3.4 Identify Key (Priority) Impediments to Development that are "Actionable" (excluding externals and development issues beyond the control of local development authorities)

3.4.1 **Community Planning and Development**.

3.4.1.1 Preparation and execution of regional comprehensive plans and implementing ordinances.

3.4.1.2 Political reluctance to create and enforce land-use plans.

3.4.1.3 Catch-upcosts associated with implementing comprehensive solutions to comprehensive plans in the Pahrump Valley.

3.4.1.4 Limited private tax base and professional capacity in both counties, including the encroachment of public ownership on private property and development potential (example: Silver Peak's virtual captivity inside an envelope of BLM ownership).

3.4.1.5 Limited water resources to support development.

3.4.1.6 Limited or no access to professional fire and medical services in the event of emergencies.

3.4.2 **Business Development Services**.

3.4.2.1 Securing a stable source of financing for regional small business development services in partnership with RNDC

3.4.2.2 Recapitalization of RNDC's Economic Development Administration funded revolving loan fund

3.4.2.3 Familiarization of private capital markets (banks primarily) of SBA, USDA and RNDC credit enhancement and economic development lending advantages and availability.

3.4.2.4 Trained EDEN and RNDC staff that can systematically implement business retention / expansion programming.

3.4.3 **Skill Training and Career Development**.

3.4.3.1 Completion and funding of a distance-learning program that enables the resources of Great Basin College to serve the entire region (excellent facilities are in place in several parts of the region including Pahrump and Tonopah, but important parts of the region, such as Beatty and Round Mountain are uncovered).

3.4.3.2 Linkage of area workforce development resources with the regional economic development business retention / expansion program through memorandum of understanding.

3.4.4 **Industrial Attraction**.

3.4.4.1 Completion of targeted industry analysis for portions of the region ready for industrial recruitment such as Pahrump, Beatty and Tonopah.

3.4.4.2 Preparation of regional web site to serve as the region's door to the world.

3.4.4.3 Preparation of updated and modernized collateral marketing materials calculated to expose the region's assets for industrial location.

3.4.4.4 Training and implementation of regional business development / expansion program that systematically links the community-based development corporations to regional and statewide marketing assets and resources.

3.4.5 **Tourism and Recreation**.

3.4.5.1 Examine the Pioneer Territory Marketing Plan for strategies that can uniquely meet the needs of the hospitality industry in Esmeralda and Nye Counties and develop a local funding source to leverage the state's investment in these strategies.

3.4.5.2 Developing the market through sub-regional (*Pioneer Territory)* strategies that are built on strategic partnerships within Esmeralda and Nye Counties and with the State of Nevada (creating a 2 county regional marketing strategy with the active involvement of Chambers of Commerce and key hospitality industry representatives).

3.4.5.3 Developing the assets of the region by completing the Tonopah Century Plan while preparing and implementing a commercial revitalization plan for Beatty that builds on strategic relationships with Death Valley National Park.

3.4.5.4 Create a Historic Goldfield revitalization plan that serves as a blue print for action in partnership with the Goldfield Chamber of Commerce and Esmeralda County.

3.4.6 **Agriculture Diversification**.

3.4.6.1 Work cooperatively with the University of Nevada, Reno Extension Service to analyze underserved key market niches that can serve as alternatives for regional agriculture (ranchers, dairies and farmers) for the next 10 years.

3.4.6.2 Provide training and research to support regional agriculture in implementing demonstrations of these alternatives.

3.4.6.3 Where beneficial, explore agricultural cooperative options where further processing makes economic sense with assistance from the USDA.

3.4.7 **Technology Corridor Program Development**.

3.4.7.1 Analyze market options for high bandwidth enabled business as a portion of the diversification of the regional market place in partnership with existing carriers.

3.4.7.2 Identify key waste management and alternative energy development technologies, which the region's unique environment facilitates. Work with the Federal Department of Energy, government contractors and the State's Congressional Delegation to seek the creation of policy and appropriations that will carry these investments forward.

3.4.8 **Retirement Services**.

3.4.8.1 In partnership with the region's extended care, health services (hospitals) and senior citizens' communities create a comprehensive retirement services needs analysis. This could support the attraction of private and public investment to enable regional communities, such as Pahrump to become a better host for baby boomers planning to retire.

