LINCOLN COUNTY
REGIONAL DEVELOPMENT AUTHORITY

# Meeting Agenda
# Lincoln County Regional Development Authority
# November 23, 2026
# 4:30 p.m.

**Caliente City Hall – Council Chambers**
**100 Depot Avenue**
**Caliente, NV 89008**

Or

via Zoom

**https://us02web.zoom.us/j/86882187830?pwd=dZDwoDTDp1abtAghHi3wsIhdxQZiAY.1**

**Dial: +1-669-900-6833**
**Meeting ID: 868 8218 7830**
**Passcode: 417946**

**ITEM**

1. **CALL TO ORDER** – Chairman's welcome, roll call, determination of quorum and pledge of allegiance. (Discussion)

2. **PUBLIC COMMENT** – This time is devoted to comments by the general public, pursuant to NRS 241.020(2)(c)(3). No action will be taken on matters raised under public comment until the matter itself has been included on an agenda as an action item. (Discussion)

3. **APPROVAL OF AGENDA**. (Discussion)

4. **APPROVAL OF MINUTES** – Review and approve minutes of the June 29, 2026 Lincoln County Regional Development Authority meeting. (**For Possible Action**) ***TAB 1***

5. **FINANCIAL REPORT AND EXPENDITURES** – Discussion and action on financial matters - the Lincoln County Regional Development Authority current financial report and invoices submitted for payment. **(For Possible Action**) ***TABS 2A,2B,2C and 2D***

6. **PRESENTATION AND POSSIBLE ACTION TO ACCEPT THE 2026 ANNUAL REVIEW AND UPDATE TO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR LINCOLN COUNTY, THE CITY OF CALIENTE, AND FOR THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY, 2023 THROUGH 2028. (For Possible Action**) ***TAB 3***

7. **DISCUSSION/POSSIBLE ACTION - CONSIDER APPROVING OR NOT APPROVING A REQUEST FROM THE LINCOLN COUNTY AUTHORITY OF TOURISM FOR $1,950 FOR STRUCTURAL REPAIRS TO THE HIKO JUNCTION BILLBOARD. (For Possible Action**) ***TAB 4***

8. **CANDIDATE INTERVIEWS AND POSSIBLE SELECTION OF THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY'S EXECUTIVE DIRECTOR; AND AUTHORIZATION FOR THE AUTHORITY'S CHAIRMAN TO NEGOTIATE AND SIGN A CONTRACT WITH THE SELECTED CANDIDATE ON BEHALF OF THE AUTHORITY. (For Possible Action)** ***TAB 5***

9. **DISCUSSION/POSSIBLE ACTION - CONSIDER APPROVING OR NOT APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY AND NEVADA AUTHORITY MANAGEMENT, LLC TO PROVIDE CONSULTATION SERVICES TO THE NEWLY SELECTED EXECUTIVE DIRECTOR FOR A THREE-MONTH PERIOD BEGINNING ON THE EFFECTIVE DATE OF THE NEW EXECUTIVE DIRECTOR'S CONTRACT. (For Possible Action)** ***TAB 6***

10. **UPDATE ON THE CRESTLINE INDUSTRIAL PARK –** Presentation by SixCo Nevada. (Discussion)

11. **UPDATE ON BUREAU OF LAND MANAGEMENT LAND SALES AND CONVEYANCE OF CRESTLINE ROAD TO LINCOLN COUNTY.** (Discussion)

12. **UPDATE ON CURRENT, PENDING, AND FUTURE COMMUNITY AND ECONOMIC DEVELOPMENT GRANT OPPORTUNITIES IN LINCOLN COUNTY AND THE CITY OF CALIENTE.** (Discussion)

13. **UPDATE ON ACTIVITIES OF THE LINCOLN COUNTY AUTHORITY OF TOURISM.** (Discussion)

14. **BOARD MEMBER/EXECUTIVE DIRECTOR COMMENTS** – Board members and the Executive Director can make announcements, request information and discuss topics for future agendas. (Discussion)

15. **PUBLIC COMMENT** – This time is devoted to comments by the general public, pursuant to NRS 241.020(2)(c)(3). No action will be taken on matters raised under public comment until the matter itself has been included on an agenda as an action item. (Discussion)

**ADJOURN**

Items on this agenda on which action may be taken are denoted as **(For Possible Action).**

Items on this agenda may be taken out of order, combined with other agenda items for consideration, removed from the agenda, or delayed for discussion at any time.

Notice to persons with disabilities: Members of the public who are disabled and require special assistance or accommodations at the meeting are requested to call (775) 443-7667 in advance so arrangements can be made.

This agenda was sent for posting on November 16, 2026 at the Lincoln County Courthouse (181 Main Street, Pioche, NV 89043) and electronically posted on Nevada's Public Notice Website (https://notice.nv.gov/) and electronically posted to the Lincoln County Regional Development Authority's website (https://lcrda.com/meeting-agendas-minutes/)

For further information or to obtain copies of board materials please contact Jeff Fontaine, Executive Director by Phone: (775) 443-7667 or Email: ccjfontaine@gmail.com

# Tab 1

MINUTES
LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY (LCRDA) VIRTUAL MEETING

June 29, 2026

The meeting was called to order by Chairman Hurd at 4:30 pm.

Determination of Quorum: The following Board members were in attendance:

Mr. David Hurd, Chairman
Mr. Lynn Jackson
Commissioner Mike Reese
Mr. Varlin Higbee
Mr. Jay Schofield
Councilwoman Betsy Comella
Councilman George T. Rowe

Commissioner Lisa Poulsen (alternate)

Members absent:
Ms. Emilia Cargill
Mr. Nolan Avery

Members of the public: Marcia Hurd, LCAT; Iliana Villegas, Cooperative Extension; Derick Hembd, SixCo, Nevada

**Public Comment**: There was no public comment.

**Approval of Agenda**: Chairman Hurd asked if there were any changes to the agenda and hearing none asked for a motion. Commissioner Reese moved to approve the agenda June 29, 2026 meeting agenda. It was seconded by Mr. Schofield and was approved unanimously.

**Approval of Minutes:** Chairman Hurd asked if there were any changes to the meeting minutes and hearing none asked for a motion. Commissioner Reese moved to approve the February 2, 2026 meeting minutes. It was seconded by Mr. Higbee and approved unanimously.

**Financial Report and Expenditures:** Mr. Fontaine said that the current fiscal year ends June 30th and that total expenditures were less than revenues. He said that expenditures including pending invoices through Jun 29th were $42,124.82 and that there will be a final payment of $16,000 from GOED for the current fiscal year. Mr. Fontaine said that pending invoices were from Nevada Authority Management, LLC, RCI, Inc., Mr. Higbee for travel to Washington, D.C. and Sage Digital Agency and were in the backup material.

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Commissioner Reese moved to approve the financial report, financial and expenses. Councilman Rowe seconded the motion which was approved unanimously. Mr. Higbee abstained.

**Approval of the Lincoln County Regional Development Authority's Fiscal Year 2026-2027 Budget.** Mr. Fontaine described the proposed budget and said that it is the exactly the same as the current fiscal year budget except for the P.O. Box rental which increased from $100 to $109.

Mr. Jackson moved to approve the financial report, financial and expenses. Councilwoman Betsy Comella seconded the motion which was approved unanimously.

**Action on a Written Request for the Lincoln County Regional Development Authority to Extend the Period of Service in its Agreement with Nevada Authority Management, LLC for Professional Services.** Mr. Fontaine notified the Board that he did not wish to extend his agreement for a full year but instead would like to extend it until September 30, 2026 during which time he would help LCRDA find a new executive director. After discussion with Board Members Mr. Fontaine agreed to an extension until December 31, 2026.

Mr. Higbee moved to extend the period of service of LCRDA's agreement with Nevada Authority Management until December 31, 2026. Councilman Rowe seconded the motion which was approved unanimously.

**Approval of Insurance Renewal with the Nevada Public Agency Insurance Pool and Payment of Premium form Fiscal year 26-27 Funds, and Authorization for the Executive Director to Sign the renewal on behalf of the Lincoln County Regional development Authority.**

Mr. Fontaine referred to the coverage summary in the backup material.

Commissioner Reese moved to approve renewal with the Nevada Public Agency Insurance Pool and Payment of Premium form Fiscal year 26-27 Funds, and Authorization for the Executive Director to Sign the renewal on behalf of the Lincoln County Regional development Authority. Councilman Rowe seconded the motion which was approved unanimously.

**Approval to Continue LCRDA's Agreement with Sage Digital Agency to Host and Maintain LCRDA.com for an additional 12 Month Period beginning July 21, 2026 at a Cost of $100.00 per Month.** Mr. Fontaine noted that Sage Digital Agency continued to provide quality, cost effective service and recommended that the Board approve a continuation of the Authority's agreement with Sage Digital for another year.

Commissioner Reese moved to continue LCRDA's agreement with Sage Digital Agency to host and maintain LCRDA.com for an additional 12 month period beginning July 21, 2026 at a cost of $100.00 per month. Mr. Higbee seconded the motion which was approved unanimously.

**Possible Approval for the Lincoln County Regional Development Authority to Renew a Master Services Agreement (MSA) with Resource Concepts, Inc. for Professional Services related to the Utilization of Pinyon-Juniper and the Crestline Industrial Park for the Period of July 1, 2026 to June 30, 2027 not to exceed $20,000, and the Authorize the Executive Director to Approve Individual Task Orders pursuant to the MSA.** Mr. Fontaine said that he continues to rely on RCI, Inc. to provide technical and policy analysis, and recommendations and that RCI, Inc. is recognized by the Nevada BLM Office as experts on issues related to public lands, Pinyon and Juniper woodlands

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and rangeland conservation. He said that RCI, Inc. also has a civil engineering group that developed a preliminary engineering plans and cost estimate for Crestline Road improvements for the 2025 Supplemental Disaster Grant application.

Commissioner Reese moved to renew a Master Services Agreement (MSA) with Resource Concepts, Inc. for Professional Services related to the utilization of Pinyon-Juniper and the Crestline Industrial Park for the Period of July 1, 2026 to June 30, 2027 not to exceed $20,000, and to authorize the Executive Director to approve individual task orders pursuant to the MSA. Mr. Higbee seconded the motion which was approved unanimously.

**Introduction to Iliana Guadalupe Villegas, PhD Sociocultural Anthropologist, Extension Educator, Lincoln County, Nevada.** Newly appointed Lincoln County Extension Educator, Guadalupe Villegas provided an overview of her background and said that she is excited to be working in Lincoln County. She said that most her time so far has been spent talking with residents and evaluating what community and economic development needs and looked forward to working with LCRDA.

**Update on the Crestline Industrial Park.** Mr. Hembd provided an update on the Crestline Road Industrial Park.

**Update on Bureau of Land Management Land Sales and Conveyance of Crestline Road to Lincoln County.** Mr. Fontaine said that the Nevada BLM Office is supporting the direct sale of Parcels A and B at Crestline and that SixCo is working with a local rancher to provide access to his grazing allotment so the BLM can proceed with Parcel C. There was discussion about different options for the BLM to convey Crestline Road right-of-way to Lincoln County.

**Update on the Nevada Shared Stewardship Agreement.** Mr. Fontaine provided an overview of Nevada Shared Stewardship between State and Federal agencies to address wildland fires, landscape restoration and the wildland urban interface. He said that there are currently no priority areas for fuels treatment in Lincoln County but that Commissioner Reese, SixCo and he have been having productive conversations with newly appointed State Forester Ryan Shane about identifying and prioritizing areas in Lincoln County.

**Update on Community and Economic Development Grant opportunities in Lincoln County and the City of Caliente.** Mr. Fontaine said that the 2026 EDA Supplemental Disaster grant application for $5 million to purchase heavy equipment for the road department and emergency management was substantially completed and that Lincoln County was getting it ready for submittal. He also said that he had a virtual meeting with Alida, Ceballos, USDA, Rural Development Administration Nevada Director about RDA loan and grant programs and that Councilwoman Comella was working on a USDA Rural Business Development grant application for the Depot renovation project.

**Update on Activities of the Lincoln County Authority of Tourism:** Marcia Hurd read a report on activities of the Lincoln County Authority of Tourism which is attached to these minutes.

**Board Member/Executive Director Comments:** Mr. Fontaine said that a 2026 CEDS update workshop has been scheduled for July 27th at the Depot.

Public Comment: There was no public comment.

The meeting was adjourned at 5:54 p.m.

# LCAT – Lincoln County Authority of Tourism

*"Supporting Tourism in Lincoln County to enhance economic development"*

## Report to LCRDA – June 29, 2026

We are aggressively pursuing strategies to increase visitor length-of-stay and attract new target markets.

### 1. Tourism Strategy & Market Outreach

- **Engagement:** Planning and outreach efforts for the first half of the year are yielding results, with a continued emphasis on promoting road trips and expanding walking tour offerings.
- **Product Development:** We are actively developing guided and FAM (familiarization) tour options to increase site visits and drive engagement. Off-road races are being cross-promoted whenever possible to leverage existing audiences.
- **Operational Challenges:** Due to high staff turnover and transfers within State Parks, certain signature events—such as the Park-to-Park Pedal and the Gravel Grinder—could not be held this year. We are currently mitigating this impact by focusing on other expanding local events.

### 2. Key Activities & Milestones

- **Program Expansion:** Successfully launched the Alien and Depot Tours, with booking platforms for additional tours currently in development.
- **Community Advocacy:** Secured a Dark Sky Proclamation for International Dark Sky Week and joined the inaugural Nevada Dark Sky Chapter.
- **Representation:** Represented Lincoln County at the Travel Nevada Rural Round-up and the Nevada State Fair (Reno).
- **Regional Collaboration:**
    - Coordinated with Travel Nevada and international journalist Karla Iberia (Televisa) to facilitate itinerary planning for a FIFA World Cup feature on rural Nevada.
    - Appointed to the Executive Board of the newly formed "Frontier Territory," which will enhance resource sharing and advocacy for rural tourism.
    - Plan to participated in the CEDS review (Marcia Hurd & Linda Hooper).
- **Infrastructure & Logistics:**
    - Equipped the Caliente Train Depot Visitor Center with essential furnishings, internet, security, and a digital visitor kiosk; also provided a revised parking and traffic flow plan.
    - Provided ongoing support for NICA race shuttles and the Caliente Toy Run Car Show.
    - Facilitating the Rural Assembly Everywhere broadcast/meeting on July 25th.
    - Coordinating the upcoming LC Photo Festival that will use the under-utilized Rodeo Exhibit Hall.

### 3. Administrative & Grant Management

- **Destination Development:** Successfully closed out the destination development grant. We are now transitioning into the implementation phase, which includes building out tour offerings, finalizing the booking/marketing interface, and installing remaining way-finding signage.
- **Marketing Grants:** The FY26 Rural Marketing Grant is complete. We are awaiting final award details for the FY27 application, having been approved for approximately 50% of the requested funding.
- **Organizational Growth:** We are continuing our restructuring efforts to prioritize economic development. A primary goal is launching "Lincoln County Excursions" while simultaneously pursuing 501(c)(3) status and re-evaluating project timelines for sustainable long-term growth.

Respectfully Submitted,

Marcia

Marcia Hurd, Executive Director
Lincoln Communities Action Team, Inc.




LINCOLN COUNTY
Authority of Tourism
NEVADA

# Tab 2A

**Financial Report**
**Lincoln County Regional Development Authority**
**11/16/2026**

| | FY26/27 Budget | FY26/27 Actual |
|---|---|---|
| **Revenues** | | |
| Unaudited Beginning Fund Balance | $120,000.00 | $141,875.00 |
| | | |
| Governor's Office of Economic Development (Basic) | $64,000.00 | $16,000.00 |
| Lincoln County | $10,000.00 | |
| City of Caliente | $1,000.00 | |
| NDOT Church/Service Club Sign Payments | $648.00 | |
| Corporate Support | $5,000.00 | |
| **Total Revenues** | $80,648.00 | $16,000.00 |
| | | |
| **Expenditures** | | |
| P.O. Box Rental | $109.00 | |
| Travel | $8,000.00 | $751.51[1] |
| Contract Services (Exec. Director.) | $50,000.00 | $10,755.86[1] |
| RCI, Inc. Master Services Agreement | $20,000.00 | |
| Trade Show Expenses (Exec. Director) | $2,000.00 | |
| Target Industry Analysis, Marketing and Prospect Dev. | $5,000.00 | |
| Website Maintenance (Sage Digital Agency) | $1,200.00 | |
| Liability Insurance | $1,400.00 | |
| Capital Projects/Grant Match Fund | $90,000.00 | |
| Other PJ Marketing | $3,500.00 | |
| NDOT sign printing | $648.00 | |
| Host Fund | $800.00 | |
| Unallocated | $17,991.00 | $264.00[1] |
| **Total Expenditures** | | |
| | | **$11,771.37** |

[1]Pending approval 11/23/26

# Tab 2B

Monday, November 23, 2026

Ms. Amy Elmer
Lincoln County Auditor/Recorder
P.O. Box 218
Pioche, Nevada 89043

Invoice for Professional Services Rendered to the Lincoln County Regional Development Authority by Nevada Authority Management, LLC during the Period of June 29, 2026 to November 16, 2026. THANK YOU!

| | |
|---|---|
| **Labor** | 87.0 hrs. @ 113.30/hr. |
| Subtotal Labor | $9,857.10 |
| | |
| **Expenses** | |
| Car rental | $158.40 |
| SW Airlines | $548.80 |
| RT mileage Carson City to Reno Tahoe Airport 57 miles@72.5 cents/mile | $41.32 |
| Airport parking | $36.00 |
| Lodging | $114.24 |
| Subtotal Expenses | $898.76 |
| | |
| **TOTAL** | **$10,755.86** |

