155 in 2013 to an estimated \$34,103 in 2019, a net increase of \$5,948 or by an estimated 21.1 percent.

2.1.h Percent of Total Population Living Below the Poverty Line

Table 2.8 presents the change in the percentage of total population living below the poverty line for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Between 2013 and 2019, the percentage of total population living below the poverty line throughout all of Elko County increased from an estimated 8.8 percent in 2013 to an estimated 11.7 percent in 2019, a net increase of 2.9 percent or by a percentage increase of 33.0 percent. For just the City of Carlin, the percentage of total population living below the poverty line decreased significantly between 2013 and 2019, decreasing by a net 4.8 percent or by a percentage decrease of -81.4 percent, increased significantly for the City of Elko by a net 8.1 percent or by a percentage increase of 128.6 percent, increased significantly for the City of Wells by a net 3.7 percent or by a percentage increase of 46.8 percent, and decreased significantly for

the City of West Wendover by a net 11.2 percent or by a percentage decrease of -45.2 percent. The percentage of total population living below the poverty line for all of Eureka County decreased significantly between 2013 and 2019, decreasing from an estimated 13.9 percent in 2013 to an estimated 8.0 percent in 2019, a net decrease of 5.9 percent or by a percentage decrease of -42.4 percent, and decreased by an estimated 0.3 percent or by a percentage decrease of -1.8 percent for just the town of Eureka between 2013 and 2019.

Table 2.8 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	8.8%	11.7%	2.9%	33.0%
Carlin	5.9%	1.1%	-4.8%	-81.4%
Elko	6.3%	14.4%	8.1%	128.6%
Wells	7.9%	11.6%	3.7%	46.8%
West Wendover	24.8%	13.6%	-11.2%	-45.2%
Eureka County	13.9%	8.0%	-5.9%	-42.4%
Eureka	16.9%	16.6%	-0.3%	-1.8%
Lander County	9.3%	9.7%	0.4%	4.3%
Austin	15.2%	-	-	-
Battle Mountain	8.7%	10.0%	1.3%	14.9%
White Pine County	12.9%	13.6%	0.7%	5.4%
Ely	11.2%	18.2%	7.0%	62.5%
State of Nevada	15.0%	13.1%	-1.9%	-12.7%
United States	15.4%	13.4%	-2.0%	-13.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all Lander County, the percentage of total population living below the poverty line increased from an estimated 9.3 percent in 2013 to an estimated 9.7 percent in 2019, a net increase of 0.4 percent or by a percentage increase of 4.3 percent. While the percentage of total population living below the poverty line was unavailable for the town of Austin in 2019, the estimated percentage of total population living below the poverty line for just the town of Austin in 2013 was an estimated 15.2 percent and increased between 2013 and 2019 for just the town of Battle Mountain, increasing by an estimated 1.3 percent or by a percentage increase of 14.9 percent. Between 2013 and 2019, the percentage of total population living below the poverty line for all White Pine County increased from an estimated 12.9 percent in 2013 to an estimated 13.6 percent in 2019, a net increase of 0.7 percent or by a percentage increase of 5.4 percent, and increased significantly for just the City of Ely between 2013 and 2019, increasing by a net 7.0 percent or by a percentage increase of 62.5 percent.

Statewide, the percentage of total population living below the poverty line for the entire state of Nevada decreased from an estimated 15.0 percent in 2013 to an estimated 13.1 percent in 2019, a net decrease of 1.9 percent or by a percentage decrease of -12.7 percent. Nationwide, the percentage of total population living below the poverty line for the entire United States decreased

from an estimated 15.4 percent in 2013 to an estimated 13.4 percent in 2019, a net decrease of 2.0 percent or by a percentage decrease of -13.0 percent.

2.1.i Civilian Workforce (Individuals 16 Years or Older)

Table 2.9 presents the change in the size of the civilian workforce (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Table 2.9 – Civilian Workforce (Individuals 16 Years or Older)				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	26,271	27,452	1,181	4.5%
Carlin	1,278	1,065	-213	-16.7%
Elko	9,972	11,027	1,055	10.6%
Wells	742	450	-292	-39.4%
West Wendover	2,163	2,213	50	2.3%
Eureka County	845	930	85	10.1%
Eureka	210	260	50	23.8%
Lander County	2,830	2,818	-12	-0.4%
Austin	-	101	-	-
Battle Mountain	1,534	1,806	272	17.7%
White Pine County	4,464	3,760	-704	-15.8%
Ely	2,028	1,818	-210	-10.4%
State of Nevada	1,404,746	1,498,994	94,248	6.7%
United States	157,113,886	163,555,585	6,441,699	4.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Between 2013 and 2019, the civilian workforce for all of Elko County increased from an estimated 26,271 total individuals in 2013 to an estimated 27,452 in 2019, a net increase of 1,181 total individuals or by 4.5 percent. For just the City of Carlin, the civilian workforce decreased by an estimated 213 total individuals or by a percentage decrease of -16.7 percent between 2013 and 2019, increased by an estimated 1,055 total individuals or by 10.6 percent for just the City of Elko, decreased significantly by an estimated 292 total individuals or by a percentage decrease of -39.4 percent for just the City of Wells, and increased by an estimated 50 total individuals or by 2.3 percent for just the City of West Wendover. For all of Eureka County, the civilian workforce increased from an estimated 845 total individuals in 2013 to an estimated 930 total individuals in 2019, a net increase of 85 total individuals or by 10.1 percent, and increased significantly for just the town of Eureka, increasing by an estimated 50 total individuals or by 23.8 percent between 2013 and 2019.

For all of Lander County, the civilian workforce decreased slightly between 2013 and 2019, decreasing from an estimated 2,830 total individuals in 2013 to an estimated 2,818 total individuals in 2019, a net decrease of just 12 total individuals or by -0.4 percent. While the estimated civilian workforce for the town of Austin was not available for 2013, the estimated civilian workforce for just the town of Austin in 2019 was an estimated 101 total individuals. The civilian workforce for just the town of Battle Mountain increased significantly between 2013 and 2019, increasing by an estimated 272 total individuals or by a percentage increase of 17.7 percent. Between 2013 and 2019, the civilian workforce for all of White Pine County decreased from an estimated 4,464 total individuals in 2013 to an estimated 3,760 total individuals in 2019, a net decrease of 704 total individuals or by -15.8 percent, and decreased by an estimated 210 total individuals or by a percentage decrease of -10.4 percent for just the City of Ely between 2013 and 2019.

The civilian workforce for the entire state of Nevada increased from an estimated 1.40 million total individuals in 2013 to an estimated 1.50 million total individuals in 2019, a net increase of 94,248 total individuals or by 6.7 percent between 2013 and 2019. Nationwide, the civilian workforce for the entire United States increased from an estimated 157.11 million total individuals in 2013 to an estimated 163.56 million total individuals in 2019, a net increase of 6.44 million total individuals or by 4.1 percent.

2.1.j Civilian Unemployment Rate (Individuals 16 Years or Older)

Table 2.10 presents the change in the estimated civilian unemployment rate (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Wells is highlighted.