3.4.8.2 Create a market niche within the business retention / expansion program to serve this priority.

3.4.9 **Federal Facilities**.

3.4.9.1 Work cooperatively with both counties' Nuclear Waste Repository Offices.

3.4.9.2 Conduct annual business development trade fairs that introduce NTS and Department of Defense / Energy personnel and contractors to regional businesses that are capable of supplying the requirements of the government. Work with Procurement Outreach Program (POP) on this.

4 Action Plans (Community, County, Regional)

4.1 Set Priorities

The following was the result of a CEDS Committee priority setting session (9/14/02):

TABLE 9
GENERAL DEVELOPMENT PRIORITIES

Sect. #	General Development Strategy	Priority
3.4.1	Community Planning & Development	1a
3.4.2	Business Development Services	1b
3.4.3	Skill Training/Vocation Career Development	1c
3.4.4	Technology Corridor	1d
3.4.5	Industrial Attraction	2a
3.4.6	Tourism & Recreation	2b
3.4.7	Agricultural Diversification	3a
3.4.8	Retirement Services	4a
3.4.9	Federal Facilities	4b

Narrative Discussion of Priorities

This priority process was based on existing plans and potential strategies (the best example of this latter is the Agricultural Diversification which had no particular foundation in existing planning documents).

The "1a, 1b…" etc was meant to imply roughly equal importance to the strategies identified. The tied rankings recognize the pressing need to be active on several fronts to move the economy forward.

The Committee determined that the status of community preparedness, though important, was found lacking. That is to say, there is a pressing need for basic community development planning and infrastructure. Even basic emergency response services (i.e. fire safety and emergency medical) are primarily dependent upon community volunteers. Similarly, institutionalized environmental initiatives,

such as the Nye County Natural Resources Office, are understaffed and Esmeralda County, which needs such an office, doesn't have one.

The placement of **business development services** high in this ranking recognized the ability of business development to routinely, if non-spectacularly, contribute economic development benefits. Thus for modest investment in services and business development expertise, fairly predictable return on investment in terms of capital formation, job creation and tax base development could occur.

Industrial attraction was regarded as a necessary element enabling an economy in transition to diversify and lay the groundwork for future expansion. Clearly there must be economic development capacity to enable this strategy and its tactical objectives to yield benefits. This will be addressed below.

Skill training is regarded as a priority for both business and for labor. As our economies increasingly rely on productivity gains through the application of more sophisticated technologies, attention to skill training can cut both ways enabling the labor market to prepare for employers requiring higher skill levels and facilitating new entrants into the labor market as well as enabling workers, requiring retraining, to take employment in high demand / wage opportunities. It is believed that the new Great Basin College campus in Pahrump will prove an asset towards this endeavor. Nevada JobConnect is also an asset that can be utilized. Besides being able to connect businesses and employees, they can help connect businesses with people that make it easy to assess, design, and implement training programs. They have onsite training room available for use with state of the art equipment or they can help with training at other locations.

Tourism and recreation is an existing business model that is at work throughout the region's economy today. Although troubled, it can serve as a potential bridge to take the region's economy from today into the future. It is also true that the community of Goldfield is placing a heavy bet on tourism to serve as an engine for that part of the region. Beatty, too, has placed a high degree of importance on this potential because of the community's proximity to Death Valley National Park. They have begun to aggressively pursue strategy development and planning that could serve as a model for other parts of the region. In addition the Pioneer Territory, Nevada's region covering Esmeralda and Nye Counties, has recently commissioned an excellent regional marketing plan from which to launch a strategic realignment of resources, improving the hospitality economy in these two counties. While not on the local radar screen as yet, the ***Pioneer Territory Marketing Plan*** provides a powerful argument for the region or sub-parts thereof (such as Esmeralda and Nye Counties) to work aggressively to encourage loop tours and day trips as a way to augment the region's tourism strategy.