NEVADA AUTHORITY MANAGEMENT, LLC
400 Bunker Hill Drive
Carson City, NV 89703

Time record for June 29 to November 16, 2026

| DATE | ACTIVITY | HRS |
|---|---|---|
| 6/29/2026 | Review and finalize all forms and documents for Lincoln County's EDA 2025 Supplemental Disaster grant application, prepare/submit notification to Governor's Office of Federal Assistance, LCRDA Board meeting | 5.5 |
| 7/3/2026 | Phone calls with Denice Brown re: EDA applications, phone call with Director of the Governor's Office of Energy re: renewable energy transmission line access in Lincoln County | 0.5 |
| 7/8/2026 | Virtual meeting with Nevada BLM Director and leadership, SixCo and Commissioner Reese, prepare/submit GOED Q4 report | 2.5 |
| 7/9/2026 | Research and provide additional information to Denice Brown for EDA grant application | 2 |
| 7/13/2026 | Research opportunity zone designations for 2028, email Le Tarche Collins, EDA re: status of EDA applications | 0.5 |
| 7/14/2026 | Participate in weekly virtual meeting with SixCo and others, meeting with John McLain, RCI and Derick Hembd re: public lands grazing, wildfires and Pinyon-Juniper | 1.5 |
| 7/18/2026 | Additional research on Lincoln County eligibility for Qualified Opportunity Zone designation | 1.5 |
| 7/26/2026 | Travel to Caliente | 4.5 |
| 7/27/2026 | Participate in CEDS annual update workshop, travel to Carson City | 7.5 |
| 7/28/2026 | Participate in bi-monthly virtual meeting with GOED and regional RDA's | 0.5 |
| 7/29/2026 | Participate in weekly virtual meeting with SixCo and others, review Estuary UEPA permit, review LCCRDA for BLM conveyance authority | 1.5 |
| 8/5/2026 | Participate in weekly virtual meeting with SixCo and others | 0.5 |
| 8/10/2026 | Phone calls with Bill Vinnocmbe re: Hexagram Global, Ltd. proposed data center project; Eric Neueboren, *The Nevada Independent* , re: data center tax abatements, and Shari Davis, GOED, re: Lincoln County tourism/Main Street programs | 1.5 |
| 8/12/2026 | Participate in weekly virtual meeting with SixCo and others, prepare minutes of the 6/29/26 LCRDA meeting | 2.5 |
| 8/18/2026 | Phone call with Betsy Whipple re: possible development in Alamo | 1.5 |
| 8/25/2026 | Phone call with Bill Vinnicombe re: power status update | 0.5 |
| 8/26/2026 | Virtual meeting with Dane Bradfield, LCPD and LCRDA Board members re: LCPD1 update, virtual meeting with Hexagon re: solar/data center development in Lincoln County, virtual meeting with Gov. staff; Gracie Garrett, Natural Resources Advisor and David Dazlich, Infrastructure Coordinator, Commissioner Reese and SixCo re: Crestline and other projects; virtual meeting with Elliot Levey re: plastics recycling project proposal | 4 |
| 8/27/2026 | Phone call with Derick Hembd, email introductions SixCo and Hexagon re: available land at Crestline, follow up emails to Dane Bradfield and Elliot Levey. | 1 |
| 8/30/2026 | Review of infrastructure availability for parcels in Toquop of interest to developers of project Hexagon. | 1 |
| 9/1/2026 | Participate in bi-monthly virtual meeting with GOED and regional RDA's | 1 |
| 9/2/2026 | Participate in weekly virtual meeting with SixCo and others | 0.5 |
| 9/8/2026 | Prepare list of service providers for Toquop parcels for potential development and respond to developer | 1 |
| 9/10/2026 | Coordinate virtual meeting with LaTarche Collins, EDA, re: Lincoln County Supplemental Disaster Grant; call with Derick Hembd and Bill vVnnicombe re: briefing on Crestline site visit with Hexagon | 1 |
| 9/16/2026 | Participate in weekly virtual meeting with SixCo and others, review project Longbow RFI | 1 |
| 9/23/2026 | Participate in weekly virtual meeting with SixCo and others, participate in virtual meeting with Six Co and Pattern Energy re: Silver Rock Transmission line | 1 |
| 9/28/2026 | Draft changes to Lincoln County's 2025 EDA Supplemental Disaster Grant application for equipment | 6 |
| 9/29/2026 | Additional changes to Lincoln County's 2025 EDA Supplemental Disaster Grant application for equipment | 4 |
| 9/30/2026 | Additional changes to Lincoln County's 2025 EDA Supplemental Disaster Grant application for equipment, phone call with Commissioner Reese and Denice Brown | 4 |
| 10/1/2026 | Phone call with land owner in Alamo re: funding possibilities for flood control project | 1 |

NEVADA AUTHORITY MANAGEMENT, LLC
400 Bunker Hill Drive
Carson City, NV 89703

| | | |
|---|---|---|
| 10/3/2026 | Continue changes to Lincoln County's 2025 EDA Supplemental Disaster Grant application for equipment | 6 |
| 10/5/2026 | Finalize and submit changes Lincoln County's 2025 EDA Supplemental Disaster Grant application for equipment, submit comments to BLM re: Pattern Energy Silver Rock, Transmission line EIS scoping document, phone call | 3 |
| 10/8/2026 | Final edits to EDA application to fit ED 900 word limits | 0.5 |
| 10/12/2026 | Prepare GOED FY Q1 report | 1.5 |
| 10/14/2026 | Participate in weekly virtual meeting with SixCo and others, follow-up call with Derick Hembd re: Pattern Energy's Silver Rock transmission line project status, review 2026 CEDS update final draft prepared by UCED | 2 |
| 10/19/2026 | Zoom meeting with Anna Williams, Pioche Chamber of Commerce | 0.5 |
| 10/21/2026 | Participate in weekly virtual meeting with SixCo and others | 0.5 |
| 11/4/2026 | Prepare/submit RFQ for LCRDA Executive Director, weekly virtual meeting with SixCo and others | 3.5 |
| 11/13/2026 | Research geothermal resources in Lincoln County, Zoom meeting with Derick Hembd and Varlin Higbee re: agenda for Nov. 17th meeting with Fervo Geothermal Co. | 1.5 |
| 11/14/2026 | Prepare Nov. 23rd LCRDA Board meeting back up materials | 4 |
| 11/16/2026 | Meeting with RCI, SixCO and Cultivo re: carbon credit for rangelands, prepare/post Nov. 23rd LCRDA Bord meeting and prepare meeting back up materials | 3 |
| | | 87 |

2026 Tier Qualifying Transactions

**Hi, Jeffrey**

RR# 20820122

Rapid Rewards Member since 1992

Available Credits **$0.00**

Available Points **11,523**

# Past flight details

The receipt information below does not include any add ons during purchase, flight changes, flight cancellations, or in-flight purchases.

JUL 26 2026 – JUL 27 2026

**Reno/Tahoe, NV to Las Vegas, NV**

Confirmation #BF9IGS

## Summary

| PASSENGER | POINTS EARNED | FARE TOTAL |
|---|---|---|
| Jeffrey Allan Fontaine | +2,891PTS | $548.80 |

## Pricing Details

| ROUTING | DATE | POINTS EARNED | FARE |
|---|---|---|---|
| RNO to LAS | 7/26/2026 | +1,557PTS | $259.53 |
| LAS to RNO | 7/27/2026 | +1,334PTS | $222.33 |

| | |
|---|---|
| TAXES & FEES | $66.94 |
| TOTAL | $548.80 |
| TOTAL POINTS EARNED | +2,891PTS |

Where's my inflight total?

User ID: Shady Motel
Password: shadyacres


[illegible], Nevada [illegible]
shadymotel.net

(775) 726-3106
shadymotel1@gmail.com


## RESERVATION INFORMATION (#157748) - JEFFREY FONTAINE

Jeffrey Fontaine
400 Bunker Hill Dr.
Carson city, Nevada 89703, US
ccjfontaine@gmail.com

775-443-7667
Estimated Arrival - 8:30 PM

**Room # 407** **$102.00**
Sun, Jul 26, 2026 — 1 Adults — $102.00
➥ **Depart: Mon, Jul 27, 2026**

| | |
|---|---|
| **Sub Total:** | **$102.00** |
| **Tax Total:** | **$12.24** |
| **Total:** | **$114.24** |

## PAYMENTS / DEPOSITS

7/26/2026 MC ...4151 Jeffrey Fontaine $114.24

| | |
|---|---|
| **Paid:** | **$114.24** |
| **Due:** | **$0.00** |

RECEIPT

**Reno-Tahoe Intl Airpt**

PO BOX 12490
Reno NV 89510
775-328-6566

Receipt 2789/0601/601 07/27/26 22:13:28

10100 Pay Parking Ticket $ 36.00 A
07/26/26 13:51 - 07/27/26 22:13
Length of stay: 1 Days, 08:21
Epan: 7851011016207498980
02991867851011016207498980??

Total Amount $ 36.00

Credit Mastercard $ 36.00
Tax 0.00 % $ 0.00

MASTERCARD
AID A0000000041010
APP LABEL Mastercard Debit
CARD **********4151
PAN SEQ Number 00
AUTHORIZATION 001315
TOTAL USD$36.00

APPROVED
UID 14853
TRAN 0000001c081353a0

**********
** Thank you **
** Open 24 hours **
**********

The Shady Motel is an exclusive property where every guest reservation is both important and spec change and you must cancel your reservation, please call us at least 24 hours* prior to your arrival reservation. Otherwise you will be responsible for the 1st nights total.

A 7 day cancellation notice is required on groups larger than 15 rooms.

This Property is privately owned and management reserves the right to refuse service to anyone, a accidents or injury to guests or for the loss of valuables of any kind. Please secure your valuables.

**Check-in: 3:00 PM - 11:30 PM.** If arriving outside of check-in times, please call to make arrangements.

Check-out: 11:00 AM. Any belongings left in the room after 11:00 AM it will be processed as an extention of the original reservation and will be billed accordingly.

_____**Smoking Policy: Absolutely No Smoking in non smoking rooms!** Any violation of this policy will result, in the addition to your reservation, in a $200.00 cleaning charge to your credit card.

_____Pet Policy: The Shady Motel is a DOG friendly property. A one time fee of $10.00 will be charged upon arrival. All dogs must be approved by front desk,(dogs only). If any person sneeks in an animal without approval from front desk, there will be a $50.00 cleaning charge applied to your credit card.

Damage Policy: Any Damages by pets or stolen items will be charged to the customer in full.

_____ Date: Sunday, July 26, 2026
signature

_____
vehicle

**THE HERTZ CORPORATION**
Web: www.hertz.com

| | |
|---|---|
| **Rental Agreement No:** | 814549573 |
| **Date:** | 07/28/2026 |
| **Document:** | 996001787995 |

**Direct All Inquiries To:**
THE HERTZ CORPORATION
PO BOX 26120
OKLAHOMA CITY, OK 73126-0120

**CHARGE DETAIL**

| | |
|---|---|
| **Renter:** | JEFFREY FONTAINE |
| **Account No.:** | **********1512 MC |
| **CDP No.:** | 5 |
| **CDP Name:** | AAA OF NO CAL NEVADA & U |

**MR JEFFREY FONTAINE**
**NACO**
**400 BUNKER HILL DR**
**BUNKER HILL DRIVE**
**CARSON CITY, NV 89703-3606**

## RENTAL REFERENCE

**Rental Agreement No:** 814549573
**Reservation ID:** L64008229D2
**Frequent Traveler:** ZE1

## RENTAL DETAILS

**Rate Plan:** IN: AAD1 OUT: AAD1
**Rented On:** 07/26/2026 17:54 LOC# 117011
LAS VEGAS, NV
**Returned On:** 07/27/2026 18:54 LOC# 117011
LAS VEGAS, NV
**Car Description:** KIA NIRO FWD 1N 9UMV626
**Veh. No.:** 2932283
**CAR CLASS Charged:** F **MILEAGE In:** 22,576
**Rented:** B8 **Out:** 22,244
**Reserved:** F **Driven:** 332

## MISCELLANEOUS INFORMATION

CC AUTH: STRIPE DATE: 2026/07/26 AMT: 359.00

## RENTAL CHARGES

| | | | |
|---|---|---|---|
| DAYS | 1 @ | 53.34 | 53.34 |
| EXTRA HRS | 1 @ | 18.14 | 18.14 |
| SUBTOTAL | | | 71.48 |
| DISCOUNT | | 6.00% | -4.29 |
| SUBTOTAL | | | 67.19 |
| FUEL PURCHASE OPTION | | | 47.84 |
| CONCESSION FEE RECOVERY | | | 11.93 |
| VEHICLE LICENSE FEE | | | 4.32 |
| CUSTOMER FACILITY CHARGE | | | 11.00 |
| TAX | | 20.375% | 16.12 |
| TOTAL CHARGES | | | 158.40 USD |

## Gold Plus Rewards Points

Earned this rental: 84

**E-RETURN RECEIPT**

**THANK YOU FOR RENTING FROM HERTZ**


| | |
|---|---|
| **Rental Agreement No:** | 814549573 |
| **Date:** | 07/28/2026 |
| **Document:** | 996001787995 |

**Direct All Inquiries To:**
THE HERTZ CORPORATION
PO BOX 26120
OKLAHOMA CITY, OK 73126-0120
UNITED STATES

| | |
|---|---|
| **Renter:** | JEFFREY FONTAINE |
| **Account No.:** | **********1512 MC |


**Web:** **www.hertz.com**

| | |
|---|---|
| **TOTAL CHARGES** | **158.40 USD** |

# Tab 2C

# INVOICE

**Nevada Central Media, LLC**
PO Box 635
Alamo, NV 89001-0635

contact@nvcmedia.com
+1 (702) 410-1597
nvcmedia.com

**Bill to**
Jeff Fontaine

**Invoice details**
Invoice no.: 38503
Invoice date: 11/09/2026
Due date: 11/24/2026

| # | Date | Product or service | Description | Qty | Rate | Amount |
|---|---|---|---|---|---|---|
| 1. | 11/06/2026 | **LCR - Legal Advertising** | 2x16.5 LCDRA SOQ Executive Director RFQ | 1 | $264.00 | $264.00 |

**Total** **$264.00**

## Ways to pay

VISA · MasterCard · DISCOVER · AMEX · BANK · PayPal · venmo · affirm

## Note to customer

Thank you for your business!

View and pay

# Tab 2D

# Fwd: TAAP travel confirmation - Oct 6 - (Itinerary # 73559616499010)

1 message

**Mike Reese** <mikereese224@gmail.com> Sun, Oct 11, 2026 at 8:01 PM
To: Jeff Fontaine <ccjfontaine@gmail.com>
Cc: Mike Reese <mikereese224@gmail.com>

This is the receipt for hotel room and the mileage is from 2721 Reese Ranch Rd Panaca Nevada 89042 traveling to BLM at 1340 Financial blvd Reno Nevada.

Thanks
Mike Reese
702-400-6501
Let me know if you need anything else:)!

Begin forwarded message:

**From:** Jessica Griebling <jessicag@jggetaways.com>
**Date:** October 6, 2026 at 7:40:25 AM PDT
**To:** Mike Reese <mikereese224@gmail.com>
**Subject: Fwd: TAAP travel confirmation - Oct 6 - (Itinerary # 73559616499010)**

Sent from my iPhone

Begin forwarded message:

**From:** Expedia TAAP US <noreply@expediataap.com>
**Date:** October 5, 2026 at 6:25:25 PM PDT
**To:** JessicaG@jggetaways.com
**Subject: TAAP travel confirmation - Oct 6 - (Itinerary # 73559616499010)**
**Reply-To:** noreply@expediataap.com

Expedia TAAP

## Thanks!

Your reservation is confirmed. No need to call to reconfirm.

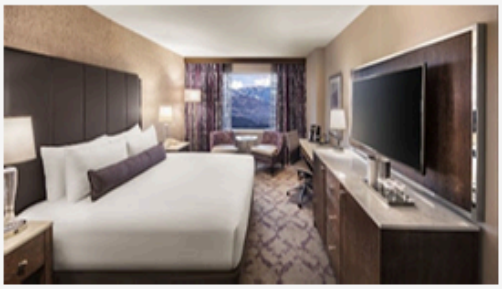
### Silver Legacy Reno- A Caesars Rewards Destination, Reno

Oct 6, 2026 - Oct 7, 2026

See live updates to your itinerary, anywhere and anytime.

**See your itinerary**

## Hotel overview



**Silver Legacy Reno- A Caesars Rewards Destination**

407 N. Virginia Street, Reno, NV, 89501
United States of America
View hotel Map and directions

**Reservation dates**
Oct 6, 2026 - Oct 7, 2026

**Itinerary #**
73559616499010

---

## Check-in and Check-out

**Check-in time**
3:00 PM

**Check-out time**
noon

**Check-in policies**
Check-in time starts at 3:00 PM
Check-in time ends at midnight
Minimum check-in age is: 21
If a late check-in is planned, contact this property directly for their late check-in policy.

**Special instructions**
Front desk staff will greet guests on arrival at the property. Information provided by the property may be translated using automated translation tools.

---

## Room

**Guests**
Reserved for Mike Reese
2 adults

**Room**
Deluxe Room 1 King Non-Smoking

**Room requests**
Non-smoking room

---

## Price summary

**Price breakdown**
Room price: $69.57
1 night: $58.65
Taxes & fees: $10.92

**Subtotal: $69.57**

Resort fee: $36.94
Fees: $4.99

**Total: $111.50**
**Member's price: 14%**
**Prices shown after $10.35 savings**

Unless specified otherwise, rates are quoted in US dollars.

---

## Additional hotel fees

The below fees and deposits only apply if they are not included in your selected room rate.

You'll be asked to pay the following charges at the property. Fees may include applicable taxes:

- Deposit: USD 100 per accommodation, per stay
- Resort fee: USD 41.93 per accommodation, per night

The resort fee includes:

- Additional inclusions
- Airport shuttle
- Fitness center access
- Health club access
- In-room coffee
- Phone calls
- Pool access
- Self parking

We have included all charges provided to us by the property.

The price shown above DOES NOT include any applicable hotel service fees, charges for optional incidentals (such as minibar snacks or telephone calls), or regulatory surcharges. The hotel will assess these fees, charges, and surcharges upon check-out.

---

## Rules and restrictions

**Cancellations and changes**
We understand that sometimes plans fall through. We do not charge a cancel or change fee. When the property charges such fees in accordance with its own policies, the cost will be passed on to you. Silver Legacy Reno- A Caesars Rewards Destination charges the following cancellation and change fees.

**The room/unit type and rate selected are non-refundable.** Should you change or cancel this reservation for any reason, your payment will not be refunded.

No refunds will be issued for late check-in or early check-out.

Stay extensions require a new reservation.

**Pricing and Payment**

### Hotel fees

The price DOES NOT include any applicable property service fees, charges for optional incidentals (such as minibar snacks or telephone calls), or regulatory surcharges. The property will assess these fees, charges, and surcharges upon check-out.

**Pricing**

Some properties request that we wait to submit guest names until 7 days prior to check in. In such a case, your room/unit is reserved, but your name is not yet on file with the property.

**Guest Charges and Room Capacity**
Base rate is for 2 guests.

Total maximum number of guests per room/unit is 4.

Maximum number of adults per room/unit is 4.

Maximum number of children per room/unit is 3.

This property considers guests aged 17 and under, at time of travel, to be children.

Availability of accommodation in the same property for extra guests is not guaranteed.

---

## Need to cancel or make a change to your trip?

Please visit our resource page for guidance. If you need to contact us, please reference **Itinerary #73559616499010** when you call so we can serve you more quickly.

---

## More help

**About the Hotel**
For special requests or questions about the property, please call the hotel directly at Tel: 1 (775) 329-4777, Fax: 1 (702) 8947788

---

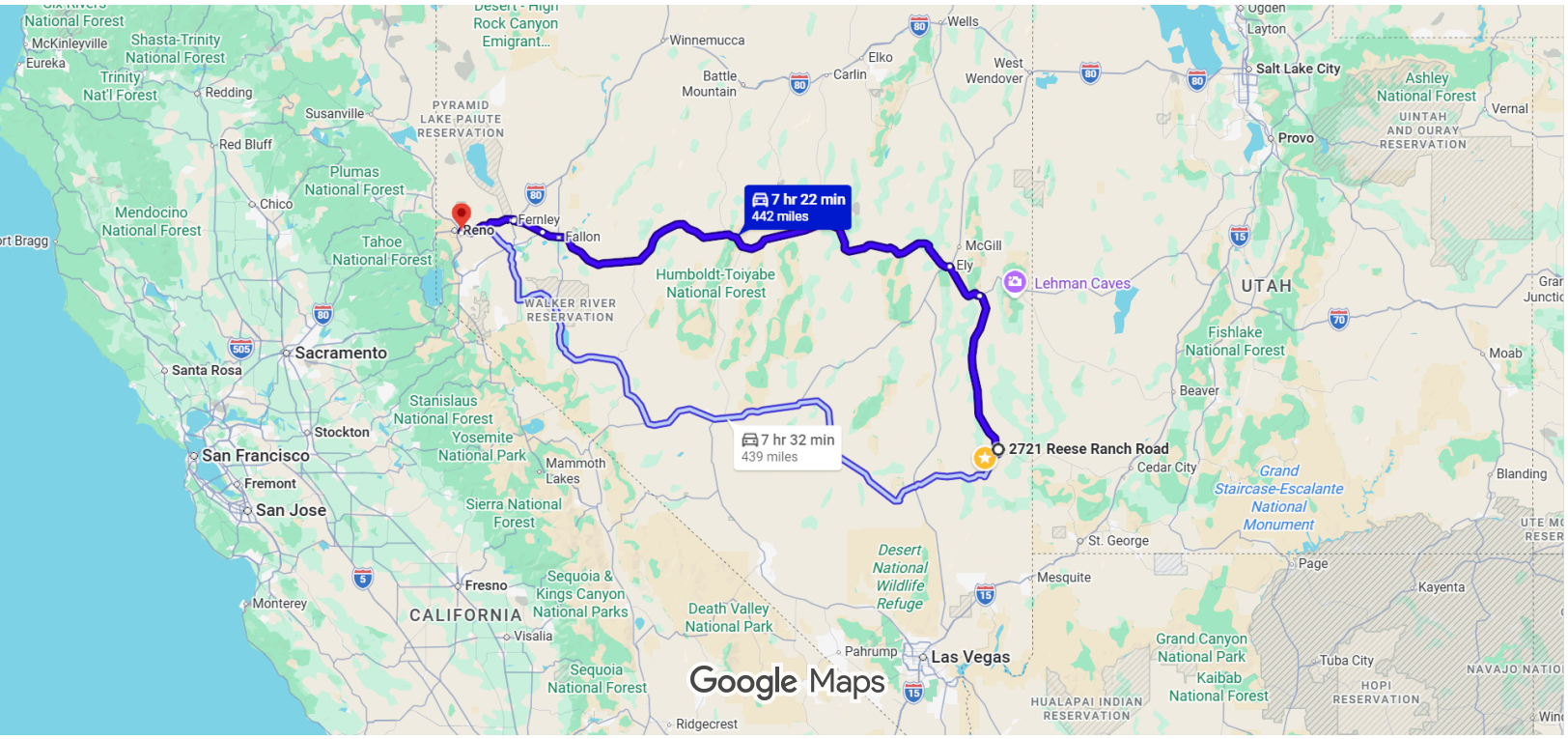
Please do not reply to this message. This email was sent from a notification-only email address that cannot accept incoming email.