Between 2013 and 2019, the civilian unemployment rate for all of Elko County decreased from an estimated 5.7 percent in 2013 to an estimated 4.7 percent in 2019, a net decrease of 1.0 percent or by a percentage decrease of -17.5 percent. For just the City of Carlin, the civilian unemployment rate decreased by a net 2.7 percent or by a percentage decrease of -25.5 percent between 2013 and 2019, increased by a net 0.2 percent or by a percentage increase of 4.2 percent for just the City of Elko, decreased significantly by a net 4.5 percent or by a percentage decrease of -60.8 percent for just the City of Wells, and decreased significantly by a net 6.3 percent or by a percentage decrease of -82.9 percent for just the City of West Wendover. For all of Eureka County, the civilian unemployment rate for the entire county declined substantially from an estimated 5.4 percent in 2013 to an estimated 0.0 percent in 2019, a net decrease of 5.4 percent or by a percentage decrease of -100.0 percent. The civilian unemployment rate for just the town of Eureka declined by the same substantial percentage decrease of -100.0 percent between 2013 and 2019, decreasing from an estimated 1.6 percent in 2013 to an estimated 0.0 percent in 2019, a net decrease of 1.6 percent.

For all of Lander County, the civilian unemployment rate decreased from an estimated 11.2 percent in 2013 to an estimated 8.2 percent in 2019, a net decrease of 3.0 percent or by a percentage decrease of -26.8 percent. While the civilian unemployment rate for the town of Austin was not available for 2019, the civilian unemployment rate for just the town of Austin in

2013 was an estimated 17.7 percent. For just the town of Battle Mountain, the civilian unemployment rate declined from an estimated 10.7 percent in 2013 to an estimated 6.3 percent, a net decrease of 4.4 percent or by a percentage decrease of -41.1 percent. Between 2013 and 2019, the civilian unemployment for all of White Pine County declined from an estimated 9.9 percent in 2013 to an estimated 3.4 percent in 2019, a net decrease of 6.5 percent or by a percentage decrease of -65.7 percent, and decreased by a net 2.6 percent or by a percentage decrease of -29.5 percent for just the City of Ely between 2013 and 2019.

Table 2.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	5.7%	4.7%	-1.0%	-17.5%
Carlin	10.6%	7.9%	-2.7%	-25.5%
Elko	4.8%	5.0%	0.2%	4.2%
Wells	7.4%	2.9%	-4.5%	-60.8%
West Wendover	7.6%	1.3%	-6.3%	-82.9%
Eureka County	5.4%	0.0%	-5.4%	-100.0%
Eureka	1.6%	0.0%	-1.6%	-100.0%
Lander County	11.2%	8.2%	-3.0%	-26.8%
Austin	17.7%	-	-	-
Battle Mountain	10.7%	6.3%	-4.4%	-41.1%
White Pine County	9.9%	3.4%	-6.5%	-65.7%
Ely	8.8%	6.2%	-2.6%	-29.5%
State of Nevada	12.5%	6.2%	-6.3%	-50.4%
United States	9.7%	5.3%	-4.4%	-45.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For the entire state of Nevada, the civilian unemployment rate declined significantly between 2013 and 2019, declining from an estimated 12.5 percent in 2013 to an estimated 6.2 percent in 2019, a net decrease of 6.3 percent or by a percentage decrease of -50.4 percent. Nationwide, the civilian unemployment rate for the entire United States decreased significantly between 2013 and 2019, decreasing from an estimated 9.7 percent in 2013 to an estimated 5.3 percent in 2019, a net decrease of 4.4 percent or by a percentage decrease of -45.4 percent.

2.1.k Total Employment by Major Industry Sector

Table 2.11 presents the total number of individuals employed by major industry sector for Elko County, Eureka County, Lander County, White Pine County, and for the entire state of Nevada and for the entire United States in 2019. The four largest major industry sectors, in-terms of the total number of individuals employed by each individual industry sector, are highlighted for each geographic area.

Table 2.11 – Civilian Employment (Population 16 Years and Over) Communities within the Northeastern Nevada Regional Development Authority 2019						
Industry Sector	Elko County	Eureka County	Lander County	White Pine County	State of Nevada	United States
Agriculture, Forestry, Fishing and Hunting, and Mining	6,673	406	1,200	810	21,066	2,743,687
Construction	1,952	57	159	215	97,988	10,207,602
Manufacturing	562	38	6	50	64,737	15,651,460
Wholesale Trade	459	0	75	7	28,879	4,016,566
Retail Trade	2,603	68	168	290	163,565	17,267,009
Transportation and Warehousing, and Utilities	1,111	48	113	185	83,731	8,305,602
Information	325	0	12	14	21,414	3,114,222
Finance and Insurance, and Real Estate and Rental and Leasing	652	0	0	39	78,121	10,151,206
Professional, Scientific, Management, Administrative Waste Management Services	1,359	71	107	173	156,878	17,924,655
Educational Services, and Health Care and Social Assistance	3,817	113	379	549	225,489	35,840,954
Arts, Entertainment, Recreation, Accommodation and Food Services	4,354	29	137	621	340,877	14,962,299
Other Services, Except Public Administration	1,007	22	50	111	65,091	7,522,777
Public Administration	1,294	78	180	569	58,732	7,134,146
Total	26,168	930	2,586	3,633	1,406,568	154,842,185

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2019

For Elko County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 6,673 total individuals. Arts,

Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 4,354 total individuals, Educational Services, and Health Care and Social Assistance was the third largest major industry sector, employing an estimated 3,817 total individuals, and Retail Trade was the fourth largest major industry sector for Elko County in 2019, employing an estimated 2,603 total individuals.

For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 406 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in Eureka County in 2019, employing an estimated 113 total individuals, and Public Administration was the third largest major industry sector in Eureka County in 2019, employing an estimated 78 total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector in Eureka County, employing an estimated 71 total individuals in 2019.

In 2019, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 1,200 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 379 total individuals. Public Administration was the third largest major industry sector in Lander County in 2019, employing an estimated 180 total individuals, and Retail Trade was the fourth largest major industry sector, employing an estimated 168 total individuals.

For White Pine County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 810 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 621 total individuals in 2019. Public Administration was the third largest major industry sector in White Pine County in 2019, employing an estimated 569 total individuals, and Educational Services, and Health Care and Social Assistance was the fourth largest major industry sector, employing an estimated 549 total individuals in 2019.

Statewide, Arts, Entertainment, Recreation, Accommodation and Food Services was the single largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 340,877 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 225,489 total individuals, and Retail Trade was the third largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 163,565 total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector for the entire state of Nevada in 2019, employing an estimated 163,565 total individuals.

For the entire United States, Educational Services, and Health Care and Social Assistance was the single largest major industry sector in 2019, employing an estimated 35.84 million total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the second largest major industry sector for the entire United States in 2019, employing an

estimated 17.92 million total individuals, and Retail Trade was the third largest major industry sector for the entire United States in 2019, employing an estimated 17.27 million total individuals. Manufacturing was the fourth largest major industry sector in 2019 for the entire United States, employing an estimated 15.65 million total individuals.

2.2 Evaluating Existing Conditions and Identifying New Conditions in the Socio-Demographic and Economic Data

Workshop participants who participated in the May 4, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Wells were asked to evaluate the five existing conditions initially developed as part of the current five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to develop new conditions based upon the socio-demographic, economic, and industry and occupation sector data presented in the previous sub-section.