Agricultural diversification is seen in one sense to be a way to preserve a foundation of most rural economies and to enable existing agricultural enterprise to reposition in the changing market place. Placement of this strategy in the economic development plan is not a misunderstanding of the common notion that

economic development is a diversification from such basic economic forms, it is a recognition in part that Esmeralda County is the only agriculture dependent county in the State of Nevada and that opportunities exist to build the economy through this traditional economic sector. The dairy industry in the Amargosa Valley is regarded as the best example of this change, but other possible examples could be had as well. While this strategy engendered a lively debate, agriculture was regarded to be a foundation of the rural regional economy and a segment of the economy that needs attention. It will be the responsibility of the committee and the counties to continually remember the importance of agriculture and work with the Cooperative Extension and other resources to foster more efficient use of the arable parts of the region.

The Technology Corridor Strategy This well articulated existing strategy is already well advanced in current planning and financial commitments. Recommending this strategy is the strong current commitment of Nye County with a proposal pending with the EDA that will attract public and private investment (several millions in both government investment in points of presence to new high speed fiber optic cable) from north to south in the region (Gabbs to Pahrump). Finally, the information technology driving modern global economies clearly places the region with a foot in the future. This visionary strategy needs to be advanced while the region's communities do basic planning and development. Included in this proposal is a portion of the financing for the Goldfield water system improvements that would facilitate the revitalization of the commercial core of the community. Esmeralda County has attracted a Community Development Block Grant and is seeking other financing to augment EDA assistance. Also included in the package are substantial improvements to the Tonopah Airport and financing to facilitate the adaptive reuse of the Barrick Bullfrog Mine site for other commercial office and industrial uses.

Retirement Services is also one of those obvious opportunities, particularly for communities like Pahrump that is already the home to a growing number of retirees. The demographics of the baby boom strongly recommend this as a way to support service oriented economic growth. Critical to this strategy is the provision of affordable residential real estate, intermediate and long-term care and finally critical and acute care facilities – a hospital. Retirees create many opportunities for small businesses to provide services, often home-delivered. Pahrump has taken strides in attracting a hospital operator with rural community experience. The Desert View Regional Medical Center, a 24-bed hospital, opened in April of 2006. Other communities in the region have the same potential, but not at the same level as Pahrump. There is also the opportunity to recruit retirees with targeted marketing and response strategies.

Federal Facilities have been very important to the region due to the location of the Nevada Test Site, and Nevada Test and Training Range and now the location of the Yucca Mountain Nuclear Waste Repository, not to mention the fact that the region is over 98% controlled, owned, or managed by the Federal Government. The completion of the testing for the Stealth Fighter for the Air Force resulted in a

loss of employment for communities in northern Nye County. A challenge for the region is that many of the highly trained government workers and government contractors that have their commute to work subsidized by the government from Clark County (Las Vegas). Improving business and employment opportunity with the U.S. Government or government contractors will need to deal directly with this government policy.

4.2 ***Link Priorities to Strategies***

The following tables summarize project priorities within their appropriate strategies. Many of these projects are works in progress and are committed priorities to the communities, counties and the region already. It is anticipated that the economic development leaders in each community, county, and at the regional level will proceed with these works in progress and adjust priorities in out-year revisions to this work plan.

TABLE 10
PROJECT PRIORITIES & STRATEGIES
Esmeralda/Nye Counties Comprehensive
Economic Development Strategy Program Priorities

STRATEGIES (WORKS IN PROGRESS)		ESMERALDA COUNTY		NYE COUNTY		REGIONAL
Community Development	1 2 3 4 5 6 7 8 9 10	Mitigate water quality issues in municipal systems Silver Peak Comp Plan Town Site Expansion Obtain "Trespass Litigation" re: Goldpoint Upgrade Alkalai Road Protect historic properties in Goldfield and county in general Improve R+PP (recreation and public purposes) land in Silver Peak for youth and community recreation Fish Lake Valley Senior Center Services Create plans and ordinance to regulate growth where desired Work with absentee owners to return blighted properties to useful state	1 2 3	Create where desired Regional Plans & implementing ordinances Include 10 year Capital Improvement Plans in comp plans Pahrump Town Center Project		
Business Development Services					1 2 3	Enlarge pool of Economic Development loan capital EDEN fund raising to support SBDC operations Co-sponsor business development training Sessions