You are viewing this transactional email based on a recent booking or account-related update on Expedia TAAP.

emlcid=PT-ETM-ENSPC-teid5090.70901-issu2-testX-lang1033-verX-mcidX-segaX-segbX-segmX-key94061666099-paid-date20261005000000-link-wave0

2721 Reese Ranch Rd, Panaca, NV 89042 to
1340 Financial Blvd, Reno, NV 89502

Drive 442 miles, 7 hr 22 min




Map data ©2026 Google 50 mi

# Tab 3

# 2026 Annual Evaluation and Update of the Current Five-Year Lincoln County, City of Caliente, LCRDA CEDS

**Lincoln County Regional Development Authority**
**Monday, November 23, 2026**

## US EDA and The Comprehensive Economic Development Strategy (CEDS)

"CEDS are designed to ***bring together the public and private sectors*** in the creation of an economic roadmap to diversify and strengthen Regional economies. The CEDS should analyze the Regional economy and serve as a guide for establishing Regional goals and objectives, developing and implementing a Regional plan of action, and identifying investment priorities and funding sources".

- *Section 303.7 Requirements for Comprehensive Economic Development Strategies.*

## Development of the Current Five-Year, 2023 through 2028, CEDS for Lincoln County, the City of Caliente, and for the LCRDA

- "*A Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028*", UCED Technical Report 2022/23-21
  - Workshop No. 1, March 22, 2022
  - Workshop No. 2, July 11, 2022
  - LCRDA Board, March 6, 2023
  - Lincoln County Board of Commissioners, April 17, 2023
  - City of Caliente City Council, May 18, 2023
- Annual Update No. 1, June 27, 2025; UCED Technical Report 2025/26-07, November 2025
- ***Annual Update No. 2, July 29, 2026; UCED Technical Report 2026/27-08, August 2026***

## Results of the 2026 Annual Evaluation and Update

(Unchanged in 2026) ***Economic Development Vision for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority***

By working collaboratively with our community and economic development stakeholders and partners, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will pursue new business creation and attraction and existing business retention and expansion strategies across a variety of existing and emerging industry sectors that contribute to economic growth and diversification while preserving and enhancing our quality of life, our rich culture and heritage, and our abundant natural resources, amenities, and assets.

## Results of the 2026 Annual Evaluation and Update

(Significantly Revised in 2026) ***Updated Priority and Primary Community and Economic Development Issues***

Infrastructure

Power and Electricity

Workforce Development

Community Capacity Development

Existing Business Development

Recruitment and Recruiting

Regional Development Initiatives

## Results of the 2026 Annual Evaluation and Update

(Significantly Revised in 2026) ***Updated Strategic Economic Development Goals, 15 Total Goals***

***Goal No. 1 (Unchanged)***: Increase total employment countywide by 300 total individuals in six new agricultural food processing, biomass-to-biofuel production, waste-to-energy, baseload-oriented renewable energy generation, natural resource, and transportation firms located in Lincoln County by the end of 2028.

***Goal No. 2 (Unchanged)***: Reduce the amount of overall annual retail and trade service industry sector 'leakage' in Lincoln County by 10.0 percent by the end of 2027.

***Goal No. 3 (Revised)***: Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year and support the development of 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.

## Results of the 2026 Annual Evaluation and Update

(Significantly Revised in 2026) ***Updated Strategic Economic Development Goals, 15 Total Goals***

***Goal No. 4 (Unchanged)***: In order to sustainably grow Lincoln County's workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.

***Goal No. 5 (Revised)***: Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2028.

***Goal No. 6 (Unchanged)***: In order to support new business creation and attraction and existing business retention and expansion efforts in the City of Caliente, the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.

## Results of the 2026 Annual Evaluation and Update

(Significantly Revised in 2026) ***Updated Strategic Economic Development Goals, 15 Total Goals***

***Goal No. 7 (Revised)***: By 2030, Lincoln County aims to quadruple the total annual number of visitors, including tourists and outdoor recreation enthusiasts, while doubling the average spending per visitor at local businesses located within and throughout the county.

***Goal No. 8 (Revised)***: Increase the overall number of private sector firms in the construction and trade service industry sectors licensed throughout Lincoln County by at least 10.0 percent by the end of 2028.

***Goal No. 9 (Unchanged)***: Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.

***Goal No. 10 (Revised)***: Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 20.0 percent by the end of 2028.

## Results of the 2026 Annual Evaluation and Update

(Significantly Revised in 2026) ***Updated Strategic Economic Development Goals, 15 Total Goals***

***Goal No. 11 (Unchanged)***: In order to continue further improvement in measures of median household, median family, and per capita income, continue to support the growth of the public sector employment in all the communities in Lincoln County.

***Goal No. 12 (New)***: Identify, develop, and deliver new services to support Lincoln County's growing senior population.

***Goal No. 13 (New)***: Identify specific public infrastructure and facility needs tied to specific economic development initiatives throughout Lincoln County and develop and begin implementation of action plans to address identified needs.

## Results of the 2026 Annual Evaluation and Update

(Significantly Revised in 2026) ***Updated Strategic Economic Development Goals, 15 Total Goals***

***Goal No. 14 (New)***: Develop and implement strategy in partnership with various local, state, and federal government partners and stakeholders to ensure Lincoln County's energy independence and energy security to support broad community and economic development strategies and initiatives across the county.

***Goal No. 15 (New)***: Increase the overall administrative and program capacity of municipal government and county government agencies, departments, and organizations throughout Lincoln County to support broad community and economic development strategies and initiatives across the county.

# 2026 Annual Evaluation and Update of the Current Five-Year Lincoln County, City of Caliente, LCRDA CEDS

**Lincoln County Regional Development Authority**
**Monday, November 23, 2026**

**TECHNICAL REPORT**
**UCED 2026/27-08**

# THE 2026 ANNUAL REVIEW AND UPDATE TO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR LINCOLN COUNTY, THE CITY OF CALIENTE, AND FOR THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY, 2023 THROUGH 2028



**UNIVERSITY OF NEVADA, RENO**

# THE 2026 ANNUAL REVIEW AND UPDATE TO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR LINCOLN COUNTY, THE CITY OF CALIENTE, AND FOR THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY, 2023 THROUGH 2028

by:

Frederick A. Steinmann

and

Madie Fontaine

Frederick A. Steinmann is the Director of the University Center for Economic Development, College of Business at the University of Nevada, Reno.

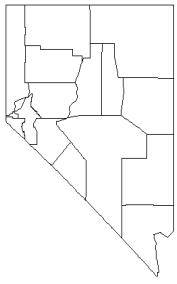
Madie Fontaine is an Undergraduate Student Researcher with the University Center for Economic Development, College of Business at the University of Nevada, Reno

*Special thanks to other participating University Center for Economic Development faculty and staff that attended the July 27, 2026 Lincoln County Comprehensive Economic Development Strategy Review and Update Workshop, including Cortney Bloomer, Christopher Corral, and Michael O Lam.*

August 2026

This publication, *The 2026 Annual Review and Update to the Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 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 University of Nevada, Reno, Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, 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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The College of Business
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Reno, Nevada 89557
Phone: 775.784.1655



University Center for Economic Development
The College of Business
University of Nevada, Reno

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# Revised Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

**Economic Development Vision for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority**

*By working collaboratively with our community and economic development stakeholders and partners, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will pursue new business creation and attraction and existing business retention and expansion strategies across a variety of existing and emerging industry sectors that contribute to economic growth and diversification while preserving and enhancing our quality of life, our rich culture and heritage, and our abundant natural resources, amenities, and assets.*

# Revised Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

## Updated Priority and Primary Community and Economic Development Issues

*Infrastructure*

*Power and Electricity*

*Workforce Development*

*Community Capacity Development*

*Existing Business Development*

*Recruitment and Recruiting*

*Regional Development Initiatives*

# Revised Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

## Updated Strategic Economic Development Goals

***Goal No. 1*** (Unchanged): Increase total employment countywide by 300 total individuals in six new agricultural food processing, biomass-to-biofuel production, waste-to-energy, baseload-oriented renewable energy generation, natural resource, and transportation firms located in Lincoln County by the end of 2028.

***Goal No. 2*** (Unchanged): Reduce the amount of overall annual retail and trade service industry sector 'leakage' in Lincoln County by 10.0 percent by the end of 2027.

***Goal No. 3*** (Revised): Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year and support the development of 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.

***Goal No. 4*** (Unchanged): In order to sustainably grow Lincoln County's workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.

***Goal No. 5*** (Revised): Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2028.

# Revised Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

## Updated Strategic Economic Development Goals

***Goal No. 6*** (Unchanged): In order to support new business creation and attraction and existing business retention and expansion efforts in the City of Caliente, the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.

***Goal No. 7*** (Revised): By 2030, Lincoln County aims to quadruple the total annual number of visitors, including tourists and outdoor recreation enthusiasts, while doubling the average spending per visitor at local businesses located within and throughout the county.

***Goal No. 8*** (Revised): Increase the overall number of private sector firms in the construction and trade service industry sectors licensed throughout Lincoln County by at least 10.0 percent by the end of 2028.

***Goal No. 9*** (Unchanged): Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.

***Goal No. 10*** (Revised): Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 20.0 percent by the end of 2028.

***Goal No. 11*** (Unchanged): In order to continue further improvement in measures of median household, median family, and per capita income, continue to support the growth of the public sector employment in all the communities in Lincoln County.

# Revised Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

## Updated Strategic Economic Development Goals

***Goal No. 12*** (New): Identify, develop, and deliver new services to support Lincoln County's growing senior population.

***Goal No. 13*** (New): Identify specific public infrastructure and facility needs tied to specific economic development initiatives throughout Lincoln County and develop and begin implementation of action plans to address identified needs.

***Goal No. 14*** (New): Develop and implement strategy in partnership with various local, state, and federal government partners and stakeholders to ensure Lincoln County's energy independence and energy security to support broad community and economic development strategies and initiatives across the county.

***Goal No. 15*** (New): Increase the overall administrative and program capacity of municipal government and county government agencies, departments, and organizations throughout Lincoln County to support broad community and economic development strategies and initiatives across the county.

# 1.0 Introduction

## 1.1 Overview

The University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, was contracted by representatives from Lincoln County, Nevada, the City of Caliente, Nevada, and by the Lincoln County Regional Development Authority to assist in the development of their Comprehensive Economic Development Strategy (CEDS). The current five-year Comprehensive Economic Development Strategy, 2023 through 2028, finalized and adapted in March 2023 was the culmination of the planning efforts and several workshops conducted in 2022 by the University Center for Economic Development with various stakeholders. It encompassed the final update of the previous five-year (2017 through 2021) Comprehensive Economic Development Strategy.

This technical report summarizes an annual evaluation and update of the current five-year Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority for the five-year 2023 through 2028 period. The 2026 annual evaluation and update of the current five-year Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority was completed with the participation of representatives from the Lincoln County Regional Development Authority, Lincoln County, and from the City of Caliente during a strategic planning workshop facilitated by University Center for Economic Development faculty and staff on July 27, 2026.

The process of evaluating and updating this current five-year Comprehensive Economic Development Strategy included a review of the region's economic development efforts, particularly in terms of new business creation and attraction of new businesses, the retention and expansion of existing businesses, and addressing various 'special needs' identified by local and regional stakeholders during the initial development of the current five-year Comprehensive Economic Development Strategy and during subsequent past annual evaluations and updates. A comparative analysis of emerging and relevant socio-demographic and economic trends in the region, including communities within and throughout Lincoln County and adjacent counties in other parts of Nevada and in neighboring Arizona and Utah was also presented and a review of the region's existing strengths and weaknesses and emerging opportunities and threats were identified. Finally, a re-examination of the region's strategic economic development vision was included, along with an opportunity to redirect development priorities by reviewing and modifying existing goals and creating new ones based on the analysis of the region's changing economic landscape, current needs, and available financial and non-financial resources.

## 1.2 Local, County, Regional, and State Considerations

This section presents a review of the relevant state law as it pertains to the development, implementation, and the administration of a five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

The authority to create and adopt a Comprehensive Economic Development Strategy is found in Nevada Revised Statute, Chapter 278 Planning and Zoning, Section 160 Elements of a Master Plan. Economic development is not a required element of the master plan. However, paragraph two in NRS 278.160 states that "The commission may prepare and adopt, as part of the master plan, other and additional plans and reports dealing with such other elements as may in its judgment relate to the physical development of the city, county or region, and that nothing contained in NRS 278.010 to 278.630, inclusive, prohibits the preparation and adoption of any such element as part of the master plan." Hence, the Lincoln County Regional Development Authority jointly prepared this current five-year Comprehensive Economic Development Strategy to consolidate and codify a growing body of policy concerning the economic and fiscal viability of Lincoln County, the City of Caliente, and for other communities, including Alamo, Panaca, and Pioche, located within and throughout the county.

In addition, the development of the current five-year, 2023 through 2028, Comprehensive Economic Development Strategy also took into consideration the existing statewide community and economic development initiatives being developed and administered by the Nevada Governor's Office of Economic Development and other relevant state agencies and divisions. The Governor's Office of Economic Development has established a cohesive economic development operating system in the state, designed to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement. The Nevada Governor's Office of Economic Development has developed and published Nevada's Plan for Recovery & Resiliency, a roadmap that continues to guide the state's economic recovery and revitalization efforts of key industry and occupation sectors that were negatively impacted by the spread of the COVID-19 virus and its related economic impacts. As one of the eight recognized regional development authorities in the state of Nevada, the Lincoln County Regional Development Authority continues to work collaboratively with the Office to spearhead and coordinate local and regional economic development efforts.

## 1.3 Federal Considerations

The five-year Comprehensive Economic Development Strategy for 2023 through 2028 for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority meets the requirements of a Comprehensive Economic Development Strategy (CEDS) document as outlined in Title 13 Part 303 (Planning Investments and Comprehensive Economic Development Strategies) of the U.S. Department of Commerce, U.S. Economic Development Administration (EDA). Specifically, the 'plan' conforms with Title 13 Part 303, Section 303.7

(Requirements for Comprehensive Economic Development Strategies) in creating a roadmap that brings together public sector and private sector interests, partners, and stakeholders in the effort to identify investment priorities and funding sources and develop and implement a plan for diversification and strengthening regional economies. Consequently, this annual update and revision of the current five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028, also adheres to all the technical requirements as outlined in those guidelines.

# 2.0 Analysis: Existing Community and Economic Conditions for Lincoln County, Nevada

The University Center for Economic Development completed a comprehensive analysis of the socio-demographic, economic, and industry and occupation trends in the region as part of this annual evaluation and update. In compliance with the guidelines of the U.S. Economic Development Administration, an assessment of the economic distress for Lincoln County was done as defined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C below:

- An unemployment rate that is, for the most recent twenty-four (24) month period for which data is available, at least one (1) percentage point greater than the national average unemployment rate;

- Per capita income that is, for the most recent period for which data are available, eighty (80) percent or less of the national average per capita income; or

- A Special Need, as determined by the U.S. Economic Development Administration.

The analysis presented as part of this annual evaluation and update to the current five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority examines existing unemployment and per capita income characteristics for the region as well as identified special needs. These identified special needs serve as the primary basis of the current strategy's existing set of strategic goals and objectives.

## 2.1 Analysis of the Level of Economic Distress for the Lincoln County Regional Development Authority Region

Table 2.1 below shows that, based on the most recently available data for a twenty-four (24) month period (2023-2024), the average civilian unemployment rate for all of Lincoln County, estimated at 1.8 percent, was *3.4 percentage points lower than the U.S. national average unemployment rate* of 5.2 percent. In 2023, the civilian unemployment rate for Lincoln County was 1.7 percent and was 3.5 percent less than the U.S. national unemployment rate. In 2024, the estimated civilian unemployment rate in Lincoln County increased to 1.9 percent and was 3.3 percentage points less than the U.S. national unemployment rate. Over the same two-year period, 2023 and 2024, the estimated average per capita income for all of Lincoln County was an estimated $36,962 and was *83.4 percent of the estimated U.S. national average per capita income* at $43,981. Although Lincoln County's per capita income in 2023 was only 82.1 percent

of the U.S. national average, it increased to 84.7 percent of the U.S. national average per capita income in 2024.

| Table 2.1 – Comparison of Unemployment and Per Capita Income<br>Lincoln County, Nevada and United States<br>2023 and 2024 | | | |
|---|---|---|---|
| | **2023** | **2024** | **2023 and 2024 Average** |
| **Civilian Unemployment Rate** | | | |
| | | | |
| **Lincoln County, Nevada** | **1.7%** | **1.9%** | **1.8%** |
| **Difference Between Lincoln County, Nevada and National Estimates** | **-3.5%** | **-3.3%** | **-3.4%** |
| | | | |
| United States National | 5.2% | 5.2% | 5.2% |
| | | | |
| **Per Capita Income** | | | |
| | | | |
| **Lincoln County, Nevada** | **$35,524** | **$37,860** | **$36,962** |
| **Percentage of U.S. National Estimate** | **82.1%** | **84.7%** | **83.4%** |
| | | | |
| United States National | $43,289 | $44,673 | $43,981 |
| Percentage of U.S. National Estimate | 100.0% | 100.0% | 100.0% |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2023 and 2024*

These results show that Lincoln County cannot be considered an economically distressed community based on the unemployment rate and per capita income criteria outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Subpart C. However, the qualifying 'special needs' identified during the 2026 planning workshop conducted by the University Center for

Economic Development with representatives from Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and various private sector and non-profit community-based organizational stakeholders still exist. Those special needs and conditions are presented in more detail in the five-year, 2023 through 2028, Comprehensive Economic Development Strategy technical report submitted in March 2023 and reviewed as part of this annual evaluation and update.

It has also been established that Lincoln County was one of five counties in Nevada declared by the U.S. Federal Emergency Management Agency as a natural disaster area in April 2023 (https://www.fema.gov/disaster/4708/designated-areas#public-assistance). Currently, a collaborative private and public initiative is underway to apply for and secure a 2025 U.S. Economic Development Administration Disaster Supplemental Grant. This grant funding opportunity is meant to both rebuild and transform local communities in Lincoln County after disaster and to improve the local and regional economy through new business creation and develop resilience to future disasters.