2.2.a Evaluating the Current Conditions from the Existing Comprehensive Economic Development Strategy

As part of the current five-year Comprehensive Economic Development Strategy for the City of Wells for the 2020 through 2025 period, five specific conditions were initially identified as conditions that the Comprehensive Economic Development Strategy was developed to address. While workshop participants noted concern regarding the accuracy of the data used to develop these five existing conditions, the five specific existing conditions include:

- ***Existing Condition No. 1:*** Attract a younger population to the City of Wells as a means of sustainably increases the community’s civilian workforce population.
- ***Existing Condition No. 2:*** Sustainably grow the community’s total residential population as a means of increasing internal demand for new business creation and existing business expansion.
- ***Existing Condition No. 3:*** Utilize increasing measures of income in the community to successfully recruit new businesses and expand existing businesses in targeted industry and occupation sectors.
- ***Existing Condition No. 4:*** Develop critical infrastructure needed to support additional business creation and existing business expansion.
- ***Existing Condition No. 5:*** Utilize the community’s strategic geographic location to fill targeted gaps in the economic base of the community, the county, and the region.

Workshop participants who participated in the May 4, 2021 annual update and evaluation workshop for the current five-year Comprehensive Economic Development Strategy for the City of Wells generally agreed that each of these five existing conditions are still fairly relevant as part of the City of Wells’ and the Northeastern Nevada Regional Development Authority’s

efforts to implement specific elements of the current five-year Comprehensive Economic Development Strategy. Attracting a younger demographic and reversing the ongoing decline in the community's total residential population were two of the five existing conditions that workshop participants identified as being most critical and requiring the most attention for the coming year. Between 2013 and 2019, the median age for the City of Wells increased from an estimated 34.6 years of age in 2013 to an estimated 50.5 years of age in 2019, a net increase of 15.9 years of age or by 46.0 percent. The City of Wells had the third highest median age out of all communities located within the northeastern Nevada region in 2019 and had the largest net and percentage increase in median age between 2013 and 2019 within the entire region. Between 2013 and 2019, the total residential population for the City of Wells declined from an estimated 1,374 total individuals in 2013 to an estimated 1,022 total individuals in 2019, a net decrease of 352 total individuals or by -25.6 percent.

2.2.b Identification of New Critical Conditions

Workshop participants who participated in the May 4, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Wells identified five new conditions that both the City of Wells and the Northeastern Nevada Regional Development Authority need to address as both continue to implement elements of the current five-year Comprehensive Economic Development Strategy, including:

- ***New Condition No. 1:*** Increase in Poverty Rates
- ***New Condition No. 2:*** Decrease in Civilian Unemployment
- ***New Condition No. 3:*** Continued Decline in Total Population
- ***New Condition No. 4:*** Increase in Median Age of the Existing Population
- ***New Condition No. 5:*** Housing and Infrastructure Concerns

Despite measurable increases in median household income (an increase of \$2,083 or by 4.4 percent between 2013 and 2019), in median family income (an increase of \$8,058 or by 14.5 percent), and in per capita income (an increase of \$4,253 or by 18.2 percent), the percentage of total population living below the poverty line for the City of Wells increased from an estimated 7.9 percent in 2013 to an estimated 11.6 percent in 2019, a net increase of 3.7 percent or by 46.8 percent. Workshop participants suggested that this first new condition, *Increase in Poverty Rates*, may inhibit new business creation and attraction efforts and may also inhibit the ability of existing businesses to expand their current operations as the buying power of individual residents has continued to decline. Sustainably growing the community's total population and civilian workforce and by aggressively creating and attracting new higher paying employment opportunities to the community should be a primary area of focus according to workshop participants as both the City of Wells and the Northeastern Nevada Regional Development Authority continue to implement elements of the current five-year Comprehensive Economic Development Strategy.

Regarding the second new condition, *Decrease in Civilian Unemployment*, workshop participants noted that the significant decrease in the estimated civilian unemployment rate of the City of Wells may be impeding new business creation and attraction strategies and existing business retention and expansion efforts. Between 2013 and 2019, the civilian unemployment rate for the City of Wells declined from an estimated 7.4 percent in 2013 to an estimated 2.9 percent in 2019, a net decrease of 4.5 percent or by a percentage decrease of -60.8 percent. The growing lack of a surplus of available workers is hampering the efforts of new and existing businesses to fill key vacant and open positions. While a low civilian unemployment rate is desirable, workshop participants noted that sustainable growth in the community's residential population and civilian workforce over the next year and over the remainder of the existing five-year strategic planning horizon for the current five-year Comprehensive Economic Development Strategy is needed to provide new and existing businesses with the workforce necessary to fill existing vacant and open positions.

Between 2013 and 2019, the total residential population of the City of Wells declined, decreasing from an estimated 1,374 total individuals in 2013 to an estimated 1,022 total individuals in 2019, a net decrease of 352 total individuals or by -25.6 percent. This third new condition, *Continued Decrease in Total Population*, affects the ability of both the City of Wells and the Northeastern Nevada Regional Development Authority to successfully attract new businesses to the community and to grow existing businesses as the consumer base for the community continues to shrink. Revitalizing, diversifying, and sustainably growing the community's existing housing stock is one way in which workshop participants hope to reverse this trend. Housing that appeals to a wider array of population age groups, especially younger adults and younger adults with families, would help reverse the continued decline in the community's existing residential population, provide an additional workforce for new and existing businesses, and help grow the community's consumer base. Workshop participants did note that it is possible that a 'shadow' residential population may exist in the community's longer-term stay motels and hotels and single room occupancy housing stock. It is unclear as to whether or not individuals living in longer-stay motels and hotels are being counted in existing estimates of the community's residential population.

Workshop participants also noted that the fourth new condition, *Increase in Median Age of the Existing Population*, is also impeding the efforts of the City of Wells and the Northeastern Nevada Regional Development Authority to support the creation and attraction of new businesses and to retain and expand existing businesses. Between 2013 and 2019, the estimated median age of the existing residential population of the City of Wells increased from an estimated 34.6 years of age in 2013 to an estimated 50.5 years of age in 2019, a net increase of 15.9 years of age or by 46.0 percent. Not only does the rapid aging of the population in Wells translate into a continued reduction in the community's civilian workforce that is needed to support new business activities and existing business operations, workshop participants also noted that a growing percentage of the community's aging and retired population are likely living in poverty. Between 2013 and 2019, the estimated percentage of total population living below the poverty line in Wells increased from an estimated 7.9 percent in 2013 to an estimated 11.6 percent in 2019, a net increase of 3.7 percent or by a percentage increase of 46.8 percent. The resulting increase in the overall percentage of total population living in poverty as well as a

growing percentage of the community’s elderly or retired population living in poverty will likely result in increased demand for expanded senior and social services.

Workshop participants identified a number of specific concerns regarding the fifth and final new condition, *Housing and Infrastructure Concerns*. As has already been mentioned, workshop participants noted the growing need for a comprehensive approach to revitalizing and rehabilitating the community’s existing housing stock and to growing the existing housing stock through new sustainable housing development that serves the community’s existing population and can encourage a younger demographic to move into the community. Active and supportive senior housing, improved single family residential, and new multi-family housing will be needed to attract a new population in order to reverse the community’s continued decline in residential population and civilian workforce levels. Workshop participants also noted a number of specific infrastructure improvements that are needed to support a broader range of community and economic development efforts. Refurbishment and repair of surface streets and connector roads, improved broadband and telecommunication infrastructure and connectivity, modernization and expansion of electricity, sewer, and water hookups, and targeted streetscaping and beautification efforts were a few of the specific infrastructure projects workshop participants identified.