STRATEGIES (WORKS IN PROGRESS)		ESMERALDA COUNTY		NYE COUNTY		REGIONAL
Skill Training Career Development	1 2 3	Silver Peak Emergency Response Training Facility Encourage Great Basin College to offer courses via teleconference at elementary schools in Goldfield, Dyer, and Silver Peak Support UNR Agricultural Extension adult training			1 2 3 4	Integrate skill training into business retention / expansion program with Nevada JobConnect and partners Enter into MOU with SNWIB providers to sponsor employer surveys Develop plans to integrate WIA services in business location office Develop standard for family wage jobs
Technology Corridor	1 2 3 4 5 6 7	Goldfield point of presence Silver Peak point of presence Dyer point of presence Create small business incubator locations Support development of additional power transmission capacity Market geothermal resources Support local owner in seeking venture capital	1 2 3 4 5 6	Create industrial / small business incubator space Complete Amargosa Valley Science and Technology Park Gabbs point of presence Beatty point of presence Lathrop Wells/Amargosa point of presence Pahrump point of presence	1 2 3 4	Encourage diversification of energy sources Engage DOE in scalable Green Energy Production in region Build relationships with Green Energy Providers for skill training programs Target Web Enabled businesses in partnership with Broadband providers
Industrial Attraction	1 2 3	Identify locations for Industrial Parks Include industrial space in new county airport plan Market county to outside investors	1 2 3 4	Adapt for reuse Barrick Mine site Include business park space at Tonopah Airport Round Mountain Business Park Locate & serve Pahrump Valley Business Park	1 2 3	Work with Nevada CED to better utilize unique locational incentives Targeted industry analysis Esmeralda / Nye Counties Develop marketing strategy to support business locations
Tourism/Recreation Industry	1 2 3 4 5 6 7 8 9	Market Goldfield tourism potential Goldfield internal marketing campaign Improve pedestrian amenities along US 95 in Goldfield Attract tourist niche vendors to Goldfield Improve Goldfield signage and parking Preserve Bottle House as part of Visitor Center rest stop Improve market for Fish Lake Valley attractions Develop hospitality service business in Silver Peak Improve tourist amenities in Silver Peak and Dyer	1 2 3	Complete Beatty marketing plan Implement recommended product development (Beatty) 3 year strategic plan for Beatty	1 2 3 4 5 6	Plan & adopt High Desert Adventure and Loop Tour Themes Community planning assessments & implement tourism / recreation plans Identify target markets (current travelers / visitors study) Change function marketing (PR kit, website, change advertising plan) Improve Pioneer Territory participation Update marketing plan annually

STRATEGIES (WORKS IN PROGRESS)		ESMERALDA COUNTY		NYE COUNTY		REGIONAL
Agriculture Diversification					1 2 3	Research market niches in Southern Nevada / California for diversification Provide research, training, & support for program Examine cooperative processing with assistance from USDA
Retirement Services	1	Create Senior Center in Dyer			1 2	Develop Comprehensive Retirement Services Needs Assessment Incorporate industry targets in Business Retention / Expansion program
Federal Facilities					1 2 3 4 5	Use market based incentives for employee location for DOE/DOD contractors Integrate government contractors into business retention/ expansion program Obtain Nevada delegation support for University based strategic alliance Collaborate with NTSDC DOE strategy to impact Federal Facility Programs With DOE/DOD conduct annual trade fairs to facilitate federal contracting
Capacity Building	1	Obtain funding for staff and community support for land planning to update master plan and provide a basis for Esmeralda County Lands Act to provide lands for Economic Development	1 2 3	Leverage successful environmental initiatives, such as the Nye County Brownsfields Program, to provide staffing and community support for the Natural Resources Office Expand the capabilities of the Natural Resources Office to adequately address issues relevant to air quality, and land/water stewardship Finalization of the Nye County Lands Act, some of the requested land is for ED purposes	1 2 3 4	Appropriate level of support for regional development Recruit, train, & retain qualified staff using SNWIB, NV JobConnect and its partners, and GBC Secure EDA designation for Economic Development District Expand GIS Resource capabilities with compatibility between counties

4.3 Implementation Schedule

The foregoing strategies and priorities are established with implied priority. Clearly the development and implementation for these many strategic priorities will take several years to accomplish and will be heavily dependent on the ability of the

communities, counties, and region to put the planning, programming and marketing capacity in place to move this strategy forward. As a rough approximation, it is anticipated that key projects that are works in progress should be implemented in the next two years, while others will take much longer – up to 5 to10 years to implement and see the fruits of this labor.