## 2.2 General Socio-Demographic, Economic, and Employment Characteristics in Lincoln County, Nevada and for Neighboring Communities

Eleven separate socio-demographic, economic, and employment data categories are included as part of the analysis presented in this sub-section. 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, comparisons of local and countywide to statewide and national are provided. Notably, the American Community Survey five-year estimates for 2018 and 2024 were used in the analysis for all categories to preserve data integrity and avoid possible distortions resulting from the use of overlapping years. Relevant data for Beaver County, Iron County, and Washington County in Utah, Mohave County in Arizona, and Clark County in southern Nevada were included in these comparisons given the level of economic activity that flows between Lincoln County and these neighboring counties.

### 2.2.a Total Population

Table 2.2 presents the change in total population for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

Between 2018 and 2024, the total population for all of Lincoln County decreased from an estimated 5,174 total individuals in 2018 to an estimated 4,405 total individuals in 2024, a net decrease of 769 total individuals or by -14.9 percent. The total population increased for Caliente from an estimated 1,135 total individuals in 2018 to an estimated 1,146 total individuals in 2024, a net increase of 11 total individuals or by 1.0 percent, but decreased for Pioche from an

estimated 1,189 total individuals in 2018 to an estimated 1,031 total individuals in 2024, a net decrease of 158 total individuals or by -13.3 percent. For Clark County, the total population increased from an estimated 2.1 million individuals in 2018 to an estimated 2.3 million individuals in 2024, a net increase of 187,974 total individuals or by 8.8 percent.

**Table 2.2 – Total Population**
**Communities Within and Adjacent to the Lincoln County Regional Development Authority**
**2018 and 2024**

| Community | 2018 | 2024 | 2018-2024 Actual Change | 2018-2024 Percent Change |
|---|---|---|---|---|
| **Lincoln County, Nevada** | **5,174** | **4,405** | **-769** | **-14.9%** |
| Caliente | 1,135 | 1,146 | 11 | 1.0% |
| Pioche | 1,189 | 1,031 | -158 | -13.3% |
| | | | | |
| **Clark County, Nevada** | **2,141,574** | **2,329,548** | **187,974** | **8.8%** |
| | | | | |
| Beaver County, Utah | 6,443 | 7,273 | 830 | 12.9% |
| Iron County, Utah | 49,691 | 62,252 | 12,561 | 25.3% |
| Washington County, Utah | 160,537 | 196,431 | 35,894 | 22.4% |
| | | | | |
| Mohave County, Arizona | 206,064 | 220,517 | 14,453 | 7.0% |
| | | | | |
| **State of Nevada** | **2,922,849** | **3,184,612** | 261,763 | 9.0% |
| **United States** | **322,903,030** | **334,922,499** | 12,019,469 | 3.7% |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

The total population for Beaver County, Utah increased from an estimated 6,443 total individuals in 2018 to an estimated 7,273 total individuals in 2024, a net increase of 830 total individuals or by 12.9 percent, for Iron County, Utah increased from an estimated 49,691 total individuals in 2018 to an estimated 62,252 total individuals in 2024, a net increase of 25.3 percent, and for Washington County, Utah increased from an estimated 160,537 total individuals in 2018 to an estimated 196,431 total individuals in 2024, a net increase of 35,894 total individuals or by 22.4 percent. For Mohave County, Arizona, total population increased from an estimated 206,064 total individuals in 2018 to an estimated 220,517 total individuals in 2024, a net increase of 14,453 total individuals or by 7.0 percent.

Statewide, the total population increased for the entire state of Nevada from an estimated 2.9 million total individuals in 2018 to an estimated 3.2 million total individuals in 2024, a net

increase of 261,763 total individuals or by 9.0 percent. Nationwide, the total population increased for the entire United States from an estimated 322.9 million total individuals in 2018 to an estimated 334.2 million total individuals in 2024, a net increase of approximately 12.0 million total individuals or by 3.7 percent.

2.2.b Median Age

Table 2.3 below presents the change in the median age for the total population living in Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

**Table 2.3 – Median Age**
**Communities Within and Adjacent to the Lincoln County Regional Development Authority**
**2018 and 2024**

| Community | 2018 | 2024 | 2018-2024 Actual Change | 2018-2024 Percent Change |
|---|---|---|---|---|
| **Lincoln County, Nevada** | **45.2** | **45.4** | **0.2** | **0.4%** |
| Caliente | 41.5 | 38.0 | -3.5 | -8.4% |
| Pioche | 47.2 | 54.6 | 7.4 | 15.7% |
| | | | | |
| **Clark County, Nevada** | **37.1** | **38.5** | **1.4** | **3.8%** |
| | | | | |
| Beaver County, Utah | 33.4 | 34.4 | 1.0 | 3.0% |
| Iron County, Utah | 29.1 | 30.2 | 1.1 | 3.8% |
| Washington County, Utah | 36.4 | 39.1 | 2.7 | 7.4% |
| | | | | |
| Mohave County, Arizona | 50.9 | 53.6 | 2.7 | 5.3% |
| | | | | |
| **State of Nevada** | **37.9** | **39.1** | **1.2** | **3.2%** |
| **United States** | **37.9** | **38.9** | **1.0** | **2.6%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

For all of Lincoln County, the estimated median age increased from an estimated 45.2 years of age in 2018 to an estimated 45.4 years of age in 2024, a net increase of 0.2 years of age or by 0.4 percent. Median age decreased for the city of Caliente from an estimated 41.5 years of age in 2018 to an estimated 38.0 years of age in 2024, a net decrease of 3.5 years of age or by a

percentage decrease of -8.4 percent, but median age increased for the town of Pioche from an estimated 47.2 years of age in 2018 to an estimated 54.6 years of age in 2024, a net increase of 7.4 years of age or by 15.7 percent. For all of Clark County, median age increased from an estimated 37.1 years of age in 2019 to an estimated 38.5 years of age in 2024, a net increase of 1.4 years of age or by 3.8 percent.

Between 2018 and 2024, the estimated median age increased for Beaver County, Iron County, and Washington County, Utah, increased from an estimated 33.4 years of age to an estimated 34.4 years of age for Beaver County, a net increase of 1.0 year of age or by 3.0 percent, from an estimated 29.1 years of age to an estimated 30.2 years of age for Iron County, net increase of 1.1 years of age or by 3.8 percent, and from an estimated 36.4 years of age to an estimated 39.1 years of age for Washington County, a net increase of 2.7 years of age or by 7.4 percent. Median age also increased for Mohave County, Arizona, increasing from an estimated 50.9 years of age in 2018 to an estimated 53.6 years of age in 2024, a net increase of 2.7 years of age or by 5.3 percent. Median age for the entire state of Nevada increased from an estimated 37.9 years of age in 2018 to an estimated 39.1 years of age in 2024, a net increase of 1.2 years of age or by 3.2 percent. For the entire United States, the estimated median age increased from an estimated 37.9 years of age in 2018 to an estimated 38.9 years of age in 2024, a net increase of just 1.0 year or by 2.6 percent.

2.2.c Total Number of Households

Table 2.4 below presents the change in the total number of households for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

The total number of households for Lincoln County increased between 2018 and 2024, increasing from an estimated 2,041 total households in 2018 to an estimated 2,471 total households in 2024, a net increase of 430 total households or by 21.1 percent, for Caliente increased from an estimated 449 total households in 2018 to an estimated 609 total households in 2024, a net increase of 160 total households or by 35.6 percent and, for Pioche, increased from an estimated 413 total households in 2018 to an estimated 553 total households in 2024, a net increase of 140 total households or by 33.9 percent. For Clark County, the total number of households increased from an estimated 767,954 total households in 2018 to an estimated 948,995 total households in 2024, a net increase of 181,041 total households or by 23.6 percent.

For the counties in Utah adjacent to Lincoln County, the total number of households increased for Beaver County from an estimated 2,277 total households in 2018 to an estimated 2,969 total households in 2024, a net increase of 692 total households or by 30.4 percent, increased for Iron County from an estimated 16,204 total households in 2018 to an estimated 23,550 total households in 2024, a net increase of 7,346 total households or by 45.3 percent, and increased for Washington County from an estimated 54,702 total households in 2018 to an estimated 82,189 total households in 2024, a net increase of 27,487 total households or by 50.2 percent. For

Mohave County, Arizona, the total number of households increased from an estimated 85,485 total households in 2018 to an estimated 121,881 total households in 2024, a net increase of 36,396 total households or by 42.6 percent.

**Table 2.4 – Total Number of Households**
**Communities Within and Adjacent to the Lincoln County Regional Development Authority**
**2018 and 2024**

| Community | 2018 | 2024 | 2018-2024 Actual Change | 2018-2024 Percent Change |
|---|---|---|---|---|
| **Lincoln County, Nevada** | **2,041** | **2,471** | **430** | **21.1%** |
| Caliente | 449 | 609 | 160 | 35.6% |
| Pioche | 413 | 553 | 140 | 33.9% |
| | | | | |
| **Clark County, Nevada** | **767,954** | **948,995** | **181,041** | **23.6%** |
| | | | | |
| Beaver County, Utah | 2,277 | 2,969 | 692 | 30.4% |
| Iron County, Utah | 16,204 | 23,550 | 7,346 | 45.3% |
| Washington County, Utah | 54,702 | 82,189 | 27,487 | 50.2% |
| | | | | |
| Mohave County, Arizona | 85,485 | 121,881 | 36,396 | 42.6% |
| | | | | |
| **State of Nevada** | **1,075,930** | **1,326,471** | **250,541** | **23.3%** |
| **United States** | **119,730,128** | **143,775,355** | **24,045,227** | **20.1%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

Statewide, the total number of households for the entire state of Nevada increased from an estimated 1.1 million total households in 2018 to an estimated 1.3 million total households in 2024, a net increase of 250,541 total households or by 23.3 percent. Nationwide, the total number of households for the entire United States increased from an estimated 119.7 million total households in 2019 to an estimated 143.8 million total households in 2024, a net increase of approximately 24.0 million total households or by 20.1 percent.

2.2.d Average Household Size

Table 2.5 below presents the change in the average household size for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

| Table 2.5 – Average Household Size<br>Communities Within and Adjacent to the Lincoln County Regional Development Authority<br>2018 and 2024 | | | | |
|---|---|---|---|---|
| **Community** | **2018** | **2024** | **2018-2024 Actual Change** | **2018-2024 Percent Change** |
| **Lincoln County, Nevada** | **2.3** | **2.4** | **0.1** | **4.3%** |
| Caliente | 2.4 | 2.6 | 0.2 | 8.3% |
| Pioche | 1.7 | 2.2 | 0.5 | 29.4% |
| | | | | |
| **Clark County, Nevada** | **2.8** | **2.7** | **-0.1** | **-3.6%** |
| | | | | |
| Beaver County, Utah | 2.8 | 2.8 | 0.0 | 0.0% |
| Iron County, Utah | 3.0 | 3.0 | 0.0 | 0.0% |
| Washington County, Utah | 2.9 | 2.8 | -0.1 | -3.4% |
| | | | | |
| Mohave County, Arizona | 2.4 | 2.1 | -0.3 | -12.5% |
| | | | | |
| **State of Nevada** | **2.7** | **2.6** | **-0.1** | **-3.7%** |
| **United States** | **2.6** | **2.5** | **-0.1** | **-3.8%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

The average household size for all of Lincoln County increased from an estimated 2.3 people per household in 2018 to an estimated 2.4 people per household in 2024, a net increase of 0.1 people per household or by 4.3 percent. For Caliente, the average household size increased from an estimated 2.4 people per household in 2018 to an estimated 2.6 people per household in 2024, a net increase of 0.2 people per household or by 8.3 percent and, for Pioche, the average household size increased from an estimated 1.7 people per household in 2018 to an estimated 2.2 people per household in 2024, a net increase of 0.5 people per household or by 29.4 percent. Clark County in Nevada experienced a decrease in the estimated average household size between 2018 and 2024, declining from an estimated 2.8 people per household to an estimated 2.7 people per household, a net decrease of 0.1 people per household or by -3.6 percent.

For both 2018 and 2024, the estimated average household size remained unchanged for both Beaver County, Utah and Iron County, Utah, with an estimated 2.8 people per household and an estimated 3.0 people per household, respectively and for both years. However, the estimated average household size decreased for Washington County, Utah between 2018 and 2024, decreasing from an estimated 2.9 people per household in 2018 to an estimated 2.8 people per

household in 2024, a net decrease of 0.1 people per household or by a -3.4 percent decrease. For Mohave County, Arizona, the estimated average household size decreased from an estimated 2.4 people per household in 2018 to an estimated 2.1 people per household in 2024, a net decrease of 0.3 people per household or by a percentage decrease of -12.5 percent.

The estimated average household size for both the state of Nevada and for the entire United States declined between 2018 and 2024. For the entire state of Nevada, the estimated average household size decreased from an estimated 2.7 people per household in 2018 to an estimated 2.6 people per household in 2024, a net decrease of 0.1 people per household or by -3.7 percent and, for the entire United States, decreased from an estimated 2.6 people per household in 2018 to an estimated 2.5 people per household in 2024, a net decrease of 0.1 people per household or by a percentage decrease of -3.8 percent.

2.2.e Median Household Income

Table 2.6 below presents the change in median household income, which is a measure of just the employment wages earned by all members of an individual household, for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

For all of Lincoln County, median household income increased from an estimated $56,414 in 2018 to an estimated $72,307 in 2024, a net increase of $15,893 or by 28.2 percent. No data was available for median household income for the city of Caliente in 2024 but, in 2018, median household income for the city of Caliente was an estimated $57,218. Median household income for Pioche increased from an estimated $48,924 in 2018 to an estimated $88,493 in 2024, a net increase of $39,569 or by 80.9 percent. For all of Clark County, median household income increased from an estimated $56,802 in 2018 to an estimated $76,472 in 2024, a net increase of $9,670 or by 34.6 percent.

Median household income increased for Beaver County, Utah from an estimated $54,212 in 2018 to an estimated $79,360 in 2024, a net increase of $25,148 or by 46.4 percent, increased for Iron County, Utah from an estimated $46,809 in 2018 to an estimated $66,247 in 2024, a net increase of $19,438 or by 41.5 percent, and increased for Washington County, Utah from an estimated $56,877 in 2018 to an estimated $80,632 in 2024, a net increase of $23,755 or by 41.8 percent. For Mohave County, Arizona, median household income increased from an estimated $43,266 in 2018 to an estimated $57,684 in 2024, a net increase of $14,418 or by 33.3 percent.

Comparatively, median household income for the entire state of Nevada increased from an estimated $57,598 in 2018 to an estimated $78,260 in 2024, a net increase of $20,662 or by 35.9 percent. Nationwide, median household income for the entire United States increased from an estimated $60,293 in 2018 to an estimated $80,734 in 2024, a net increase of $20,441 or by 33.9 percent.

| Table 2.6 – Median Household Income (2019 Inflation-Adjusted Dollars) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2018 and 2024 | | | | |
|---|---|---|---|---|
| **Community** | **2018** | **2024** | **2018-2024 Actual Change** | **2018-2024 Percent Change** |
| **Lincoln County, Nevada** | **$56,414** | **$72,307** | **$15,893** | **28.2%** |
| Caliente | $57,218 | - | - | - |
| Pioche | $48,924 | $88,493 | $39,569 | 80.9% |
| | | | | |
| **Clark County, Nevada** | **$56,802** | **$76,472** | **$19,670** | **34.6%** |
| | | | | |
| Beaver County, Utah | $54,212 | $79,360 | $25,148 | 46.4% |
| Iron County, Utah | $46,809 | $66,247 | $19,438 | 41.5% |
| Washington County, Utah | $56,877 | $80,632 | $23,755 | 41.8% |
| | | | | |
| Mohave County, Arizona | $43,266 | $57,684 | $14,418 | 33.3% |
| | | | | |
| **State of Nevada** | **$57,598** | **$78,260** | **$20,662** | **35.9%** |
| **United States** | **$60,293** | **$80,734** | **$20,441** | **33.9%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

2.2.f Median Family Income

Table 2.7 below presents the change in median family income, which includes both employment wages and non-employment wage income earned by all members of an individual family, for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

Median family income increased for all of Lincoln County from an estimated $64,059 in 2018 to an estimated $97,393 in 2024, a net increase of $33,334 or by 52.0 percent and, for the city of Caliente, median family income increased significantly from an estimated $71,935 in 2018 to an estimated $121,613 in 2024, a net increase of $49,678 or by 69.1 percent. While data for median family income for the town of Pioche in 2018 was unavailable, median family income for Pioche was $89,795 in 2024. For Clark County, median family income increased from an estimated $66,968 in 2018 to an estimated $89,785 in 2024, a net increase of $22,817 or by34.1 percent.

| Table 2.7 – Median Family Income (2019 Inflation-Adjusted Dollars) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2018 and 2024 | | | | |
|---|---|---|---|---|
| **Community** | **2018** | **2024** | **2018-2024 Actual Change** | **2018-2024 Percent Change** |
| **Lincoln County, Nevada** | **$64,059** | **$97,393** | **$33,334** | **52.0%** |
| Caliente | $71,935 | $121,613 | $49,678 | 69.1% |
| Pioche | - | $89,795 | - | - |
| | | | | |
| **Clark County, Nevada** | **$66,968** | **$89,785** | **$22,817** | **34.1%** |
| | | | | |
| Beaver County, Utah | $66,689 | $91,134 | $24,445 | 36.7% |
| Iron County, Utah | $59,257 | $81,212 | $21,955 | 37.1% |
| Washington County, Utah | $65,605 | $98,356 | $32,751 | 49.9% |
| | | | | |
| Mohave County, Arizona | $52,427 | $70,608 | $18,181 | 34.7% |
| | | | | |
| **State of Nevada** | **$68,700** | **$92,663** | **$23,963** | **34.9%** |
| **United States** | **$73,965** | **$99,999** | **$26,034** | **35.2%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

Between 2018 and 2024, median family income increased for all the three counties in Utah that are adjacent to Lincoln County, increasing from an estimated $66,689 in 2018 to an estimated $91,134 in 2024 for Beaver County, a net increase of $24,445 or by 36.7 percent, increasing from an estimated $59,257 in 2018 to an estimated $81,212 in 2024 for Iron County, a net increase of $21,955 or by 37.1 percent, and increased from an estimated $65,605 in 2018 to an estimated $98,356 in 2024 for Washington County, a net increase of $32,751 or by 49.9 percent. Median family income also increased for Mohave County, Arizona between 2018 and 2024, increasing from an estimated $52,427 in 2018 to an estimated $70,608 in 2024, a net increase of $18,181 or by 34.7 percent. For the entire state of Nevada, median family income increased from an estimated $68,700 in 2018 to an estimated $92,663 in 2024, a net increase of $23,963 or by 34.9 percent. Nationwide, median family income for the entire United States increased from an estimated $73,965 in 2018 to an estimated $99,999 in 2024, a net increase of $26,034 or by 35.2 percent.