2.3 An Updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Wells were asked to complete an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of Wells. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of the City of Wells that gives the community an economic development advantage over others and weaknesses are defined as characteristics of the community that places it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. Opportunities are elements within the external environment that the City of Wells could potentially take advantage of and threats are elements within the external environment that may derail the economic development efforts of the community over the next five years.

2.3.a Strengths

Figure 2.1 presents a word cloud of the various economic development strengths of the City of Wells as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Carlin held on May 4, 2021.

Many of the individual economic development strengths for the City of Wells as identified by workshop participants focused on the community’s strategic geographic location, its existing collection of critical infrastructure assets, and the community’s strong and robust identity and culture. The City of Wells is strategically located within the northeastern Nevada region and within Elko County, being situated at the intersection of U.S. Interstate 80 and U.S. Highway 93.

This provides the community and new and existing businesses with direct access to major urban and metropolitan population centers within the western and intermountain western United States including the Reno-Sparks metropolitan statistical area located approximately 340 miles to the west, the Twin Falls, Idaho metropolitan statistical area located approximately 115 miles to the north, the Salt Lake City metropolitan statistical area located approximately 180 miles to the east, and the Las Vegas metropolitan statistical area located approximately 380 miles to the south. The City of Wells also has direct access to a major railroad corridor that runs parallel to U.S. Interstate 80 and Wells is strategically positioned to major outdoor recreation and tourist assets located throughout central Elko County and into White Pine County.

**Figure 2.1 – Economic Development Strengths
City of Wells**



Workshop participants further noted that the City of Wells, both independent of other public agencies and organizations and in partnership with a number of other local, state, and federal partners, has completed a number of major infrastructure projects over the past several years. These completed major infrastructure projects include improvements and upgrades to the community’s collection of surface and connector streets and roadways, major streetscaping improvements in targeted redevelopment and revitalization corridors, improvements to existing broadband and telecommunication infrastructure, and the City of Wells is currently attempted to expand commercial and residential access to natural gas. These various infrastructure projects continue to increase the community’s overall attractiveness to new businesses in targeted industry and occupation sectors and has improved the overall business climate for existing businesses interested in expanding their current operations.

In addition to these physical and tangible economic development strengths, workshop participants noted that, as a community, the community’s rich cultural heritage and identity has resulted in a community where people know each other, support one another, and work together to address common issues and concerns. This ‘tight knit’ nature of the community extends beyond individuals and is representative of the working relationship that organizations such as the City of Wells, the Elko County School District, the Wells Chamber of Commerce, major local and area employers, and key regional and statewide partners have in pooling resources to successfully develop and implement a wide variety of community and economic development strategies. Ultimately, people and organizations in Wells share a common goal of improving the community through sustainable and appropriate levels of community and economic development and in making Wells a center of robust economic activity throughout Elko County, throughout northeastern Nevada, and throughout the state of Nevada.

2.3.b Weaknesses

Figure 2.2 presents a word cloud of the various economic development weaknesses of the City of Wells as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Wells held on May 4, 2021.

**Figure 2.2 – Economic Development Weaknesses
City of Wells**



Chief among the various economic development weaknesses identified by workshop participants for the City of Wells was a general ‘lack of’ critical supportive infrastructure, services, and

employment and business opportunities. A lack of diversified housing stock, a lack of commercial retail options and services, the lack of more expansive basic and advanced physical and mental healthcare services, and the lack of advanced supportive and recreation services for the community's youth and senior populations were a few of the specific areas workshop participants identified as lacking. Increased focus on basic community and economic development efforts, especially in addressing the community's lack of basic and advanced physical and mental healthcare services and in addressing the lack of supportive and recreation services for the community's youth and senior populations, was a specific area of focus that workshop participants identified as a priority for the coming year. Longer-term, working collaboratively with various other local government and state government agencies to encourage new but sustainable housing development throughout the community was an additional area workshop participants expressed a strong desire to address for the remainder of the current five-year strategic planning horizon.

Improvement and revitalization of the community's existing housing stock and increasing the availability and diversity of the existing housing stock through new housing development is, according to workshop participants, an essential first step in reversing the continued decline of the community's total residential population and civilian workforce. While rising land prices may eventually inhibit the viability of new housing construction within the community, median rental prices and owner-occupied housing costs in Wells are still comparatively more affordable than median rental prices and housing costs in neighboring Elko or in Twin Falls, Idaho. Reversing these trends and eventually growing the community's residential population and civilian workforce will eventually lead to the successful creation and attraction of new businesses needed to fill key gaps in the community's commercial retail sector and to the successful retention and expansion of existing businesses.

2.3.c Opportunities

Figure 2.3 presents a word cloud of the various economic development opportunities for the City of Wells as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Wells held on May 4, 2021.

Primary potential economic development opportunities for the City of Wells, as identified by workshop participants, included continued focused on the community's strategic geographic location including its central location to major urban and metropolitan population centers in the western and intermountain western United States, taking advantage of 'pent up' demand for tourism and outdoor recreation activities that has grown since the beginning of the COVID-19 global pandemic in the spring of 2020, and the many opportunities to capture a larger portion of traffic traveling along the U.S. Interstate 80 corridor. Increased access to major outdoor recreation assets located in central Elko County and into White Pine County along the U.S. Highway 93 corridor, coupled with strategic investments in new electric vehicle charging stations, camping and recreational vehicle parks, and in-town recreation assets including the community's collection of parks and existing golf course, were a few of the many ways in which workshop participants suggested that the City of Wells could improve its overall attractiveness to outdoor recreation enthusiasts and visitors to the community.