5 Evaluation of Plans Performance

5.1 Establish Quantifiable Key Performance Measures

The baseline for nominal progress on the strategic programs, specific projects and measurable outcomes has not been established. Given the historic levels of performance, the expectations for quality outcomes is relatively low. Nevertheless, to set sights low in anticipation of low historic performance is not responsible and does not meet the vision established.

Performance will be bench-marked here in terms of 1) general outcomes expected, 2) intermediate outcomes that support the goals and 3) numerically measurable indicators. Each project prepared for implementation under the respective strategies should address these expectations in the planning phase.

5.1.1 Community Development Strategy Performance Measures

5.1.1.1 Outcomes Expected

5.1.1.1.1 Projects planned to meet identified community development needs.
5.1.1.1.2 Projects funded to meet community development needs.
5.1.1.1.3 Projects completed by stakeholders that satisfy community needs.

5.1.1.2 Intermediate Outcomes that Support the Goals

5.1.1.2.1 Plans Completed
5.1.1.2.2 Funding arranged.
5.1.1.2.3 Complete on time within budget

5.1.1.3 Measurable Indicators

5.1.1.3.1 Linear feet of pipe laid, roadway completed, curb gutter and sidewalk, units of community facility completed, plans completed, land acquired, historic properties acquired and preserved, etc.

5.1.2 Business Development Services Strategy Performance Measures

5.1.2.1 Outcomes Expected

5.1.2.1.1 Form and fund strategic alliances necessary to bring competent business development services to the region.
5.1.2.1.2 Net business formation growth.
5.1.2.1.3 Net growth in employment opportunity.
5.1.2.1.4 Net growth in tax base.
5.1.2.1.5 Creation of Family Wage Investment (entrepreneurs) or Jobs (wage earners).

5.1.2.2 Intermediate Outcomes that Support the Goals

5.1.2.2.1 Strategic Alliances Documented
5.1.2.2.2 Strategic alliances funded
5.1.2.2.3 Key Small Business Development Counseling standards met for region, as agreed upon

5.1.2.3 Measurable Indicators

5.1.2.3.1 Dollar Volume of economic development capital raised
5.1.2.3.2 Dollar Volume of economic development lending achieved
5.1.2.3.3 Jobs per dollar volume standard achieved or exceeded

5.1.3 **Skill Training / Career Development Strategy Performance Measures**

5.1.3.1 Outcomes Expected

5.1.3.1.1 Provide Training for Satisfying Careers
5.1.3.1.2 Meet the growing requirements of business owners for competent, skilled labor

5.1.3.2 Intermediate Outcomes that Support the Goals

5.1.3.2.1 Increase the number of technologically advanced courses of study available
5.1.3.2.2 Increase the number of classes available via distance learning technologies
5.1.3.2.3 Focus on employment opportunities that provide financially promising opportunity in the labor market
5.1.3.2.4 Create business / skill trainer collaborations that correctly assess business skill requirements and deliver training in demand

5.1.3.3 Measurable Indicators

5.1.3.3.1 Growth in number, distance learning enabled and location of well-equipped training facilities
5.1.3.3.2 Number of technology dependent courses available, year over year
5.1.3.3.3 Training available conforms to the standard of family wage employment
5.1.3.3.4 Supported by the best available labor market information
5.1.3.3.5 The number of employer supported labor / skill requirements assessments completed and satisfaction of employers utilizing the skill training programs

5.1.4 **Technology Corridor Strategy Performance Measures**

5.1.4.1 Outcomes Expected

5.1.4.1.1 Change in the economic diversity of the region's industries
5.1.4.1.2 Transformation of the regional economy to one more closely associated with national trends (comparative structure)
5.1.4.1.3 Increased presence of green energy industry in the region