2.2.g Per Capita (Mean) Income

Table 2.8 below presents the change in per capita for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

**Table 2.8 – Per Capita Income (2019 Inflation-Adjusted Dollars)**
**Communities Within and Adjacent to the Lincoln County Regional Development Authority**
**2018 and 2024**

| Community | 2018 | 2024 | 2018-2024 Actual Change | 2018-2024 Percent Change |
|---|---|---|---|---|
| **Lincoln County, Nevada** | **$25,304** | **$37,860** | **$12,556** | **49.6%** |
| Caliente | $25,428 | $37,819 | $12,391 | 48.7% |
| Pioche | $23,937 | $34,705 | $10,768 | 45.0% |
| | | | | |
| **Clark County, Nevada** | **$25,304** | **$39,897** | **$14,593** | **57.7%** |
| | | | | |
| Beaver County, Utah | $25,428 | $30,204 | $4,776 | 18.8% |
| Iron County, Utah | $23,937 | $30,186 | $6,249 | 26.1% |
| Washington County, Utah | $26,601 | $39,171 | $12,570 | 47.3% |
| | | | | |
| Mohave County, Arizona | $24,829 | $35,963 | $11,134 | 44.8% |
| | | | | |
| **State of Nevada** | **$29,961** | **$41,354** | **$11,393** | **38.0%** |
| **United States** | **$32,621** | **$44,673** | **$12,052** | **36.9%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

Between 2018 and 2024, per capita income increased for all of Lincoln County from an estimated $25,304 in 2018 to an estimated $37,860 in 2024, a net increase of $12,556 or by 49.6 percent, increased for the city of Caliente from an estimated $25,428 in 2018 to an estimated $37819 in 2024, a net increase of $12,391 or by 48.7 percent, and increased for the town of Pioche from an estimated $23,937 in 2018 to an estimated $34,705 in 2024, a net increase of $10,768 or by 45.0 percent. Per capita income also increased for Clark County, increasing from an estimated $25,304 in 2018 to an estimated $39,897 in 2024, a net increase of $14,593 or by 57.7 percent.

For Beaver County, Utah, per capita income increased from an estimated $25,428 in 2018 to an estimated $30,204 in 2024, a net increase of $4,776 or by 18.8 percent and increased from an estimated $23,937 in 2018 to an estimated $30,186 in 2024 for Iron County, Utah, a net increase

of $6,249 or by 26.1 percent. For Washington County, Utah, per capita income increased from an estimated $26,601 in 2018 to an estimated $35,963 in 2024, a net increase of $12,570 or by 47.3 percent. For Mohave County, Arizona, per capita income increased from an estimated $24,829 in 2018 to an estimated $35,963 in 2024, a net increase of $11,134 or by 44.8 percent. Per capita income increased statewide from an estimated $29,961 in 2018 to an estimated $41,354 in 2024 for the entire state of Nevada, a net increase of $11,393 or by 38.0 percent. For the entire United States, per capita income increased nationwide from an estimated $32,621 in 2018 to an estimated $44,673 in 2024, a net increase of $12,052 or by 36.9 percent.

2.2.h Percent of Total Population Below the Poverty Line

Table 2.9 below presents the change in the percentage of total population living below the poverty line for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

The percentage of total population living below the poverty line for all of Lincoln County decreased from an estimated 6.8 percent in 2018 to an estimated 5.0 percent in 2024, a net decrease of 1.8 percent or by a percentage decrease of -26.5 percent. For Caliente, the percentage of total population living below the poverty line decreased from an estimated 15.5 percent in 2018 to an estimated 4.6 percent in 2024, a net decrease of 10.9 percent or by a percentage decrease of -70.3 percent and, for Pioche, increased from an estimated 0.0 percent in 2018 to an estimated 14.1 percent in 2024, a net increase of 14.1 percent. Clark County experienced a decrease in the percentage of total population living below the poverty line, declining from an estimated 14.1 percent in 2018 to an estimated 13.0 percent in 2024, a net decrease of 1.1 percent or by a percentage decrease of -7.8 percent.

Between 2018 and 2024, the percentage of total population living below the poverty line decreased for Beaver County, Utah from an estimated 8.2 percent to an estimated 6.6 percent, a net decrease of 1.6 percent or by a percentage decrease of -19.5 percent, decreased for Iron County from an estimated 19.6 percent to an estimated 13.8 percent, a net decrease of 5.8 percent or by a percentage decrease of -29.6 percent, decreased for Washington County from an estimated 12.4 percent to an estimated 9.8 percent, a net decrease of 2.6 percent or by a percentage decrease of -21.0 percent. The percentage of total population living below the poverty line for neighboring Mohave County, Arizona decreased from an estimated 17.5 percent to an estimated 16.1 percent, a net decrease of 1.4 percent or by a percentage decrease of -8.0 percent.

The percentage of total population living below the poverty line decreased statewide for the entire state of Nevada from an estimated 13.7 percent in 2018 to an estimated 12.4 percent in 2024, a net decline of 1.3 percent or by a percentage decrease of -9.5 percent. Nationwide, the percentage of total population living below the poverty line decreased for the entire United States between 2018 and 2024, decreasing from an estimated 14.1 percent in 2018 to an estimated 12.5 percent in 2024, a net decline of 1.6 percent or by a percentage decrease of -11.3 percent.

| Table 2.9 – Percent of Total Population Living Below the Poverty Line<br>Communities Within and Adjacent to the Lincoln County Regional Development Authority<br>2018 and 2024 | | | | |
|---|---|---|---|---|
| **Community** | **2018** | **2024** | **2018-2024 Actual Change** | **2018-2024 Percent Change** |
| **Lincoln County, Nevada** | **6.8%** | **5.0%** | **-1.8%** | **-26.5%** |
| Caliente | 15.5% | 4.6% | -10.9% | -70.3% |
| Pioche | 0.0% | 14.1% | 14.1% | - |
| | | | | |
| **Clark County, Nevada** | **14.1%** | **13.0%** | **-1.1%** | **-7.8%** |
| | | | | |
| Beaver County, Utah | 8.2% | 6.6% | -1.6% | -19.5% |
| Iron County, Utah | 19.6% | 13.8% | -5.8% | -29.6% |
| Washington County, Utah | 12.4% | 9.8% | -2.6% | -21.0% |
| | | | | |
| Mohave County, Arizona | 17.5% | 16.1% | -1.4% | -8.0% |
| | | | | |
| **State of Nevada** | **13.7%** | **12.4%** | **-1.3%** | **-9.5%** |
| **United States** | **14.1%** | **12.5%** | **-1.6%** | **-11.3%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

2.2.i Civilian Workforce (Individuals 16 Years of Age or Older)

Table 2.10 below presents the change in the size of the civilian workforce for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

For all of Lincoln County, the civilian workforce decreased from an estimated 1,994 total individuals in 2018 to an estimated 1,652 total individuals in 2024, a net decrease of 342 or by a percentage decrease of -17.2 percent. The civilian workforce decreased for the city of Caliente from an estimated 565 total individuals in 2018 to an estimated 437 total individuals in 2024, a net decrease of 128 total individuals or by -22.7 percent, but increased for the town of Pioche from an estimated 279 total individuals in 2018 to an estimated 379 total individuals in 2024, a net increase of 100 total individuals or by 35.8 percent. The civilian workforce also increased for Clark County in Nevada from an estimated 1.1 million total individuals in 2018 to an estimated 1.2 million total individuals in 2024, a net increase of 103,038 total individuals or by 9.5 percent.

| Table 2.10 – Civilian Workforce (Individuals 16 Years or Older) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2018 and 2024 | | | | |
|---|---|---|---|---|
| **Community** | **2018** | **2024** | **2018-2024 Actual Change** | **2018-2024 Percent Change** |
| **Lincoln County, Nevada** | **1,994** | **1,652** | **-342** | **-17.2%** |
| Caliente | 565 | 437 | -128 | -22.7% |
| Pioche | 279 | 379 | 100 | 35.8% |
| | | | | |
| **Clark County, Nevada** | **1,081,607** | **1,184,645** | **103,038** | **9.5%** |
| | | | | |
| Beaver County, Utah | 2,845 | 3,117 | 272 | 9.6% |
| Iron County, Utah | 22,649 | 30,239 | 7,590 | 33.5% |
| Washington County, Utah | 68,050 | 88,663 | 20,613 | 30.3% |
| | | | | |
| Mohave County, Arizona | 78,198 | 83,988 | 5,790 | 7.4% |
| | | | | |
| **State of Nevada** | **1,472,351** | **1,612,158** | **139,807** | **9.5%** |
| **United States** | **162,248,196** | **170,199,520** | **7,951,324** | **4.9%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

The civilian workforce increased for all neighboring Utah counties between 2018 and 2024, increasing from an estimated 2,845 total individuals in 2018 to an estimated 3,117 total individuals in 2024 for Beaver County, a net increase of 272 total individuals or by 9.6 percent, increasing from an estimated 22,649 total individuals in 2018 to an estimated 30,239 total individuals in 2024 for Iron County, a net increase of 7,590 total individuals or by 33.5 percent, and increasing from an estimated 68,050 total individuals in 2018 to an estimated 88,663 total individuals in 2024 for Washington County, a net increase of 20,613 total individuals or by 30.3 percent. For Mohave County, Arizona, the civilian workforce increased from an estimated 78,198 total individuals in 2018 to an estimated 83,988 total individuals in 2024, a net increase of 5,790 total individuals or by 7.4 percent.

Statewide, the civilian workforce increased for the entire state of Nevada from an estimated 1.5 million total individuals in 2018 to an estimated 1.6 total individuals in 2024, a net increase of 139,807 total individuals or by 9.5 percent. Nationwide, the civilian workforce increased for the entire United States from an estimated 162.2 million total individuals in 2018 to an estimated

170.2 million total individuals in 2024, a net increase of approximately 8.0 million total individuals or by 4.9 percent.

2.2.j Civilian Unemployment Rate (Individuals 16 Years of Age or Older)

Table 2.11 below presents the change in the civilian unemployment rate for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2018 and 2024. Lincoln County is highlighted.

**Table 2.11 – Civilian Unemployment Rate (Individuals 16 Years or Older)**
**Communities Within and Adjacent to the Lincoln County Regional Development Authority**
**2018 and 2024**

| Community | 2018 | 2024 | 2018-2024 Actual Change | 2018-2024 Percent Change |
|---|---|---|---|---|
| **Lincoln County, Nevada** | **10.6%** | **1.9%** | **-8.7%** | **-82.1%** |
| Caliente | 14.3% | 0.0% | -14.3% | -100.0% |
| Pioche | 11.1% | 8.2% | -2.9% | -26.1% |
| | | | | |
| **Clark County, Nevada** | **7.2%** | **7.6%** | **0.4%** | **5.6%** |
| | | | | |
| Beaver County, Utah | 4.2% | 1.7% | -2.5% | -59.5% |
| Iron County, Utah | 5.1% | 3.9% | -1.2% | -23.5% |
| Washington County, Utah | 4.4% | 3.6% | -0.8% | -18.2% |
| | | | | |
| Mohave County, Arizona | 8.9% | 7.3% | -1.6% | -18.0% |
| | | | | |
| **State of Nevada** | **6.9%** | **7.0%** | **0.1%** | **1.4%** |
| **United States** | **5.9%** | **5.2%** | **-0.7%** | **-11.9%** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2024*

The civilian unemployment rate for all of Lincoln County decreased from an estimated 10.6 percent in 2018 to an estimated 1.9 percent in 2024, a net decrease of 8.8 percent or by a percentage decrease of -82.1 percent. For the city of Caliente, the civilian unemployment rate significantly decreased from an estimated 14.3 percent in 2018 to 0.0 percent in 2024, a net decrease of 14.3 percent or by a percentage decrease of -100.0 percent and, for the town of Pioche, the civilian unemployment rate decreased from an estimated 11.1 percent in 2018 to an

estimated 8.2 percent in 2024, a net decrease of 2.9 percent or by a percentage decrease of -26.1 percent. The civilian unemployment rate for Clark County increased from an estimated 7.2 percent in 2018 to an estimated 7.6 percent in 2024, a net increase of 0.4 percent or by a percentage increase of 5.6 percent.

Between 2018 and 2024, the civilian unemployment rate decreased for Beaver County, Utah, decreasing from an estimated 4.2 percent in 2018 to an estimated 1.7 percent in 2024, a net decrease of 2.5 percent or by a percentage decrease of -59.5 percent, decreased for Iron County from an estimated 5.1 percent in 2018 to an estimated 3.9 percent in 2024, a net decrease of 1.2 percent or by a percentage decrease of -23.5 percent, and decreased for Washington County from an estimated 4.4 percent in 2018 to an estimated 3.6 percent in 2024, a net decrease of 0.8 percent or by a percentage decrease of -18.2 percent. The estimated civilian unemployment rate decreased for Mohave County, Arizona between 2018 and 2024, decreasing from an estimated 8.9 percent in 2018 to an estimated 7.3 percent in 2024, a net decrease of 1.6 percent or by a percentage decrease of -18.0 percent.

For the entire state of Nevada, the civilian unemployment rate increased from an estimated 6.9 percent in 2018 to an estimated 7.0 percent in 2024, a net increase of just 0.1 percent or by a percentage increase of 1.4 percent. For the entire United States, the civilian unemployment rate decreased from an estimated 5.9 percent in 2018 to an estimated 5.2 percent in 2024, a net decrease of 0.7 percent or by a percentage decrease of -11.9 percent.

2.2.k Total Employment by Major Industry Sector

Tables 2.12 Part 1 below presents the total number of individuals employed by major industry sector for Lincoln County, for the city of Caliente, for the town of Pioche, for Clark County, and for the entire state of Nevada and for the entire United States in 2024. 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.

For all of Lincoln County, the largest industry sector in 2024 was Educational Services, and Health Care and Social Assistance, employing 649 total individuals. Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest industry sector, employing 208 total individuals, and Professional, Scientific, Management, Administrative Waste Management Services was the third largest industry sector, employing a total of 207 individuals. The fourth largest industry sector in Lincoln County in 2024 was Construction, which employed 204 total individuals.

Professional, Scientific, Management, Administrative Waste Management Services was the top industry sector for the city of Caliente in-terms of total employment, employing 113 total individuals. The second largest industry sector was Construction, employing 58 total individuals. The third largest industry sector was Educational Services, and Health Care and Social Assistance, employing 56 total individuals, and Public Administration was the fourth largest industry sector, employing a total of 50 individuals.

| Table 2.12 Part 1 – Civilian Employment (Population 16 Years and Over) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2024 | | | | | | |
|---|---|---|---|---|---|---|
| **Industry Sector** | **Caliente** | **Pioche** | **Lincoln County, Nevada** | **Clark County, Nevada** | **State of Nevada** | **United States** |
| Agriculture, Forestry, Fishing and Hunting, and Mining | 48 | 0 | 123 | 4,679 | 19,966 | 2,511,442 |
| Construction | 58 | 0 | 204 | 83,008 | 115,241 | 11,167,040 |
| Manufacturing | 29 | 40 | 69 | 42,160 | 78,263 | 15,940,000 |
| Wholesale Trade | 0 | 0 | 22 | 18,762 | 28,212 | 3,507,744 |
| Retail Trade | 44 | 0 | 169 | 123,449 | 166,519 | 17,456,908 |
| Transportation and Warehousing, and Utilities | 11 | 45 | 140 | 82,880 | 109,628 | 9,568,767 |
| Information | 0 | 35 | 35 | 18,696 | 23,568 | 3,000,790 |
| Finance and Insurance, and Real Estate and Rental and Leasing | 0 | 0 | 0 | 68,208 | 88,682 | 10,783,159 |
| Professional, Scientific, Management, Administrative Waste Management Services | 113 | 55 | 207 | 142,018 | 189,925 | 20,282,450 |
| Educational Services, and Health Care and Social Assistance | 56 | 0 | 307 | 181,484 | 256,210 | 37,913,663 |
| Arts, Entertainment, Recreation, Accommodation and Food Services | 28 | 134 | 208 | 241,206 | 294,780 | 13,952,453 |
| Other Services, Except Public Administration | 0 | 0 | 0 | 48,547 | 66,268 | 7,588,496 |
| Public Administration | 50 | 39 | 137 | 39,628 | 62,456 | 7,624,243 |
| | | | | | | |
| **Total** | **437** | **348** | **1,621** | **1,094,725** | **1,499,718** | **161,297,155** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2024*

The largest industry sector in 2024 for the town of Pioche in-terms of total employment was Arts, Entertainment, Recreation, Accommodation and Food Services, employing 134 total individuals, followed by the Professional, Scientific, Management, Administrative Waste Management Services industry sector, employing 55 total individuals. Transportation and Warehousing, and Utilities was the third largest industry sector, employing 45 total individuals, and Manufacturing was the fourth largest industry sector for Pioche, employing 40 total individuals. For Clark County, the largest industry sector was Arts, Entertainment, Recreation, Accommodation and Food Services, employing a total of 241,206 individuals. Educational

Services, and Health Care and Social Assistance was the second largest industry sector, employing 181,484 total individuals, Professional, Scientific, Management, Administrative Waste Management Services was the third largest industry sector for Clark County, employing 142,018 total individuals, and Retail Trade was the fourth largest industry sector, employing 123,449 total individuals.

Statewide, the largest industry sector for the entire state of Nevada in-terms of total employment was Arts, Entertainment, Recreation, Accommodation and Food Services, employing a total of 294,780 individuals in 2024. The second largest industry sector, Educational Services, and Health Care and Social Assistance, employed 256,210 total individuals, and the third largest industry sector, Professional, Scientific, Management, Administrative Waste Management Services, employed 189,925 total individuals. Retail Trade was the fourth largest industry sector, employing 166,519 total individuals. Nationwide, the largest industry sector for the entire United States was Educational Services, and Health Care and Social Assistance, employing an estimated 37.9 million individuals, and the second largest industry sector was Professional, Scientific, Management, Administrative Waste Management Services, employing an estimated 20.3 million total individuals. Retail Trade was the third largest industry sector, employing approximately 17.5 million total individuals, and Manufacturing was the fourth largest industry sector, employing an estimated 15.9 million total individuals.

Table 2.12 Part 2 presents the total number of individuals employed by major industry sector for Beaver County, Utah, Iron County, Utah, Washington County, Utah, and for Mohave. County, Arizona in 2024. 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.

In neighboring Beaver County, Utah, Educational Services, and Health Care and Social Assistance was the top industry sector in 2024, employing 649 total individuals. The second largest industry sector was Construction, employing 464 total individuals, the third largest industry sector was Transportation and Warehousing, and Utilities, employing 348 total individuals, and the fourth largest industry sector in Beaver County was Manufacturing, employing 310 total individuals. For all of Iron County, Utah, the top industry sector in 2024 was Retail Trade, employing 3,585 total individuals, and the second largest industry sector was Manufacturing, employing 2,881 total individuals. Construction was the third largest industry sector, which employed a total of 2,876 individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the fourth largest industry sector in 2024, employing a total of 2,590 individuals.

In 2024, the largest industry sector for Washington County, Utah in-terms of total employment was Educational Services, and Health Care and Social Assistance, employing 21,314 total individuals. Retail Trade was the second largest industry sector, employing 10,159 total individuals, Professional, Scientific, Management, Administrative Waste Management Services was the third largest industry sector, employing 9,558 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the fourth largest industry sector, employing 8,999 total individuals. For neighboring Mohave County, Arizona, Educational Services, and

Health Care and Social Assistance was the top industry sector in-terms of total employment in 2024, employing a total of 16,213 total individuals. The second largest industry sector for Mohave County was Arts, Entertainment, Recreation, Accommodation and Food Services, employing 11,176 total individuals, and the third largest industry sector was Retail Trade, employing 10,285 total individuals. The Professional, Scientific, Management, Administrative Waste Management Services industry sector was the fourth largest industry sector, employing a total of 7,284 individuals.