**Figure 2.3 – Economic Development Opportunities
City of Wells**

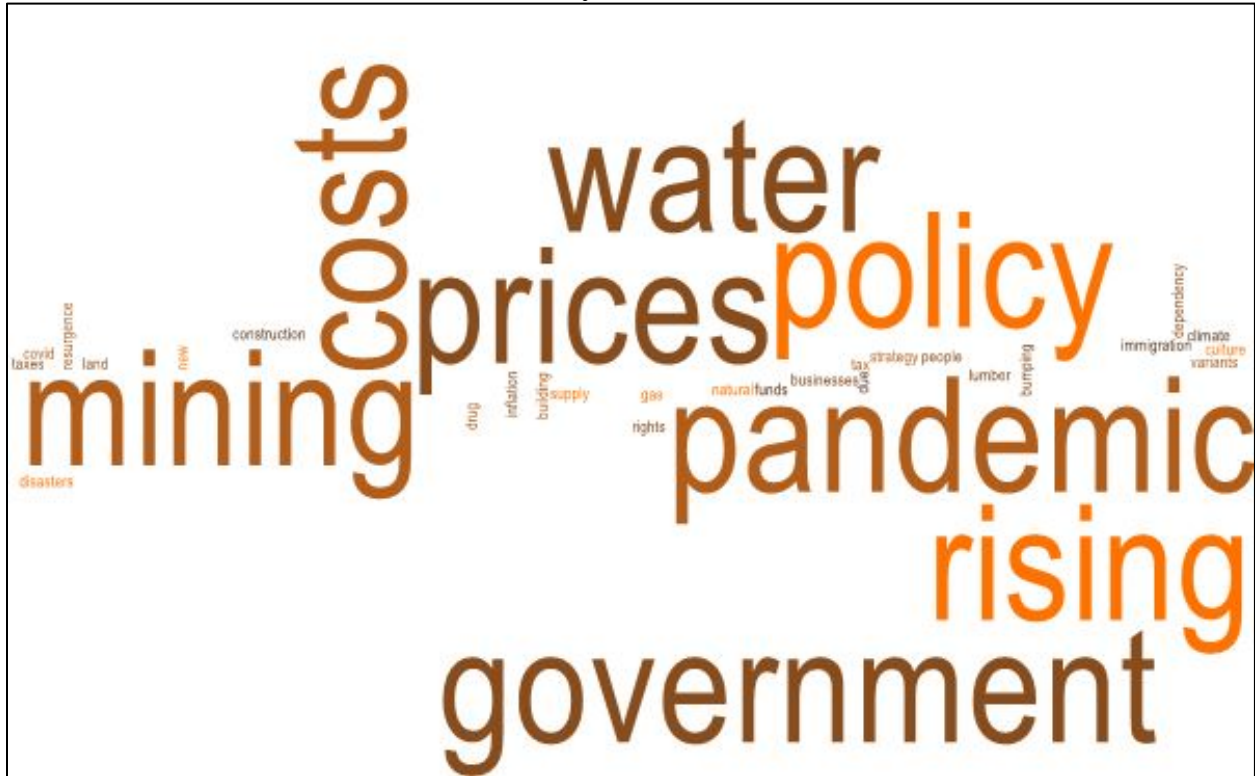


Workshop participants further noted that the City of Wells, both independently and in partnership with various other local, regional, and statewide partners, should aggressively seek out additional funding through the federal government that will be made available through a variety of COVID-19 related funding packages currently being developed by the federal government and the U.S. Congress. Additional funding for infrastructure, small business and entrepreneurial-based development, and additional funding for improved community services and facilities could provide the City of Wells with the financial resources needed to jump start several community and economic development initiatives identified in the existing five-year Comprehensive Economic Development Strategy. At the regional and state level, workshop participants noted that the City of Wells should aggressively support the funding of new and existing businesses through the recently established I-80 Fund, administered through the Rural Nevada Development Corporation, and through future state funds such as the proposed State Infrastructure Bank.

2.3.d Threats

Figure 2.4 presents a word cloud of the various economic development threats for the City of Wells as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Wells held on May 4, 2021.

**Figure 2.4 – Economic Development Threats
City of Wells**



A resurgent COVID-19 global pandemic and possible changes to various state of Nevada regulatory and taxation policies that could prove to be unfavorable for the City of Wells and for the community’s and region’s major employers were chief among the various economic development threats identified by workshop participants. A resurgent COVID-19 global pandemic could potentially result in reduced visitor and tourist counts to the community and to the region and new state government mandates restricting business capacity limits and hours of operation could further curtail general economic recovery efforts. Shifting state government policy regarding the regulation and taxation of the area’s primary industry and occupation sector, namely the mining and natural resource extraction sector, could significantly reduce overall employment in that sector and potentially reduce public sector tax revenues including net proceed tax revenue that the City of Wells and other public jurisdictions throughout northeastern Nevada rely on to fund essential public services, programs, and projects.

Growing concerns over the availability of critical goods and services due to national and international value and supply chain disruptions and over the rising prices on consumer goods and services may also threaten to derail the progress that the City of Wells and the Northeastern Nevada Regional Development Authority have made in achieving specific elements of the current five-year Comprehensive Economic Development Strategy. Continued national and international value and supply chain disruptions could potentially derail ongoing new business creation and attraction efforts and could possibly delay existing business expansion plans. While median household income, median family income, and per capita income levels for the City of Wells have each increased over the past several years, continued price and cost increases in

consumer goods and services may start to ‘crowd out’ individual, family, and household income dollars resulting in fewer dollars circulating through and supporting the local economic base of the City of Wells.

3.0 Evaluation of the Vision, Goals, and Objectives

This section presents a summary of the evaluation of the existing strategic economic development vision and goals for the City of Wells completed by workshop participants who participated in the May 4, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overview of the reprioritized goals and objectives for the City of Wells for the coming year of implementation and a general outline for the City of Wells' economic COVID-19 pandemic recovery and resiliency economic development efforts.

3.1 Evaluation of the Strategic Economic Development Vision

The current strategic economic development vision for the City of Wells, developed as part of Wells' current five-year Comprehensive Economic Development Strategy for 2020 through 2025, is:

The City of Wells welcomes the world to a business friendly and empowering environment that embraces our values of teamwork, reliability and passion. In creating an environment that fosters economic growth through entrepreneurial and vocational work force education, we will grow smartly.

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the May 4, 2021 annual update and evaluation workshop were asked to evaluate the current strategic economic development vision by answering four questions, including: (1) does the strategic vision statement still represent the 'mountain top' of what we want to achieve?, (2) have we made progress in achieving this vision?, (3) has the vision changed over the last year?, and (4) over the next year, what parts of the vision do we want to focus on the most? In general, workshop participants agreed that the current strategic economic development vision statement has helped build the community's existing community and economic development capacity and has helped both the City of Wells and the Northeastern Nevada Regional Development Authority focus its existing community and economic development resources.

Workshop participants generally agreed that the current strategic economic development vision statement for the City of Wells is still relevant and still represents the 'mountain top' of what the community wants to achieve. Workshop participants noted that the City of Wells, through a series of targeted community and economic development investments made over the past year, has continued to improve the community's overall attractiveness to new businesses and has created an environment that supports the expansion and continued growth of existing businesses. Most notably, workshop participants pointed out that the City of Wells, in partnership with the Northeastern Nevada Regional Development Authority, the Nevada Governor's Office of

Economic Development, and with other key strategic partners, has focused on entrepreneurial-based development through a series of targeted programs and projects. The development of a new shared entrepreneurial space and new technical assistance resources each continue to support new business creation and entrepreneurial-based development throughout the community.

In general, workshop participants agreed that the City of Wells has made significant progress in achieving specific elements of the existing strategic economic development vision. Focused revitalization and redevelopment of the community's historic downtown core, the targeted mitigation of existing physical blight through new public-private partnerships and strategic acquisition and planned repurposing of abandoned structures, and the opening of a new Hampton Inn & Suites hotel have collectively improved the community's existing economic base by creating new employment opportunities across a wide variety of industry and occupation sectors. Workshop participants also noted that the City of Wells, both independently and in partnership with other organizations, has continued to improve overall access to existing outdoor recreation amenities and assets located within the community and throughout the surrounding area. Targeted investment in and partnership with new businesses have enabled the City of Wells to capitalize on the community's strategic geographic location and on the community's substantial existing transportation infrastructure.