5.1.4.2 Intermediate Outcomes that Support Goals

5.1.4.2.1 New business park space developed
5.1.4.2.2 Incubator-type spaces available for occupancy
5.1.4.2.3 Availability of broad band to households and business locations
5.1.4.2.4 Establish sites of renewable energy installations in region

5.1.4.3 Measurable Indicators

5.1.4.3.1 Acres of new business / industrial park space added
5.1.4.3.2 Units of incubator spaces made available for entrepreneurial businesses
5.1.4.3.3 Number of megawatts of renewable energy generated by new installations in the region

5.1.5 **Industrial Attraction Strategy Performance Measures**

5.1.5.1 Outcomes Expected

5.1.5.1.1 Diversification of regional economy; increase resemblance of national economy

5.1.5.1.2 Add to employment and economic opportunity
5.1.5.1.3 Add to the tax base

5.1.5.2 Intermediate Outcomes that Support Goals

5.1.5.2.1 Expansion of firms not present in the region previously
5.1.5.2.2 Growth of wealth and increase in family wage jobs
5.1.5.2.3 Increased tax support for services, if not a better distribution of the tax burden

5.1.5.3 Measurable Indicators

5.1.5.3.1 New firms locating from outside geographic region year over year
5.1.5.3.2 Increase in wealth per capita and number of family wage jobs (according to agreed upon standard)
5.1.5.3.3 Increase in millions of dollars of taxable real estate improvements year over year

5.1.6 **Tourism / Recreation Industry Strategy Performance Measures**.

5.1.6.1 Outcomes Expected

5.1.6.1.1 Local and Regional Market Intelligence Improvement for Public and Private Partners
5.1.6.1.2 Improved public and private assets (infrastructure) supporting tourist and recreational opportunity
5.1.6.1.3 Decrease in the seasonality of the hospitality industry

5.1.6.2 Intermediate Outcomes that Support Goals

5.1.6.2.1 Highly targeted marketing providing public / private partners the best return on investment
5.1.6.2.2 Improvement in the quality and variety of services and facilities that meet the needs of tourists, outdoor recreation seekers and the hospitality industry that relies on the traveling public
5.1.6.2.3 More constant demand for hospitality services and facilities

5.1.6.3 Measurable Indicators

5.1.6.3.1 Value of market research is measured in terms of stakeholder support for annual market research and analysis.
5.1.6.3.2 Increase in miles of trails, numbers of campsites and picnic areas as well as the number and quality of

hospitality services and facilities available to the public, increasing the size of the tax base from this sector.

5.1.6.3.3 Less seasonal unemployment and increase in demand for, as well as wages paid to, skilled outfitters, guides and all job classifications associated with the hospitality industry.

5.1.7 **Agricultural Diversification Strategy Performance Measures.**

5.1.7.1 Outcomes Expected

5.1.7.1.1 Reduced reliance on lower value crops and livestock production.

5.1.7.1.2 More efficient use of available arable land, pasture and related water resources.

5.1.7.1.3 Stronger farm families and stabilization of agricultural employment at family wage levels.

5.1.7.2 Intermediate Outcomes that Support Goals

5.1.7.2.1 Higher farm and ranch incomes for operators.

5.1.7.2.2 Higher incomes with the requirement of the same or fewer land and water resources.

5.1.7.2.3 Less intergenerational change in farm, ranch and agricultural support communities.

5.1.7.3 Measurable indicators

5.1.7.3.1 Increase in incomes on a standardized basis.

5.1.7.3.2 No increase in the requirements of land and water inputs in agriculture.

5.1.7.3.3 Smaller losses in family farm / ranch operators to region.

5.1.8 **Retirement Services Strategy Performance Measures.**

5.1.8.1 Outcomes Expected

5.1.8.1.1 Diversification of the higher value industries and services associated with active retirement.

5.1.8.1.2 Increase the number and sophistication of skills available to industries meeting the growing market of retirees.

5.1.8.1.3 Increase in opportunity to attract retiring populations and meet the needs of citizens retiring in place

5.1.8.2 Intermediate Outcomes that Support Goals

5.1.8.2.1 Provide hospital and intermediate care services that add value and security to the retirement experience, increasing the attractiveness of the Esmeralda / Nye region for retirees.