**Table 2.12 Part 2 – Civilian Employment (Population 16 Years and Over)**
**Communities Within and Adjacent to the Lincoln County Regional Development Authority**
**2024**

| Industry Sector | Beaver County, Utah | Iron County, Utah | Washington County, Utah | Mohave County, Arizona |
|---|---|---|---|---|
| Agriculture, Forestry, Fishing and Hunting, and Mining | 225 | 1,055 | 539 | 1,048 |
| Construction | 464 | 2,876 | 8,204 | 6,730 |
| Manufacturing | 310 | 2,881 | 6,277 | 4,429 |
| Wholesale Trade | 54 | 346 | 1,822 | 1,070 |
| Retail Trade | 217 | 3,585 | 10,159 | 10,285 |
| Transportation and Warehousing, and Utilities | 348 | 1,073 | 4,618 | 4,527 |
| Information | 8 | 407 | 1,000 | 804 |
| Finance and Insurance, and Real Estate and Rental and Leasing | 128 | 1,234 | 5,644 | 5,423 |
| Professional, Scientific, Management, Administrative Waste Management Services | 144 | 2,517 | 9,558 | 7,284 |
| Educational Services, and Health Care and Social Assistance | 649 | 8,113 | 21,314 | 16,213 |
| Arts, Entertainment, Recreation, Accommodation and Food Services | 194 | 2,590 | 8,999 | 11,176 |
| Other Services, Except Public Administration | 179 | 1,125 | 4,100 | 4,397 |
| Public Administration | 145 | 1,250 | 3,235 | 4,512 |
| | | | | |
| **Total** | **3,065** | **29,052** | **85,469** | **77,898** |

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2024*

# 3.0 Review of Key Internal and External Environmental Characteristics for Lincoln County, Nevada

This section summarizes the results of the analysis, evaluations, discussions, and conclusions gathered during the strategic planning workshop facilitated by the University Center for Economic Development on July 27, 2026 for the Lincoln County Regional Development Authority with various participants and public sector, private sector, and non-profit community-based stakeholders.

## 3.1 Review of New Business Creation and Attraction and Existing Business Retention and Expansion Activities in Lincoln County, Nevada

An update of economic development activities in the region reflects the ongoing concerted effort among the public sector, private sector, and community-based and non-profit organizations in implementing strategies and initiatives geared towards new business creation and attraction, and in support of existing business retention and expansion. The Lincoln County Regional Development Authority, through its established partnerships with federal, state, and local government agencies, various private sector firms across multiple industry sectors, and different non-profit and community-based organizations, continues to serve as the umbrella organization for broad business creation, attraction, retention, and expansion and general economic sustainability efforts in and across the region.

3.1.a New Business Creation and Attraction Efforts and Partners

Figure 3.1 presents a summarized word cloud of the various public sector agencies, private sector firms, and non-profit community-based organizations that participants of the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update workshop identified as either existing or potential partners in supporting broad new business creation and attraction efforts throughout Lincoln County.

Workshop participants noted that the government of Lincoln County, the City of Caliente, and each individual community located within and throughout Lincoln County each play a major role in supporting broad new business creation and attraction efforts. Notably, the county government, municipal government, and each individual community are essential in providing critical public services and infrastructure that support new businesses across a variety of industry sectors. Workshop participants noted that, in partnership with various other public sector agencies at both the state and federal level, including agencies and organizations such as the Nevada Governor's Office of Economic Development, the Nevada Department of Tourism and Cultural Affairs and Travel Nevada, and the U.S. Department of Agriculture Rural Development,

Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority need to continue to work to identify and secure the necessary financial and non-financial resources to support continued development of public services and infrastructure needed to support new business creation and attraction efforts.

**Figure 3.1 – Identified New Business Creation and Attraction Resources and Partners July 27, 2026 Comprehensive Economic Development Strategy Annual Evaluation and Update Workshop**




Other specific new business creation and attraction partners highlighted by workshop participants include Nevada System of Higher Education institutions (notably the University of Nevada, Reno and University of Nevada Cooperative Extension and the University Center for Economic Development), the Nevada Small Business Development Center, the Lincoln County Authority on Tourism, and local chambers of commerce including the Pioche Chamber of Commerce as actively working to support broad new business creation and attraction efforts throughout Lincoln County. Specific resources that can be used to support broad new business creation and attraction efforts within and throughout Lincoln County identified by workshop participants include the recent development of a new business incubator, the Caliente Railroad Depot in Caliente, the county's unique geographic location and close ties to other counties in neighboring Arizona and Utah as well as other counties in Nevada including White Pine County to the north and Clark County to the south, and an availability of land and vacant buildings that can support new business development across a variety of industry sectors. Workshop participants also noted the investments that have been made and are planned to further expand and modernize the county's existing power infrastructure, communication infrastructure, and

transportation infrastructure as central to the region's new business creation and attraction efforts.

3.1.b Existing Business Retention and Expansion Efforts and Partners

Figure 3.2 presents a summarized word cloud of the various public sector agencies, private sector firms, and non-profit community-based organizations that participants of the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update workshop identified as either existing or potential partners in supporting broad existing business retention and expansion efforts throughout Lincoln County.

**Figure 3.2 – Identified Existing Business Retention and Expansion Resources and Partners July 27, 2026 Comprehensive Economic Development Strategy Annual Evaluation and Update Workshop**




Workshop participants identified a number of similar public sector, private sector, and non-profit community-based organizations and resources that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority are already working with or using to support broad existing business retention and expansion efforts. Local, state, and federal government agencies and organizations such as the county government, the government of the City of Caliente, the Nevada Governor's Office of Economic Development, the Nevada Department of Tourism and Cultural Affairs and Travel Nevada, and the U.S. Department of Agriculture Rural Development were all highlighted as actively working with the county, the city, and the Lincoln County Regional Development Authority to support existing business retention and expansion

efforts. Existing efforts by University of Nevada Cooperative Extension, the University Center for Economic Development (specifically the Center's Nevada Lithium Batteries and Other EV Materials Loop Regional Technology and Innovation Hub, or 'Nevada Tech Hub'), the Nevada Small Business Development Center, and the Lincoln County Authority on Tourism all actively support existing business retention and expansion efforts and could potentially focus additional resources on supporting the county's and region's existing business community.

In addition to highlighting ongoing investments that the county, the city, and other strategic partners have and continue to make in critical public services and public infrastructure, workshop participants also highlighted the specific efforts of individual firms such as SixCo. Nevada. While SixCo. Nevada is currently working on its own development projects in Lincoln County, their efforts and potential future new employment levels could potentially serve as a catalyst for retaining and expanding other existing businesses in other directly and indirectly related industry sectors across the county. SixCo. Nevada is also part of Lincoln County's efforts to support new business creation and attraction efforts in new emerging industry sectors such as biomass-to-biofuel production and renewable energy production, energy sectors that directly contribute to local, regional, and statewide economic diversification goals and even to broader national security objectives.

## 3.2 Key Trends and Relevant Socio-Demographic, Economic, and Employment Indicators for Lincoln County, Nevada

Workshop participants who participated in the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update planning workshop were asked to identify specific trends and relevant socio-demographic, economic, and employment indicators for Lincoln County, for the City of Caliente, for other parts of Lincoln County, and for the Lincoln County Regional Development Authority region based on the socio-demographic, economic, and employment data presented in Section 2.0 of this University Center for Economic Development technical report. Specific trends and relevant socio-demographic, economic, and employment indicators highlighted by workshop participants that are both opportunities and potential concerns included continued population decline, the median age of both the county and individual communities within and throughout the county, and changes in the county's overall civilian workforce.

The first key trend and relevant socio-demographic, economic, and employment indicator highlighted by workshop participants concerns the continued population decline of Lincoln County overall as well as the continued population decline for the town of Pioche. Between 2018 and 2024, the total population for all of Lincoln County declined from an estimated 5,174 total individuals in 2018 to an estimated 4,405 total individuals in 2024, a net decrease of 769 total individuals or by -14.9 percent. The total population for Pioche declined from an estimated 1,189 total individuals in 2018 to an estimated 1,031 total individuals in 2024, a net decrease of 158 total individuals or by -13.3 percent. However, the total population for the City of Caliente has begun to stabilize, with the city's total population increasing slightly between 2018 and 2024, from an estimated 1,135 total individuals in 2018 to an estimated 1,146 total individuals in 2024,

a net increase of eleven total individuals or by 1.0 percent. Stabilizing the county's total population and capitalizing on the slight population growth for the City of Caliente is vital to the county's and broader region's economic development efforts as a growing population will support needed growth in the county's and broader region's civilian workforce, critical to supporting new business creation and attraction and existing business retention and expansion efforts.

The second key trend and relevant socio-demographic, economic and employment indicator highlighted by workshop participants concerns ongoing changes in the county's estimated median age and the potential impacts that a continually aging population may have in regard to broad community and economic development efforts. While the median age for all of Lincoln County increased only slightly between 2018 and 2024, increasing from an estimated 45.2 years of age in 2018 to an estimated 45.4 years of age in 2024, the estimated median of 45.4 years of age was significantly older than several surrounding counties in the larger region. The estimated median age for Clark County in 2024 was just 38.5 years of age, 34.4 years of age in neighboring Beaver County in Utah, 30.2 years of age in Iron County, and 39.1 years of age in Washington County. However, the estimated median age for neighboring Mohave County in Arizona was 53.6 years of age in 2024, significantly older than the median age in Lincoln County. On a community level, the estimated median age for the City of Caliente declined significantly between 2018 and 2024, decreasing from an estimated 41.5 years of age in 2018 to an estimated 38.0 years of age in 2024, but increased from an estimated 47.2 years of age in 2018 to an estimated 54.6 years of age in 2024 for Pioche. While the City of Caliente seems to be attracting a younger demographic, essential to building a sustainable and robust civilian workforce, other parts of Lincoln County continue to age. Efforts need to be taken to attract a younger demographic while other efforts will be needed to continue to provide a wide range of services to support a relatively older population.

The final key trend and relevant socio-demographic, economic, and employment indicator highlighted by workshop participants concerns the continued uneven development of the county's civilian workforce. Countywide, the civilian workforce declined from an estimated 1,994 total individuals in 2018 to an estimated 1,652 total individuals in 2024, a net decrease of 342 total individuals or by -17.2 percent. Despite stabilization of the total population and even a decline in the median age of the total population for the City of Caliente between 2018 and 2024, the civilian workforce for the City of Caliente declined from an estimated 565 total individuals in 2018 to an estimated 437 total individuals in 2024, a net decrease of 128 total individuals or by a percentage decrease of -22.7 percent. Despite population decline and relatively older population, the civilian workforce for Pioche actually increased from an estimated 279 total individuals in 2018 to an estimated 379 total individuals in 2024, a net increase of 100 total individuals or by 35.8 percent. For the broader region, other neighboring counties experienced significant growth in their civilian workforces. The civilian workforce in Clark County increased by 9.5 percent between 2018 and 2024, increased by 9.6 percent, 33.5 percent, and 30.3 percent for Beaver County, Iron County, and Washington County respectively, and increased by 7.4 percent between 2018 and 2024 for Mohave County in Arizona. Efforts to successfully and sustainably attract and retain a competitive workforce is essential to the county's broader economic development strategy and to the Lincoln County Regional Development Authority's new business creation and

attraction and existing business retention and expansion strategies. Investments in broader community development efforts, including sustainable housing development, new education and childcare services, and healthcare services, will be needed to attract and retain a new workforce and to serve the county's existing population.

## 3.3 Revised Strengths, Weaknesses, Opportunities, and Threats Analysis for Lincoln County, Nevada

A revised strengths, weaknesses, opportunities, and threats (SWOT) analysis for Lincoln County and for the Lincoln County Regional Development Authority is presented in this sub-section. *Strengths* are defined as characteristics of Lincoln County, individual communities located within the county, and the region that gives the county and individual communities an economic development advantage over others and *weaknesses* are defined as characteristics that places the county, individual communities, and the region at an economic development competitive disadvantage relative to other communities. *Opportunities* are elements within the external environment that Lincoln County and the Lincoln County Regional Development Authority, and their various public sector, private sector, and community-based non-profit stakeholders and partners, could potentially take advantage of and *threats* are elements within the external environment that may hamper the economic development efforts of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority over the next five years.

3.3.a Strengths

Figure 3.3 presents a summarized word cloud of the individual strengths that participants of the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update workshop identified as essential to the county's, community's, and Lincoln County Regional Development Authority's broader economic development efforts.

Central among the various strengths identified by workshop participants were the various investments that have been made to support the county's and region's tourism and hospitality sector and the specific assets that specifically support a broad range of outdoor recreation activities. Wide open spaces, investment in trails, and various supporting infrastructure, including efforts by the Lincoln County Authority on Tourism to position Lincoln County as a nationally and internationally renown 'outdoor recreation destination' has significantly strengthened the county's tourism and hospitality sector while helping support broad new business creation and attraction and existing business retention and expansion efforts in several directly and indirectly related sectors. New and existing firms specializing in lodging and accommodations, food and beverage, and entertainment and recreation have actively capitalized on the positioning of Lincoln County as an 'outdoor recreation destination' and major investments made in historical assets, such as the Caliente Railroad Depot located in Caliente, are helping to diversify the county's tourism and hospitality industry sector to include 'heritage tourism' offerings.

Other major strengths identified by workshop participants include the continued investment that the county, the city, other communities, and the county's various state and federal government partners have made in critical public services and public infrastructure and the investment in these public services and public infrastructure that private sectors have already and plan to make as part of their business development strategies. These investments in various public services and public infrastructure are supporting the county's existing population and business community while also laying a foundation to support future population growth, future growth of the area's civilian workforce, and future business creation, attraction, retention, and expansion strategies. While these investments are being made in regards to future growth and economic diversification, workshop participants noted the need to protect the county's existing cultural heritage and identity which is fundamentally rural and focused on personal relationship, community ties, and, ultimately, the individuals and families that already live within and throughout Lincoln County.

**Figure 3.3 – Identified Community and Economic Development Strengths**
**July 27, 2026 Comprehensive Economic Development Strategy Annual Evaluation and Update Workshop**




One additional critical community and economic development strength noted by workshop participants is the county's existing geographic location and its central location to other parts of Nevada and to growing parts of neighboring Arizona and Utah. While additional investments in critical transportation infrastructure will be needed, the community of Alamo in southern Lincoln County is located approximately 95 miles north of the Las Vegas metropolitan area. The City of Caliente is located approximately 151 miles north of the Las Vegas metropolitan area and the

community of Pioche is just 175 miles north of the Las Vegas metropolitan area. While located in neighboring White Pine County, Great Basin National Park is located just north of Lincoln County. This geographic relationship to major tourism and hospitality centers and Lincoln County's own growth in tourism and hospitality and outdoor recreation specifically, places the county in an advantageous position to become an even greater 'outdoor recreation destination'. Lincoln County can also strategically position itself as a major central hub of commerce in new and emerging industry sectors and take advantage of existing workforce populations in counties in neighboring Arizona and Utah. Again, additional investments in critical transportation infrastructure, as well as continued investment in new business creation and attraction and existing business retention and expansion efforts in selected industry sectors, will be needed to take further advantage of the county's strategic geographic location in south-eastern Nevada.

3.3.b Weaknesses

Figure 3.4 presents a summarized word cloud of the individual weaknesses that participants of the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update workshop identified as potentially limiting or impeding the county's, community's, and the Lincoln County Regional Development Authority's broader economic development efforts.

**Figure 3.4 – Identified Community and Economic Development Weaknesses**
**July 27, 2026 Comprehensive Economic Development Strategy Annual Evaluation and Update Workshop**



Insufficient transportation infrastructure and a general 'lack of' critical assets were identified as one of the most important community and economic development weaknesses that continue to limit and impede economic development and diversification efforts throughout Lincoln County. For example, several workshop participants noted that Lincoln County has approximately 7,000 miles of improved roadway but only about 70 miles of that total is actually paved. In addition to addressing the county's transportation infrastructure needs, workshop participants also noted the need for additional investment in other key public services and public infrastructure. While major investments have been made in the county's community and telecommunication infrastructure, additional investments in this infrastructure, as well as additional power infrastructure, water and waste water infrastructure, and storm water management systems will be needed to support new business creation and attraction and existing business retention and expansion efforts. These investments will also be needed to successfully attract and retain a younger population and associated civilian workforce. Additional housing, new education and childcare services, and expanded healthcare services will also be needed to sustainably attract and retain additional population and additional workers.

More broadly, workshop participants noted the need for continued and expanded community engagement and communication. While not a significant weakness, there is a portion of the county's existing population, like many other parts of Nevada, that are somewhat resistant to growth and the potential threat that growth can be to a community's existing cultural identity and heritage. Lincoln County, the City of Caliente, other local communities, and the Lincoln County Regional Development Authority should actively work with community members and even existing businesses and property owners to proactively address concerns and actively mitigate potential negative side effects that new growth, and even increased tourism and hospitality activity, could pose. Making strategic investments in public services and public infrastructure, along with targeted business creation, attraction, retention, and expansion efforts that serve the needs of the existing population, will be part of this proactive effort as the county, the city, other communities, the Lincoln County Regional Development Authority, and partners and stakeholders continue to pursue the strategic goals outlined in this five-year Comprehensive Economic Development Strategy.

### 3.3.c Opportunities

Figure 3.5 presents a summarized word cloud of potential community and economic development opportunities that participants of the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update workshop identified.

Many of the identified community and economic development opportunities identified by workshop participants focused on the continued growth and diversification of the county's existing tourism and hospitality industry sector, specifically focusing on the continued development and positioning of Lincoln County as a nationally and internationally recognized 'outdoor recreation destination' that offers a diverse array of outdoor recreation and even heritage-based tourism opportunities. Since the COVID-19 global pandemic, there has been a notable national and international interest in outdoor recreation and heritage-based tourism and the county's strategic location to Clark County and the Las Vegas metropolitan area, an area that

had an estimated 38.5 million visitors in 2025 alone, is strategically positioned to offer a more complete and experiential-based opportunity for national and international visitors to the Las Vegas metropolitan area. Additional investment in eco-tourism, Dark Skies initiatives, and special events can continue to position Lincoln County as a major tourism and hospitality hub in Nevada and throughout the broader western and intermountain western United States.

**Figure 3.5 – Identified Community and Economic Development Opportunities**
**July 27, 2026 Comprehensive Economic Development Strategy Annual Evaluation and Update Workshop**




Beyond the obvious community and economic development opportunities associated with the county's existing tourism and hospitality industry sector, new private sector firms such as SixCo. Nevada are helping diversify Lincoln County's overall economic base in new emerging industry sectors. These new private sector firms are supporting broad economic diversification efforts by making major investments in new manufacturing and sustainable energy production, positively contributing to broader statewide economic development and diversification efforts. For Lincoln County, for the City of Caliente and other local communities, and for the Lincoln County Regional Development Authority, investment in additional small to medium sized business startups will be needed to help support growth of the county's own localized and regional supply chain and value network, a diversified supply chain and value network that will be needed to support further economic development and diversification efforts.

3.3.d Threats

Figure 3.6 presents a summarized word cloud of potential community and economic development threats that participants of the July 27, 2026 Comprehensive Economic Development Strategy annual evaluation and update workshop identified that could potentially derail the county's and region's broader economic development and diversification strategy.

**Figure 3.6 – Identified Community and Economic Development Threats**
**July 27, 2026 Comprehensive Economic Development Strategy Annual Evaluation and Update Workshop**




Many of the specific threats identified by workshop participants include potential natural disasters that could place significant strain on area and regional public services and public infrastructure, continued issues over the disposal and use of public lands within and throughout Lincoln County, and larger regional concerns over the availability of critical natural resources. Fires, floods, and other natural disasters have historically proven extremely disruptive and destructive to broad community and economic development efforts within and throughout Lincoln County. The frequency and severity of these natural disasters has resulted in Lincoln County being designated by the U.S. Federal Emergency Management Agency as a natural disaster area in April 2023. While the county and its various community and economic development partners have attempted to take advantage of this designation by applying for a 2025 U.S. Economic Development Administration Disaster Supplemental Grant, these ongoing and recurring natural disasters still pose a threat to longer-term economic development efforts throughout the county.