As to whether or not the existing strategic economic development vision, focused on building a business friendly and empowering environment that embraces the community's values of teamwork, reliability, and passion, workshop participants generally agreed that this part of the vision statement has not changed. The City of Wells and its various community partners still value teamwork, reliability, and passion in pursuit of the successful accomplishment of targeted new business creation and attraction and existing business retention and expansion efforts. In creating an environment that fosters economic growth through entrepreneurial and vocational work force education, workshop participants noted that, while this part of the vision has not changed, achievement of this part has slowed as the City of Wells and its community partners have had to refocus efforts on addressing specific COVID-19 related impacts. As the community continues to recover from the global pandemic and as individual businesses within the community move to restore more 'normal' pre-pandemic operations, the City of Wells and the Northeastern Nevada Regional Development Authority will continue to pursue a 'grow smartly' strategy that maintains the community's existing identity and culture while sustainably growing its residential population and civilian workforce.

Continuing to build and grow an environment that fosters economic growth was the one part of the existing strategic economic development vision that workshop participants generally agreed should be focused on as the City of Wells and the Northeastern Nevada Regional Development Authority continue to implement elements of the current five-year Comprehensive Economic Development Strategy. Continued focus on implementing elements of the existing Mainstreet plan through targeted urban revitalization and redevelopment strategies, supporting the revitalization of the community's existing housing stock and encouraging new housing development, and focusing on the completion of major infrastructure projects were a few of the specific projects that workshop participants would like to see completed over the coming year. Additional projects and programs that workshop participants would also like to see completed

over the coming year include the continued development of a new industrial park that can take advantage of the community's existing transportation assets and central geographic location, the development of new vocational and workforce development program completed in partnership with the Elko County School District and Great Basin College, and the completion of a new shared entrepreneurial and small business incubator space located in the community's historic downtown core.

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants who participated in the May 4, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Wells were asked to first identify their own personal hopes and aspirations for the community and for the region, evaluate the progress that has been made in achieving each of the original strategic economic development goals developed as part of this current five-year Comprehensive Economic Development Strategy, and develop a series of responsive and steady-state recovery and resiliency strategies. This sub-section presents a general overview of the evaluation of the City of Wells' current strategic economic development goals and objectives.

3.2.a Personal Hopes and Aspirations

Workshop participants who participated in the May 4, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Wells were initially asked to answer three questions, including: (1) how and where do people live and work in this community or region and has this changed over the last year?, (2) what are your personal hopes and aspirations for this community and region for the next year?, and (3) what are your personal hopes and aspirations for this community and region for the remainder of this five-year strategic planning horizon?

In evaluating the way in which community residents live and work and how these patterns may have changed over the last year, workshop participants agreed that the City of Wells remains a 'commuter' community with a sizable part of the community's existing residential population and civilian workforce commuting outside the community on a daily basis for work. Because of this trend, many of the individual and household income dollars earned by community residents and households are often spent outside the community in the region's larger population centers or in more urban and metropolitan population centers located in southern Idaho or central Utah. Several workshop participants noted that, because of the ongoing COVID-19 global pandemic, many existing residents have been forced to work from home. The increased frequency of working from home and in having to provide for their children's educational needs as schools have temporarily closed has contributed to a growing number of psychological impacts on individuals and on entire families.

As part of their personal hopes and aspirations for this community and for the northeastern Nevada region, workshop participants expressed their hope that the community will be able to resume more 'normal' pre-pandemic activities, that individuals will be able to return to in-person

work, and that children will be able to return to full time in-person instruction. More broadly, workshop participants expressed their hope that the City of Wells and its various community and economic development partners can help its citizens and existing workforce become more ‘tech-savvy’, that the community can take better advantage of the community’s and surrounding area’s outdoor recreation assets, and that the City of Wells can continue to pursue development strategies that encourage additional ‘drive through’ traffic to stop, visit, and support the community’s existing and future new businesses. Continued growth in existing vocational and workforce development educational programs, increased engagement with the Wells Band of the Te-Moak Tribe of Western Shoshone, the development and opening of a new senior center, and the completion of a large scale electric vehicle charging station were a few of the specific personal hopes and aspirations that workshop participants would like to see completed within the next year.

Longer-term, a number of workshop participants expressed their personal hope and aspiration for the eventual completion of the community’s Mainstreet plan. The evolution and growth of this area into a ‘social community’ with new residents, new businesses, the successful repurposing and rehabilitation of abandoned and currently vacant buildings, and a vibrant small business and entrepreneurial culture were specific areas that workshop participants identified as part of their longer-term hope and aspiration for the planned Mainstreet corridor. Abundant and diversified housing for various demographic groups, increased opportunities for entertainment and recreation for various ages, and modernized infrastructure that supports new and sustainable residential, commercial, and industrial development were each identified by workshop participants as part of the longer-term vision for the City of Wells. Workshop participants further noted that they would like to see the community become a driver of key regional industry and occupation sector activities, specifically in the region’s mining and natural resource extraction and agricultural industry sectors. Continued pursuit of new business creation and attraction strategies that successfully fill critical regional gaps in the mining and natural resource extraction industry sector and continued support of alternative agricultural production and value added production were each identified as long-term goals for the City of Wells as both the City of Wells and the Northeastern Nevada Regional Development Authority continue to implement elements of the current five-year Comprehensive Economic Development Strategy.

3.2.b Evaluation of the Current Strategic Goals and Objectives

As part of the current five-year Comprehensive Economic Development Strategy for the City of Wells for the 2020 through 2025 period, six separate strategic economic development goals were initially developed, including:

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).

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- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.
 - **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.
 - **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.
 - **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on May 4, 2021, workshop participants were asked to evaluate each individual goal by answering three separate questions, including: (1) has progress been made in achieving this goal?, (2) is the goal still relevant moving forward?, and (3) what can be done to make additional progress moving forward? The resulting evaluation of each individual goal was then used to reprioritize the six existing strategic economic development goals for the coming year and to develop new economic recovery and resiliency efforts as the City of Wells and the Northeastern Nevada Regional Development Authority continue to address the short-term and long-term impacts of the ongoing COVID-19 global pandemic.

In regard to **Goal No. 1:** *Launch new dual enrollment construction/trades program at local high schools by August 2021*, workshop participants were mixed in evaluating the progress made in achieving this specific goal. Several workshop participants noted that either no or little progress has been made in developing and launching a new dual enrollment construction and trades program at the local high school while several other workshop participants noted that a considerable amount of progress has been made in at least designing a new dual enrollment construction and trades program. Workshop participants did agree, however, that the continued development and eventual implementation of a new dual enrollment construction and trades program is still very relevant and that the City of Wells and the Northeastern Nevada Regional Development Authority should actively engage both the Elko County School District and Great Basin College within the next year to successfully complete this stated goal.

For **Goal No. 2:** *Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package)*, workshop participants noted that a considerable amount of progress has been made over the past year in achieving this goal. Specifically, workshop participants noted that the City of Wells and the Northeastern Nevada Regional Development Authority continue to implement elements of the existing Mainstreet plan, including the acquisition of an abandoned and currently vacant motel property for the purpose of converting the property to a new entrepreneurial-based incubator space. Additional progress has included the creation of a new revolving loan fund and the hiring of a small business coach and recruiter. Moving forward, as this goal still remains critically important and relevant, workshop participants suggested that additional engagement with and empowerment of the local Chamber of Commerce and increased partnership with other key stakeholders and potential partners should be pursued as the City of

Wells and the Northeastern Nevada Regional Development Authority continue to implement elements of the current five-year Comprehensive Economic Development Strategy.