5.1.8.2.2 Add skill training for the local labor market, that provide above average wages / salaries to those supporting these industries.

5.1.8.2.3 Growth in the size of the retirement community and the capital that is attracted to invest in the region in retirement services.

5.1.8.3 Measurable Indicators

5.1.8.3.1 Increase in the availability of clinics, hospitals and specialized facilities to support aging in place. Increase in taxable value of real estate improvements that are associated with this industry.

5.1.8.3.2 Growth in the number of skilled health care and retirement related occupations and the necessary professional training available in the market place.

5.1.8.3.3 Increase in the population of retirement age that requires residential and other related retirement living services.

5.1.9 **Federal Facilities Strategy Performance Measures**

5.1.9.1 Outcomes Expected

5.1.9.1.1 Greater benefit to the economy for the region as a result of Federal DOD/DOE programming on public lands in the region, including Nellis AFB, the Nevada Test Site and the Yucca Mountain Repository.

5.1.9.1.2 Increase the numbers of Federal Contractors and Employees living in and doing business in Esmeralda and Nye Counties.

5.1.9.1.3 Increase the opportunities for area-based businesses to do business with Federal contractors and the Federal government.

5.1.9.2 Intermediate Outcomes that Support Goals

5.1.9.2.1 Negotiate for a greater reliance on market incentives to provide residential and commercial support for public contracts in support of Federal missions in the region.

5.1.9.2.2 Increase in populations of those persons employed by Federal contractors or government agencies in the region.

5.1.9.2.3 More suppliers and services opportunities for local entrepreneurs through contracts with Federal prime contractors and agencies.

5.1.9.3 Measurable Indicators

5.1.9.3.1 Fewer subsidies for commuting employees of Federal agencies or contractors.
5.1.9.3.2 More people living in Esmeralda / Nye Counties and spending disposable income for locally derived goods and services.
5.1.9.3.3 Growth in sales tax revenues for the localities affected.
5.1.9.3.4 More entrepreneurial firms providing goods and services to Federal government and Federal contractors.

5.1.10 **Economic Development Capacity Building Strategy Performance Measures**.

5.1.10.1 Outcomes Expected

5.1.10.1.1 Orderly development of communities, counties, and region's economic development programs.
5.1.10.1.2 Recognition that qualified economic development professionals adds value to the public interest.
5.1.10.1.3 Strong positive relationships with state, federal and private sector stakeholders that result in responsive policy, programmatic and financial support.

5.1.10.2 Intermediate Outcomes that Support Goals

5.1.10.2.1 Strong supportive relationship between community, county, and regional leaders that feel comfortable that the regional development program can be both responsive and responsible.
5.1.10.2.2 Excellent local staff that are well regarded by the public and all stakeholder partners.
5.1.10.2.3 Ungrudging support for economic development programming that is well regarded as a service that adds value to the public and private interest in the region, the state and at federal partner levels.
5.1.10.2.4 The existence of both a state funded development authority and a funded economic development district.

5.1.10.3 Measurable Indicators

5.1.10.3.1 Adequately funded and staffed economic development programs and functions at community, county, and regional levels.

5.1.10.3.2 Successful implementation of regional economic development strategy with increase in wealth, employment opportunity and tax base to support needed public services.

5.2 Identify Performance Calendar And Assign Responsibility for Evaluation

5.2.1 Performance Plan Responsibility

The performance of the plan will be the responsibility of the adopters (Esmeralda and Nye Counties) or their designee.

This should be the institutional responsibility of a regional development group under the supervision of county appointed Board of Directors. It should be the responsibility of firms, non-profits or governments benefiting from this set of strategies to collaborate and assist the regionally responsible entity in compiling the information and outcomes resulting from programs and finances invested in this program.

5.2.2 Performance Plan Calendar

The updates of this Comprehensive Economic Development plan will be due on a schedule agreed upon by the Esmeralda and Nye County Commission or their designee and the U.S. Economic Development Administration, once the regional CEDS is approved.

The approved responsible party(ies) agree to continuously update performance in cooperation with partners throughout the program. Nonetheless, the recommended update deadline, the approval year be the calendar year, with a February 1st annual deadline for submission of current year updates and performance reports.