Approximately 97.0 percent to 98.0 percent of all the land within Lincoln County is currently owned and/or managed by the federal government, with the majority of that land managed by the U.S. Bureau of Land Management. Past efforts to dispose of some of this federally owned and/or managed public land to support new community and economic development efforts has been met with limited to marginal success. While preservation and the protection of public lands within and throughout Lincoln County is critical to some of the county's economic development and diversification efforts, especially in the tourism and hospitality industry sector, additional disposal of public lands is critically needed to support new business creation and attraction efforts in key industry sectors, ranging from bio-mass to bio-fuel production to other advanced manufacturing industry sectors, and developing critical community development assets such as new transportation, power, water, and telecommunications infrastructure and needed housing. Continued efforts to secure additionally disposed of land in partnership with state government and federal government partners is vitally important to the county's and broader region's economic development and diversification strategy.

# 4.0 Revised Priorities and Evaluation of the Key Elements of the Current Five-Year Comprehensive Economic Development Strategy

An evaluation of the progress of the current five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority was completed as part of the annual evaluation and update strategic planning workshop held on July 27, 2026. This effort involved reviewing, evaluating, and updating as needed the key elements of the current five-year Comprehensive Economic Development Strategy, including the current strategic economic development vision statement, the existing strategic goals and objectives, and annual priority and primary issues. This annual evaluation and update to the key elements of the current five-year Comprehensive Economic Development Strategy also ensures continued alignment of the efforts of individual public sector, private sector, and non-profit community-based stakeholders with the broader existing economic development vision and the addition of new strategic goals if needed to meet changing internal and external environmental characteristics.

## 4.1 Review and Update of the Existing Economic Development Vision Statement

As part of the development of this current five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority and as part of the previous annual evaluation and update to this current five-year Comprehensive Economic Development Strategy, the current economic development vision statement is:

*"By working collaboratively with our community and economic development stakeholders and partners, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will pursue new business creation and attraction and existing business retention and expansion strategies across a variety of existing and emerging industry sectors that contribute to economic growth and diversification while preserving and enhancing our quality of life, our rich culture and heritage, and our abundant natural resources, amenities, and assets."*

Participants of the July 27, 2026 annual evaluation and update strategic planning workshop were asked to evaluate this current economic development vision statement, determine whether or not the current economic development vision statement is still relevant and reflects the ultimate long-term objective of local, countywide, and regional community and economic development strategies, and revise as needed. Workshop participants generally agreed that the current

economic development vision is still relevant, still reflects the ultimate long-term objective of countywide and regional community and economic development strategies for the county, and that no changes or revisions to the vision statement are needed.

During the evaluation of this current economic development vision statement, workshop participants did, however, note new emerging issues, notably the importance of developing sustainable energy production to secure the county's long-term and independent economic future. Workshop participants further noted that new emerging industry sectors within and throughout Lincoln County will require increased engagement with various regional, state, and federal government partners. For example, several workshop participants noted that the Lincoln County Regional Development Authority should work proactively with the Nevada Division of Minerals to map and inventory mineral and mining activity in the county. Additional efforts, including a renewed focus on local energy production and transmission, will be incorporated into either the existing strategic economic development goals and objectives or incorporated into new strategic economic development goals and objectives that the county, the city and other communities, and the Lincoln County Regional Development Authority will pursue over the remainder of this current five-year strategic planning horizon.

## 4.2 Review and Update of the Existing Economic Development Strategic Goals

Workshop participants, representing the public sector, private sector, and different non-profit community-based organizations, who participated in the July 27, 2026 annual evaluation and update strategic planning workshop of the current five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority were asked to evaluate each individual goal that were revised during the last annual evaluation and update to the current five-year Comprehensive Economic Development Strategy and, potentially, develop new goals for the remainder of this current five-year strategic planning horizon. This sub-section presents a summary of that evaluation and revised and new strategic economic development goals for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

### 4.2.a Review of the Existing Economic Development Strategic Goals

As part of the evaluation of the current set of strategic economic development goals, workshop participants were asked to determine whether or not any level of progress has been made over the past year in achieving each individual strategic economic development goal. Workshop participants were also asked to determine whether or not each individual strategic economic development goal is still relevant and whether any revisions to each individual strategic economic development goal is needed.

- ***Goal No. 1***: Increase total employment countywide by 300 total individuals in six new agricultural food processing, biomass-to-biofuel production, waste-to-energy, baseload-oriented renewable energy generation, natural resource, and transportation firms located in Lincoln County by the end of 2028.

Workshop participants generally agreed that some measurable progress has been made in increasing overall countywide employment in the targeted industry sectors outlined as part of this specific strategic economic development goal. Workshop participants specifically highlighted new advanced manufacturing activity in Alamo as part of the continued development of the Alamo Industrial Complex, new mineral exploration activity occurring within and throughout the county, and, specifically, SixCo. Nevada's continued development of a new biomass-to-biofuel and renewable energy project. These efforts, combined with continued efforts to retain and expand existing firms already operating throughout Lincoln County, have resulted in measurable increases in total employment. For the next year and for the remainder of the current five-year strategic planning horizon, workshop participants agreed that this goal is still very relevant.

- ***Goal No. 2***: Reduce the amount of overall annual retail and trade service industry sector 'leakage' in Lincoln County by 10.0 percent by the end of 2027.

  While retail and trade service industry sector 'leakage' is still prevalent in Lincoln County, workshop participants agreed that significant progress has been made in reducing that overall economic 'leakage'. A majority of the progress that has been made toward addressing ongoing economic leakage in the retail and trade service industry sector has been addressed through targeted small business creation and attraction efforts and efforts to retain and expand existing retailers and trade service providers. Different communities in Lincoln County have seen noticeable increases in the number of new business licenses issued for firms in the retail and trade service industry sector, including the opening of the Lincoln Ace Hardware store in Caliente, and the development of new healthcare services. Revenues collected from the local diesel tax and ad valorem property tax on personal property have also increased, indicating improvements in capturing the economic and fiscal impacts of businesses operating within and throughout Lincoln County in the retail and trade service industry sector. Despite these improvements, a substantial amount of economic and fiscal leakage remains and, because of this, workshop participants agreed that this strategic economic development goal is still very relevant as part of the region's continued community and economic development efforts.

- ***Goal No. 3***: Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year by the end of 2025 and support the development of 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.

  Significant progress on increasing the year-over-year number of issued housing development construction permits in Lincoln County has been made over the past year of continued implementation. In just the last year, 32 new housing units were successfully completed and opened by Nevada Rural Housing, with 100.0 percent occupancy. New residential units are also currently being built in Alamo, Panaca, and Pioche and the Lincoln County Water District is currently developing additional connections to support

additional residential development throughout the county. Given the continued need of additional housing within and throughout all parts of Lincoln County, workshop participants unanimously agreed that this specific strategic economic development goal is still very relevant.

Workshop participants did agree to modify and revise parts of this current strategic economic development goal, agreeing to drop the words '…by the end of 2025…' from the first part of the goal. The revised goal will read: *Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year and support the development of 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028*.

- ***Goal No. 4***: In order to sustainably grow Lincoln County's workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.

  As previously noted, workshop participants noted that it is critically important for the county, for individual communities within and throughout the county, and for the Lincoln County Regional Development Authority, along with various local, regional, state, and federal partners and in partnership with area private sector partners, to reverse the continued decline in the countywide civilian workforce. Between 2018 and 2024, the civilian workforce for all Lincoln County declined from an estimated 1,994 total individuals in 2018 to an estimated 1,652 total individuals in 2024, a net decrease of 342 total individuals or by -17.2 percent. This continued countywide decline in the civilian workforce is hampering broader new business creation and attraction and existing business retention and expansion efforts.

  Workshop participants noted that the continued development of new residential units throughout the county is a critical first step in addressing this issue. Workshop participants further noted that this specific strategic economic development goal is extremely relevant to the county's and region's broader economic development efforts and, as part of the continued pursuit of this specific strategic economic development goal, area workforce development partners should strive to expand adult-oriented workforce development programs across the county and across new emerging and existing industry and occupation sectors.

- ***Goal No. 5***: Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2025.

  Over the past year, significant progress has been made in increasing overall access to more reliable broadband and telecommunication services across the county, including

successfully securing the needed financial resources to support increased access. For example, the Lincoln County Telephone System recently secured a $23 million loan from U.S. Department of Agriculture Rural Development for expanded telecommunication service development in Pioche and the continued growth of new residential development across the county is also leading to major investments being made in the county's broadband and telecommunication infrastructure by private sector residential developers. As part of the continued implementation of this current five-year Comprehensive Economic Development Strategy, workshop participants agreed that this specific strategic economic development goal is still extremely relevant.

Workshop participants did agree to slightly revise this goal, changing '2025' at the end of the goal to '2028', reflecting the long-term importance of continued improvement in reliability and access to broadband and telecommunication services within and throughout Lincoln County. The revised goal will read: *Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2028*.

- ***Goal No. 6***: In order to support new business creation and attraction and existing business retention and expansion efforts in the City of Caliente, the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.

  Significant progress has been made on the continued efforts to refurbish, revitalize, and support broad adaptive re-use of the Caliente Railroad Depot over the past year. Notably, significant refurbishments have been completed to the exterior of the Depot and several internal spaces within the Depot have also been refurbished and transitioned to new adaptive reuse, including the housing of the Caliente Community and Visitors Center. In August 2026, the City of Caliente was informed that U.S. Department of Agriculture Rural Development had awarded a $45,000 Rural Business Development Grant to support refurbishment of the Depot's existing clay pipes on the exterior of the building to reroute and improve overall water drainage away from the building. An additional $15,000 grant was awarded to the City of Caliente from the Nevada Arts Council to develop a new mural for the Depot's main lobby area. While major progress has been made in achieving this specific strategic economic development goal, workshop participants unanimously agreed that it should and will remain a critically relevant part of the current five-year Comprehensive Economic Development Strategy. Over the next year and for the remainder of the current five-year strategic planning horizon, additional focus on continued improvements to the Depot (especially on the second floor) and on restoring passenger rail service will be made.

- ***Goal No. 7***: Increase the total annual number of visitors, outdoor recreation enthusiasts, and tourists to Lincoln County by a factor of four and double the average per visitor, outdoor recreation enthusiast, and tourist spending among businesses located in Lincoln County by the beginning of 2030.

Workshop participants noted significant progress in increasing the total annual number of visitors, outdoor recreation enthusiasts, and tourists to Lincoln County and a significant number of progress in increasing the average per visitor, outdoor recreation enthusiast, and tourist spending among businesses located throughout Lincoln County over the past year. As previously noted, Lincoln County has strategically positioned itself as a nationally and even internationally recognized 'outdoor recreation destination' by taking advantage of existing outdoor recreation and broader tourism and hospitality assets and investments that have been made in improving and expanding these assets. Significant effort has also been placed in growing the county's existing retail and service sectors as a way of enhancing visitor, enthusiast, and tourist spending.

Additional specific actions that have either been completed or are currently underway to further support achievement of this specific strategic goal include:

- Focusing on the highest percentage of visitors based on age demographics (individuals between the ages of 45 years of age and older) in categories such as promotion of historical and cultural assets (museums, railroad, mining, agriculture, ranching, etc.) and natural resources (parks, rock art, trilobite, off-road activities, etc.).

- Methodology for extending stays, including creation of self-guided tours that capture visitor focus for longer periods of time, development of guides tours (currently being created as the result of asset acquisition funded by a Travel Nevada Destination Development grant), and creation of road trip itineraries to help build confidence in exploring 'off the beaten path' locations.

- Outdoor recreation promoted through awareness building of available activities and getting buy-in from local operators (parks, U.S. Bureau of Land Management, clubs and organizations, businesses, etc.).

- Self-promotion of Lincoln County through a printed visitor guide and brochures and QR coded messaging placed in local hospitality-oriented businesses that says 'now that you are here, stay a while' with a call to action (sending the user to the Lincoln County Authority on Tourism's website).

- Twenty-four hour, seven-day a week 'visitor information' is now available through an interactive kiosk centrally located in Lincoln County at the Caliente Train Depot in the City of Caliente.

- Recently opened (still under development) a physical visitor center location at the Caliente Trian Depot in the City of Caliente where visitors can access and use a wi-fi hotspot, take brochures and sit in a comfortable setting and grab a coffee, water, or snack (further tying visitor, enthusiasts, and tourist activity with expanded retail and service sector activity).

- Increased wayfinding signage throughout Lincoln County.

- Expanding presence at public events to share information about broad tourism and hospitality and specific outdoor recreation opportunities in Lincoln County (i.e. Nevada State Fair, Lincoln County Health Fair, Memorial Day Weekend celebration, Labor Day, 4th of July, etc.).

- Actively participate in Nevada Commission on Tourism/Travel Nevada's Frontier Territory to expand existing advertising reach.

Workshop participants agreed to refine and modify this specific strategic economic development goal to add more clarity and create more specific targets. The revised goal will read: *By 2030, Lincoln County aims to quadruple the total annual number of visitors, including tourists and outdoor recreation enthusiasts, while doubling the average spending per visitor at local businesses located within and throughout the county*. As part of the effort to continue to implement and achieve the specific elements of this specific strategic economic development goal, workshop participants agreed that this specific goal remains very relevant and will remain extremely relevant for the remainder of the current five-year strategic planning horizon. Workshop participants also agreed to specifically target continued growth and promotion of the new Caliente Community & Visitor Center (as noted above) over the next year of implementation of this current five-year Comprehensive Economic Development Strategy.

- ***Goal No. 8***: Increase the overall number of private sector firms in the construction and trade service industry sectors licensed throughout Lincoln County by at least 10.0 percent by the end of 2025.

  Over the past year, local and regional community and economic development partners, working collaboratively with state and federal government partners as well as with private sector firms, have made significant progress toward increasing the overall number of private sector firms in the construction and trade service industry sectors throughout Lincoln County as part of this five-year Comprehensive Economic Development Strategy's business creation, attraction, retention, and expansion efforts. Notably, new private sector firms specializing in heating, ventilation, and air condition (HVAC) installation, repair, and servicing, plumbing, and general 'handyman' services have been created, helping limit the amount of economic leakage in the county in the construction and trade service industry sectors. Workshop participants agreed that continued focus on this specific strategic economic development goal, as part of the targeted business creation, attraction, retention, and expansion efforts, is still extremely relevant.

  Workshop participants suggested one minor change, changing the targeted end of '2025' to '2028', extending this specific strategic economic development goal to the end of the current five-year strategic planning horizon. The revised goal will read: *Increase the*

*overall number of private sector firms in the construction and trade service industry sectors licensed throughout Lincoln County by at least 10.0 percent by the end of 2028*.

- ***Goal No. 9***: Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.

  While additional effort is needed, significant progress has been made on fully refurbishing and revitalizing the Gem Theater located in Pioche, Nevada over the past year and active steps are currently being pursued to create a long-term adaptive re-use plan for the Theater. Specifically, significant work has recently been completed on refurbishing the Gem Theater's interior space and nearly all of the Theater's existing neon has been repaired and restored. Restoration of the Gem Theater's neon marquee sign was supported by a 2022 U.S. Department of Agriculture Rural Business Development Grant and funding was secured through a 2024 through 2025 state of Nevada appropriation for updating the building's systems, building exterior, and interior finishes. For 2025 through 2026, a U.S. Department of Agriculture Rural Business Development Grant was awarded for theater seating reupholstery and a Travel Nevada Special Projects Grant was also awarded for accessibility measures and flooring improvements. Over the remainder of the current five-year strategic planning horizon, specifically for 2027 through 2028, efforts will be made to fundraise toward final scopes of work to successfully reopen the Gem Theater for public use.

- ***Goal No. 10***: Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 50.0 percent by the end of 2025.

  Workshop participants agreed that some progress has been made in increasing the overall number of businesses operating within the existing commercial district in Pioche, Nevada but that most of this progress has been achieved by successfully refurbishing and reopening existing commercial space within the district. Workshop participants further agreed that additional *new* commercial space is needed to provide modern spaces for new and existing businesses interesting in operating a locating in Pioche or expanding their existing footprint. Given the remaining relevance of this specific strategic economic development goal, workshop participants suggested two specific changes to this specific goal. First, the target date of '2025' should be changed to '2028' to ensure that the goal remains relevant for the remainder of the current five-year strategic planning horizon and, second, that the target of '50.0 percent' should be reduced to '20.0 percent' to reflect current local, regional, statewide, and even national economic realities that individual businesses currently face. The revised goal will read: *Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 20.0 percent by the end of 2028*.

- ***Goal No. 11***: In order to continue further improvement in measures of median household, median family, and per capita income, continue to support the growth of the public sector employment in all the communities in Lincoln County.

Over the past year, largely due to broad new business creation and attraction and existing business retention and expansion efforts, targeted workforce development and job training programs, growth and diversification of existing key industry and occupation sectors within and throughout Lincoln County, and the investments that major private sector firms such as SixCo. Nevada have made, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have made significant progress in increasing overall levels of median household income, median family income, and per capita income. Countywide, median household income has increased by 28.2 percent between 2018 and 2024, median family income has increased by 52.0 percent, and per capita income has increased by 49.6 percent over the same 2018 to 2024 period. These increases and improvements have been so significant that 2027 will be the first year that Lincoln County is not eligible for automatic Community Development Block Grant funding. While significant progress has been made in achieving this specific strategic economic development goal, workshop participants agreed that this goal is still extremely relevant and that additional focus should be made on business creation and job creation that keeps more of the income earned by local area individuals and families in Lincoln County. Investment in high-pay and high-skill industry sectors, coupled with continued business creation, attraction, retention, and expansion strategies, will help ensure continued achievement of this specific strategic economic development goal over the remainder of the current five-year strategic planning horizon.

For the next year and for the remainder of the current five-year strategic planning horizon, each of the existing strategic economic development goals developed and revised as part of the last annual evaluation and update will remain relevant to the continued economic development and diversification efforts of Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and to various other public sector, private sector, and non-profit community-based organizations. Over the course of the next year of implementation of this current five-year Comprehensive Economic Development Strategy, slight modification and adjustment of any of the specific economic development goals may be needed to support further goal achievement and implementation.

4.2.b Updated Economic Development Strategic Goals

Based on the evaluation of the current set of strategic economic development goals as part of this current five-year Comprehensive Economic Development Strategy, the following revised set of strategic economic development goals will serve as the foundation for continued community and economic development efforts in Lincoln County:

- ***Goal No. 1*** (Unchanged): Increase total employment countywide by 300 total individuals in six new agricultural food processing, biomass-to-biofuel production, waste-to-energy, baseload-oriented renewable energy generation, natural resource, and transportation firms located in Lincoln County by the end of 2028.

- ***Goal No. 2*** (Unchanged): Reduce the amount of overall annual retail and trade service industry sector 'leakage' in Lincoln County by 10.0 percent by the end of 2027.

- ***Goal No. 3*** (Revised): Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year and support the development of 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.

- ***Goal No. 4*** (Unchanged): In order to sustainably grow Lincoln County's workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.

- ***Goal No. 5*** (Revised): Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2028.

- ***Goal No. 6*** (Unchanged): In order to support new business creation and attraction and existing business retention and expansion efforts in the City of Caliente, the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.

- ***Goal No. 7*** (Revised): By 2030, Lincoln County aims to quadruple the total annual number of visitors, including tourists and outdoor recreation enthusiasts, while doubling the average spending per visitor at local businesses located within and throughout the county.

- ***Goal No. 8*** (Revised): Increase the overall number of private sector firms in the construction and trade service industry sectors licensed throughout Lincoln County by at least 10.0 percent by the end of 2028.

- ***Goal No. 9*** (Unchanged): Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.

- ***Goal No. 10*** (Revised): Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 20.0 percent by the end of 2028.

- ***Goal No. 11*** (Unchanged): In order to continue further improvement in measures of median household, median family, and per capita income, continue to support the growth of the public sector employment in all the communities in Lincoln County.