As part of **Goal No. 3: *Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021***, workshop participants noted that the City of Wells and the Northeastern Nevada Regional Development Authority have made considerable progress in achieving this specific goal. The recent completion and opening of a new Hampton Inn & Suites hotel, the establishment of a Whitecloud Botanicals operation, and expanded MedX Air One emergency air medical transportation services have each contributed to the achievement of this goal over the past year. Workshop participants agreed that this goal remains highly relevant for the City of Wells and agreed that the City of Wells and the Northeastern Nevada Regional Development Authority should both continue to aggressively recruit new businesses in targeted non-traditional industry and occupation sectors. The continued pursuit of key infrastructure projects including the development of natural gas access, the continued revitalization of the community's existing housing stock, and the additional development of new housing for various demographic and age groups were a few of the more general ways in which the City of Wells can continue to actively pursue achievement of this specific goal.

Workshop participants generally agreed that the City of Wells has made significant progress in achieving **Goal No. 4: *Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2 over the past year***. Several new small to mid-sized businesses have opened new locations within the community, most notably in and around the commercial center located at the intersection of U.S. Interstate 80 and U.S. Highway 93, and several existing businesses have even expanded their existing operations despite the continued challenges of owning and operating a small business during the COVID-19 global pandemic. While this specific goal has generally been completed, in that five new startups have already been completed within the last year, workshop participants agreed that continued support of new business development remains a relevant part of the community's broader community and economic development strategy. The City of Wells should continue to pursue the development of additional new startups by expanding its existing revolving loan fund, completing elements of the existing Mainstreet plan, and successfully completing the refurbishment and repurposing of an existing vacant motel into a shared entrepreneurial-based incubator space.

Workshop participants were more mixed in their assessment of **Goal No. 5: *Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process***. While some measurable progress has been made in developing a comprehensive plan that will encourage new residential development throughout the community, very little progress has been made in starting and completing new residential development. Workshop participants generally attributed the lack of progress in completing new residential development to the continued challenges facing the community as a result of the ongoing COVID-19 global pandemic, to a lack of willingness of housing developers to build new houses in more rural communities like Wells, and a general lack of trained and qualified contractors and construction workers in the region. Because this goal remains very relevant, workshop participants suggested that the City of Wells continue to focus on completing major infrastructure improvements that will support future residential development, focus on

revitalizing the community’s existing housing stock through targeted investments and property owner focused incentives, and work with key local and state government partners to secure the land necessary to support future residential development.

For **Goal No. 6: Acquire U.S. Highway 40 through Wells by July 31, 2021**, workshop participants generally agreed that the City of Wells has made some progress in achieving this goal. Workshop participants noted that the City of Wells continues to engage with key partners and stakeholders, including the Nevada Department of Transportation, to further develop a comprehensive plan for the acquisition and further development of this major transportation asset. Because this goal still remains relevant as part of the community’s broader community and economic development efforts, the City of Wells will continue to work with the Nevada Department of Transportation to finalize existing acquisition plans and to identify and secure the funding needed to support new related infrastructure projects in order to modernize this stretch of highway and to support future private sector development of the adjacent land and property.

3.2.c Reprioritizing the Existing Strategic Economic Development Goals for the Coming Year

Workshop participants were asked to reprioritize each of the six existing strategic economic development goals for the coming year as the City of Wells continues to implement elements of the current five-year Comprehensive Economic Development Strategy. The following list outlines the results of this effort:

- **Priority Goal No. 1:** Existing Goal No. 5, Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Workshop participants unanimously agreed that the continued revitalization and rehabilitation of the community’s existing housing stock and the development of new housing should be the City of Wells’ top priority for the coming year. Continued focus on completing necessary and supportive infrastructure, active engagement with housing developers, and developing a series of incentives for existing home owners and property owners were a few of the specific areas in which workshop participants agreed that the City of Wells could further support the revitalization of the community’s existing housing stock and new housing development designed to support new sustainable population growth and the growth of the existing civilian workforce.

- **Priority Goal No. 2:** Existing Goal No. 2, Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package) *and* Existing Goal No. 4, Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.

Workshop participants agreed to combine the existing second goal and the existing fourth goal in order to better focus the City of Wells’ and the Northeastern Nevada Regional Development Authority’s efforts to support new business creation and attraction and existing business retention and expansion. Workshop participants further noted that the

successful achievement of both of these existing goals should be incorporated into the City of Wells' continued efforts to implement the existing Mainstreet plan through targeted revitalization and rehabilitation of the community's historic urban core. Continued development and expansion of the existing revolving loan fund and increased engagement and partnership with key local and regional partners, including the local Wells Chamber of Commerce, the Nevada Small Business Development Center at Great Basin College, and the Governor's Office of Economic Development, were each identified as specific actions that the City of Wells can take over the next year to encourage new business creation and development efforts.

- **Priority Goal No. 3:** Existing Goal No. 3, Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

While new business creation efforts will be primarily focused on small business and entrepreneurial-based start-up efforts over the next year, workshop participants also agreed that the City of Wells and the Northeastern Nevada Regional Development Authority should continue to engage in new mid-sized business attraction efforts. Focusing on closing key gaps in the region's mining and natural resource extraction industry and occupation sector, encouraging the continued development of alternative agricultural production and additional value-added production, and actively recruiting new firms to support the community's and area's tourism and outdoor recreation sector were a few of the specific activities that the City of Wells could potentially pursue in order to further achieve this specific goal.

- **Priority Goal No. 4:** Existing Goal No. 1, Launch new dual enrollment construction/trades program at local high schools by August 2021.

Although workshop participants agreed that launching a new dual enrollment construction and trades program through the local high school is still a relevant part of the current five-year Comprehensive Economic Development Strategy, workshop participants also agreed that it is unlikely that additional progress can be made in achieving this specific goal in the near-term as the Elko County School District continues to focus on addressing the specific impacts that the ongoing COVID-19 global pandemic has had on school district operations. However, workshop participants expressed their general support for continued engagement with both the Elko County School District and with Great Basin College to further develop and implement a new dual enrollment construction and trades program in Wells.

- **Priority Goal No. 5:** Existing Goal No. 6, Acquire U.S. Highway 40 through Wells by July 31, 2021.

Even though the City of Wells continues to work with representatives from the Nevada Department of Transportation to complete this goal, the ongoing COVID-19 global pandemic has delayed action on transferring ownership of this major transportation asset to the City of Wells. While workshop participants agreed to keep this specific goal as

part of its current five-year Comprehensive Economic Development Strategy, workshop participants also noted that the City of Wells should focus specific activities related to this goal on completing the necessary planning in order to facilitate the transfer of ownership of this asset to the City from the state and continue to complete related infrastructure projects that will support new commercial and industrial development on adjacent property.

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for the City of Wells, workshop participants have decided to focus on continued new business creation and attraction efforts and existing business retention and expansion efforts. Continued focus on further implementing and completing the existing Mainstreet plan with a focus on targeted revitalization and redevelopment and expanded small business and entrepreneurial-based start-up efforts will occupy the majority of the City of Wells' community and economic development focus for the coming year. Workshop participants also highlighted the growing need for the City of Wells to further revitalize and improve the community's existing housing stock and to support new housing development in order to address the community's continued population decline and decline in the existing civilian workforce.

3.3 Developing Economic Recovery and Resiliency Efforts as part of the Current Five-Year Comprehensive Economic Development Strategy

Economic recovery and resiliency efforts can be divided into two general categories, including *responsive initiatives* and *steady-state initiatives*. A community's responsive initiatives typically include the establishment of capabilities for an economic development organization to be responsive to the community's or region's recovery needs following an incident or 'shock'. Steady-state initiatives, however, tend to be the longer-term efforts that an economic development organization or community will seek to implement in order to bolster the community's or region's ability to withstand or avoid future shocks. As part of the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for the City of Wells, workshop participants who participated in the May 4, 2021 workshop participants were asked to develop a series of responsive initiatives and steady-state initiatives that will be incorporated into the current five-year Comprehensive Economic Development Strategy.

3.3.a Responsive Initiatives

In developing a set of responsive initiatives for the City of Wells in response to the ongoing COVID-19 global pandemic, workshop participants were asked to first identify the major and immediate impacts that the COVID-19 global pandemic has had on the community and on the community's economic base and what the longer-term positive and negative impacts may also be to the community's overall community and economic development strategy. In the short-term, workshop participants identified a number of specific major impacts including the impact that the ongoing global pandemic has had on the ability of community-based non-profit organizations to successfully fundraise and continue to provide needed services and the immediate impact that

the pandemic has had on the availability of workers needed to fill vacant and open positions. Even prior to the pandemic, the City of Wells was experiencing a net decline in the availability of existing workers as the community's civilian workforce had declined from an estimated 742 total individuals in 2013 to an estimated 450 total individuals in 2019, a net decrease of 292 total individuals or by -39.4 percent. Combined with a rapidly declining civilian unemployment rate, falling from an estimated 7.4 percent in 2013 to an estimated 2.9 percent in 2019, existing firms operating within Wells were experiencing a significant worker shortage that was already curtailing existing operations and preventing planned expansions. The ongoing COVID-19 global pandemic has only further tightened the community's labor market and the labor market for the entire northeastern Nevada region.

While the City of Wells has been able to utilize various federal COVID-19 related funding programs to offset losses in locally generated public revenues, workshop participants expressed their concern that the budgets of the City of Wells and other public agencies within the community may experience future shortfalls as federal and state government relief funding ends. The possibility of future budgetary shortfalls underscores the importance of supporting, growing, and diversifying the community's existing economic base through increased new business creation and attraction strategies and more collaborative existing business retention and expansion efforts. Despite this possible longer-term threat, workshop participants were generally optimistic regarding the longer-term future of the community's existing economic base and the ability of the City of Wells, the Northeastern Nevada Regional Development Authority, and other key strategic partners to effectively grow and diversify the community's economic base.

Workshop participants who participated in the annual Comprehensive Economic Development Strategy update and evaluation workshop held on May 4, 2021 for the City of Wells were asked to develop a set of specific responsive initiatives designed to address the major short-term and longer-term lingering impacts of the COVID-19 global pandemic. Workshop participants developed two general responsive initiative areas, including:

- ***Responsive Initiative Area No. 1:*** Direct COVID-19 Federal and State Relief Funds to Community-Based Non-Profits as Possible

Because of the significant physical and mental health impacts that the COVID-19 global pandemic has had on various community residents and given the decline in available funding for existing community-based non-profits, workshop participants agreed that the City of Wells should direct available federal and state relief funds to these non-profit organizations in order to maintain and expand existing service provision levels.

Workshop participants agreed that addressing the physical and mental health impacts of the pandemic on community members is a critical first step in building the community's overall community and economic development capacity.

- ***Responsive Initiative Area No. 2:*** Utilization of Now Available Federal and State COVID-19 Relief Funds to Complete Targeted Community and Economic Development Projects

Workshop participants agreed that targeted community and economic development projects that lacked the necessary funding in the past prior to the COVID-19 global pandemic could be completed now and in the immediate future by taking advantage of existing and possible future federal and state relief funds. The completed revitalization and redevelopment of the community's historic downtown corridor through the further implementation of the existing Mainstreet plan and the completion of several major infrastructure projects were each identified as possible targets for the City of Wells.

Addressing the physical and mental health impacts of the COVID-19 global pandemic and accelerating the completion of existing revitalization and redevelopment projects were the two responsive initiatives that workshop participants agreed to incorporate into the further implementation of the current five-year Comprehensive Economic Development Strategy for the City of Wells. Assisting existing community-based non-profit organizations is a critical first step in building overall physical and mental healthcare capacity within the community and additional successful revitalization and redevelopment efforts will continue to build an environment that is supportive of new business creation and entrepreneurial efforts. Both of these focused responsive initiatives will enable the City of Wells to emerge from the pandemic stronger and more capable of addressing the community's longer-term community and economic development challenges.

3.3.b Steady-State Initiatives

As part of the steady-state recovery and resiliency initiatives workshop participants developed for the City of Wells as part of its current five-year Comprehensive Economic Development Strategy, workshop participants were asked to identify specific community and economic weaknesses that the ongoing COVID-19 global pandemic has exposed in the local and regional economic base. Workshop participants were further asked to develop specific actionable items that the City of Wells and the Northeastern Nevada Regional Development Authority could develop and implement in order to address these specific community and economic development weaknesses. Workshop participants who participated in the May 4, 2021 annual update and evaluation workshop developed two specific community and economic development weaknesses and accompanying actionable items.

- ***Steady-State Initiative Area No. 1:*** Continued Improvement and Sustainable Growth of the Community's Civilian Workforce

Sustainable growth and continued improvement of the City of Wells' available civilian workforce was a primary strategic economic development goal developed as part of the current five-year Comprehensive Economic Development Strategy. The ongoing COVID-19 global pandemic has only exaggerated the lack of available and surplus workers needed to support new business creation and attraction efforts and existing business retention and expansion efforts for the City of Wells. Working collaboratively with the Elko County School District, Great Basin College, and the Northeastern Nevada Regional Development Authority, workshop participants noted that the City of Wells must continue to focus on improving the overall quality of the community's existing

civilian workforce and expand the existing stock of trained workers through both targeted and broader community and economic development efforts.

- ***Steady-State Initiative Area No. 2:*** Promote Self-Reliance and Self-Sufficiency of the Existing Residential Population and Local Government Agencies

Emergency preparedness skill development among individual community members, businesses, and existing local government agencies was a primary longer-term need identified by workshop participants. Workshop participants noted that the ongoing COVID-19 global pandemic could potentially be the first of a series of natural disasters and major disruptive events that could affect the City of Wells and the entire northeastern Nevada region. Increased frequency of floods, fires, earthquakes and other natural disasters including future global pandemics and health crises will likely impact critical funding sources, employment opportunities, and national and international supply and value chains in ways similar to how the COVID-19 global pandemic has affected them since the beginning of the pandemic in the spring of 2020. In order to mitigate these potential future impacts, workshop participants noted that it is important for the City of Wells and its key strategic partners to focus on promoting self-reliance and self-sufficiency through the development of needed emergency preparedness skills.

Consistent with the existing five-year Comprehensive Economic Development Strategy for the City of Wells, workshop participants noted that continued improvement and sustainable growth of the community's existing civilian workforce and continued development of the community's self-reliance and self-sufficiency through broader community and economic development strategies will be essential in overcoming identified community weaknesses. The two steady-state initiatives outlined as part of this annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for the City of Wells will help focus the efforts of both the City of Wells and the Northeastern Nevada Regional Development Authority as both continue to implement specific elements of the current Comprehensive Economic Development Strategy.