In addition to reviewing and, in some cases, revising the existing set of eleven strategic economic development goals, workshop participants who participated in the July 27, 2026

annual evaluation and update workshop created four new strategic economic development goals as part of this current five-year Comprehensive Economic Development Strategy. These new four strategic economic development goals are:

- ***Goal No. 12*** (New): Identify, develop, and deliver new services to support Lincoln County's growing senior population.

  While the estimated median age for the City of Caliente has declined by an estimated -8.4 percent between 2018 and 2024, the estimated median age for the total population currently living throughout all of Lincoln County has increased by an estimated 0.4 percent between 2018 and 2024 and increased by an estimated 15.7 percent between 2018 and 2024 for just the community of Pioche. In 2024 alone, the estimated median age for all of Lincoln County was an estimated 45.4 years of age, an estimated 38.0 years of age for the City of Caliente, and was an estimated 54.6 years of age for the community of Pioche, with each estimate being notably greater than most of the broader region and greater than the estimated median age of the total population for the entire state of Nevada and for the entire United States (with the notable exception being the City of Caliente). As the county's total population continues to age and remains significantly older than the total population for the larger region, Lincoln County and its various partners will actively work to identify, develop, and deliver new services to serve the county's growing senior population for the remainder of the current five-year strategic planning horizon, especially as the demand for these services continues to increase. This effort will require additional financial and non-financial resources and will be pursued to ensure that the county's existing senior population is able to stay in Lincoln County throughout their retirement.

- ***Goal No. 13*** (New): Identify specific public infrastructure and facility needs tied to specific economic development initiatives throughout Lincoln County and develop and begin implementation of action plans to address identified needs.

  Workshop participants agreed that targeted public infrastructure and facilities is needed to support a growing list of targeted economic development and diversification initiatives and projects currently underway throughout Lincoln County. Public sector, private sector, and non-profit community-based organizational stakeholders that participated in the July 27, 2026 annual evaluation and update strategic planning workshop agreed that the identification of specific public infrastructure and facility needs should be completed over the next year and that action plans should be developed and implemented immediately following the completion of the public infrastructure and facilities needs assessment. While these efforts will likely extend beyond the remainder of the current five-year strategic planning horizon, initial focus should be centered around the existing SixCo. Nevada project that will require improvements to the existing Crestline Road around the Crestline Landfill area, to water infrastructure and related water pipe replacement needs, sewer and stormwater management systems, and power production and transmission. Several workshop participants noted specific public infrastructure needs in communities like Pioche, Nevada, highlighting the need for flood control and

supporting sewer infrastructure improvements as part of the Pioche Main Street district and surrounding alleyways and connecting streets.

- ***Goal No. 14*** (New): Develop and implement strategy in partnership with various local, state, and federal government partners and stakeholders to ensure Lincoln County's energy independence and energy security to support broad community and economic development strategies and initiatives across the county.

  As highlighted as part of the revised strengths, weaknesses, opportunities, and threats analysis and as part of the review of the current strategic economic development vision for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, energy production, transmission, and storage independence and security was identified as a top priority for the remainder of the current five-year strategic planning horizon for this existing Comprehensive Economic Development Strategy. While public infrastructure and facilities have already been identified and developed as a new specific strategic economic development goal, workshop participants agreed that energy independence and energy security for the county should be a separate strategic economic development goal, underscoring its importance to the area's broad community and economic development strategy. This effort will include working strategically with Lincoln County's various public sector partners at the community, county, state, and national level, major energy utility providers, and with various private sector interests in various industry sectors that have become increasingly important to Lincoln County's long-term economic development and diversification efforts.

- ***Goal No. 15*** (New): Increase the overall administrative and program capacity of municipal government and county government agencies, departments, and organizations throughout Lincoln County to support broad community and economic development strategies and initiatives across the county.

  Developing a sustainable source of public revenue is critical to the efforts of Lincoln County and various communities located within and throughout the county to successfully pursue and complete both broad and specific community and economic development strategies. These sustainable financial, and even non-financial, resources are critical to the continued development, delivery, and administration of municipal and county government program, resource, and service expansion, especially as demand for these programs, resources, and services continues to grow as populations increase and as new business are created and attracted and as existing businesses are retained and expanded. Several workshop participants further suggested that local and regional partners and stakeholders should actively explore opportunities to apply for and secure more infrastructure-oriented grants (for example, the Paul Bruhn Historic Revitalization Grant, https://www.nps.gov/subjects/historicpreservationfund/paul-bruhn-historic-revitalization-grants-program.htm, available through the U.S. National Park Service). These types of grants could be applied for by Lincoln County and then 'passed through' to local non-profits and community-based organizations as they are an excellent way to

support projects like the continued refurbishment, revitalization, and adaptive re-use of the Gem Theater in Pioche, Nevada.

Similar to the eleven existing strategic economic development goals that have either remained unchanged or have been revised, each of the four new strategic economic development goals developed and added to this current five-year Comprehensive Economic Development Strategy, additional development and slight modification and adjustment of any of the four new specific economic development goals may be needed to support further goal achievement and implementation. Further development, refinement, modification, and adjustment of each of the four new specific economic development goals will require continued collaboration between Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and various other public sector, private sector, and non-profit community-based partners and stakeholders.

## 4.3 Review and Update of the Current Priority and Primary Issues and General Strategy Areas

Originally developed as part of the previous five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, eight recurring priority and primary issues and general strategy areas have remained at as part of the core of the current five-year, 2023 through 2028, Comprehensive Economic Development Strategy. These eight recurring priority and primary issues and general strategy areas have been: (1) Leadership Development, (2) Workforce Development, (3) Community Capacity Building, (4) Existing Business Development, (5) Existing Business Development, (6) Recruiting, (7) Infrastructure, and (8) Program Management Administration.

Recognizing that certain internal and external environmental conditions have changed since the last five-year Comprehensive Economic Development Strategy and, most notably, over the past year, workshop participants who participated in the July 27, 2026 annual evaluation and update strategic planning workshop agreed to comprehensively revise the priority and primary issues and general strategy areas for the next year of implementation and for the remainder of the current five-year strategic planning horizon. Based on changing internal and external environmental conditions and new emerging community and economic development opportunities, workshop participants representing Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and various other public sector, private sector, and non-profit community-based partners and stakeholders developed the following seven new and/or revised priority and primary issues and general strategy areas:

- Infrastructure
- Power and Electricity
- Workforce Development

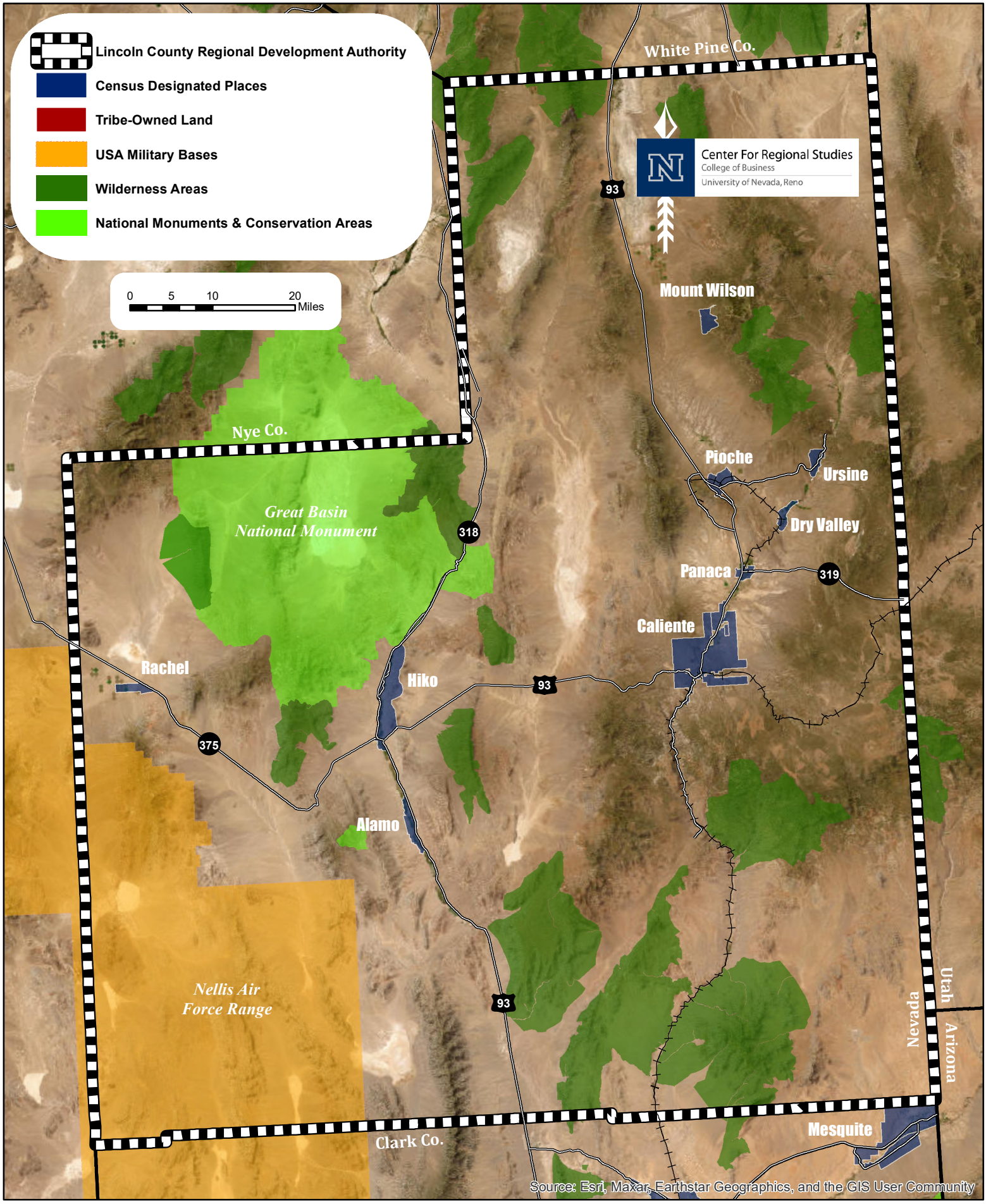
- Community Capacity Building
- Existing Business Development
- Recruitment and Recruiting
- Regional Development Initiatives

As with the other key elements of this current five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, each of these seven new and/or revised priority and primary issues and general strategy areas may require additional refinement and development as the county, the city, the Lincoln County Regional Development Authority, and various other community and economic development partners and stakeholders continue to implement different parts of this current Comprehensive Economic Development Strategy. On an annual basis, and as part of future annual evaluations and updates, these seven new priority and primary issues and general strategy areas may be revised to reflect continued and future changes in the broader internal and external community and economic development environment.

**Appendix A – Map of the Lincoln County Regional Development Authority**

# Lincoln County Regional Development Authority

## *Lincoln County, Nevada*



# Tab 4

LINCOLN COUNTY
Authority of Tourism
NEVADA

Lincoln County Authority of Tourism
P O Box 202
Caliente, NV 89008
775-441-1101
LincolnCountyNevada.com

escape the chaos

July 20, 2026

Jeff Fontaine, Executive Director
Lincoln County Regional Development Authority

Subject: Funding Request: Structural Repairs for Hiko Junction Billboard

Dear Jeff:

The Lincoln County Authority for Tourism (LCAT) is formally requesting financial assistance from the Lincoln County Regional Development Authority (LCRDA) to address critical structural repairs for the Hiko junction billboard.

As you may know, LCAT has worked diligently to enhance our regional wayfinding and messaging. Through successful destination development grants, we were able to refresh the billboard's messaging, expand it to a double-sided display (north and south-facing), and install solar lighting. However, during the recent installation of the new sign, it was discovered that the historic structure—originally built in the 1970s—is failing and requires reinforcement to remain safe and operational.

We do not currently have a budget allocation for this repair. Therefore, we are seeking a grant of $1,950 to cover the necessary structural reinforcements.

Tourism remains a vital economic driver for our region, particularly as we continue to see a significant influx of new visitors—over 50% of our current audience. Reliable wayfinding signage is essential to maintaining this momentum; the loss of this sign would negatively impact our ability to direct travelers effectively. Given the shared goals of LCAT and LCRDA regarding the economic impact of tourism, we believe this project aligns with our collective mission to support regional growth.

Please let me know if we can be added to the upcoming LCRDA agenda to present this request. Attached is the detailed bid. Please let me know if you require any additional information.

Thank you for your time and for your ongoing support of our efforts.

Sincerely,

Marcia L. Hurd

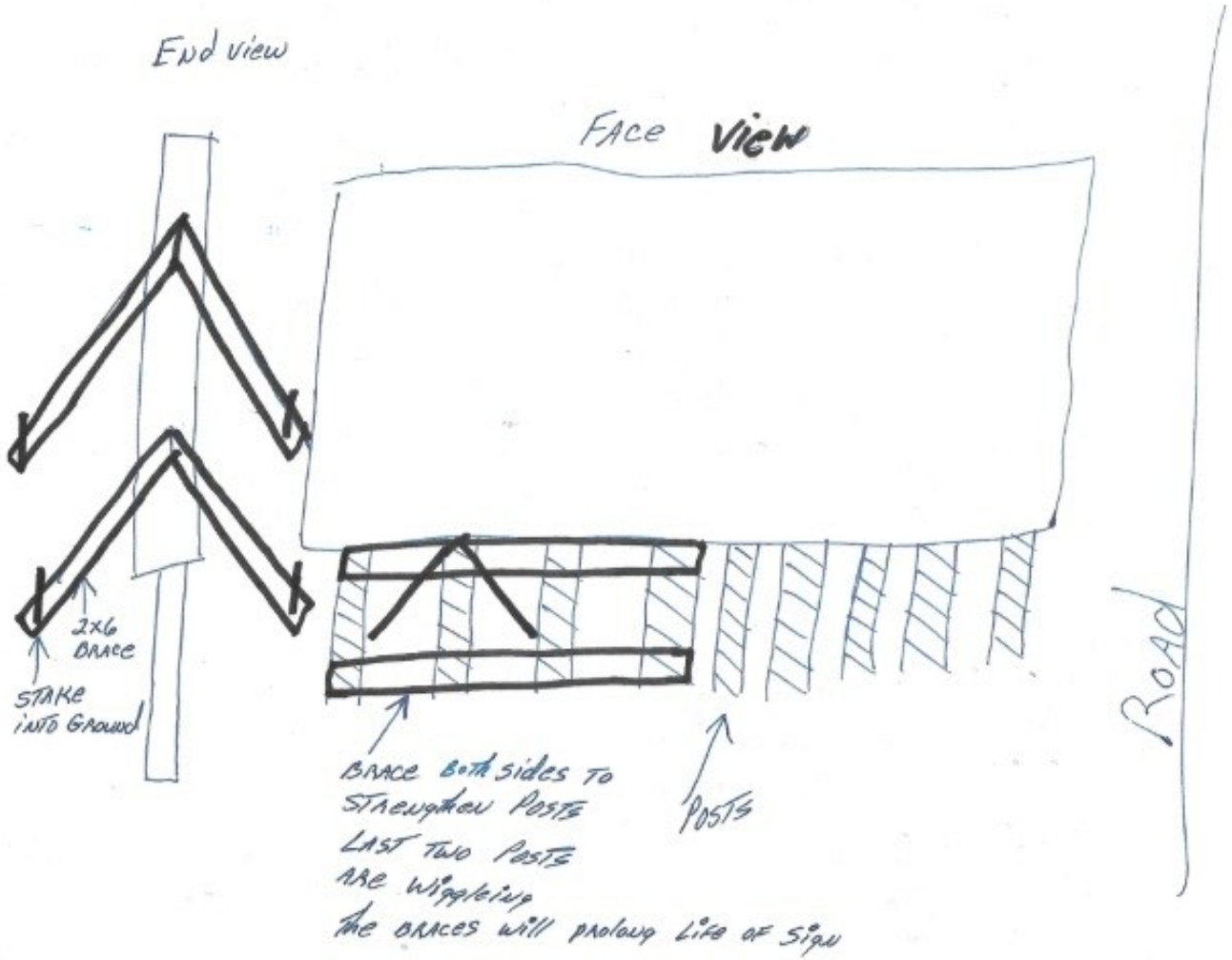
Marcia Hurd
Executive Director

# PROPOSAL FOR HIKO BILLBOARD STRUCTURAL REPAIR

**Mark (or JoAnn'E) Verry**
verrybestsignhanging@yahoo.com
Verry Best Sign Hanging-NV ST Contractor Lic. #0071990
4460 W. Hacienda Avenue, #106 Las Vegas, NV 89118
(702) 367-4407 Office (702) 367-4408 Fax

Date: Wed, Jul 15, 2026 at 2:12 PM
Subject: Re: Pahranagat Valley sign base strengthen bid
To: Ben Rowley <ben@nvcmedia.com>

**The cost to reinforce and strengthen the Hiko Billboard . . . . . $1,950**
(see attached photo ) cost includes:
Lumber, stakes, hardware, labor and travel



# Tab 5

# CLASSIFIEDS

## Local Food Pantries

**Lincoln County Human Services**
1005 Main Street, Panaca
*Monday - Friday, 8am - 3pm*
Please call for an appointment: (775) 962-8084

**Pahranagat Valley Senior Center**
759 Box Canyon Road, Alamo
*Monday - Friday, 10am - 2pm*

**Pioche Senior Center**
410 Field Street, Pioche
*Monday, Wednesday, Friday, 10:30am - 12:30pm*

## STOP THE FUSS RIDE THE BUS

**MONDAY:** Pioche & Panaca shopping in Panaca
**TUESDAY:** Vegas from Pioche, Departs 6 a.m.
**WEDNESDAY:** Reserved
**THURSDAY:** Pioche & Panaca to Caliente - 10 a.m.
**FRIDAY:** 1st Friday of every month to Utah

**NEW OFFICE:**
**1005 Main St. Suite 104, Panaca**
**Driver's Cell: 775-962-1124**
**Fax: 775-728-4297**

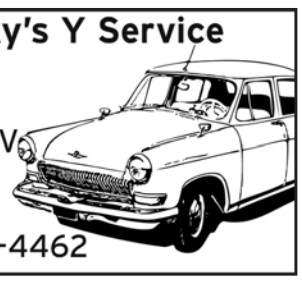
Subscribe to the Lincoln County Record at LCCentral.com

## LEGALS

**Notice to Creditors:**
NOTICE is hereby given that on the 12th day of June 2026, Tina Shafer was duly appointed and qualified by the Seventh Judicial District Court of Lincoln County, Nevada, as Personal Representative of the Estate of Malinda Louise Rabender, Deceased. All creditors having claims against the Estate are required to file their claims, with supporting documentation attached, with the Clerk of the Court, Probate Court in Seventh Judicial Court, which is located at 181 North Main Street, Pioche, Nevada 89043, within 60 days after the mailing or the first publication of the Notice.
Publish 10/23, 10/30, 11/6, 11/13, 11/20/2026

**REPORT OF THE BOARD OF HIGHWAY COMMISSION REPORT**
**General Maintenance (blading) during October:**
Hyde Well Road-10.37 Miles
Lyon Springs Road-7.69 Miles
Cobb Creek Road – 7.42 Miles
Camp Valley Road-11.70 Miles
Big Springs Road- 19.25 Miles
Hamlin Valley Road- 21.47 Miles
Bloodstain Road-6.26 Miles
Coyote Canyon Road-4.48 Miles
Burnt Canyon Road- 6.64 Miles
Mt Wilson By way- 19.08 Miles
Spring Valley Road- 14.16 Miles
Buckhorn Ranch Road-.58 Miles
Delmue Camp Road-5.18 Miles
Johnson Ranch Road-16.16 Miles
Side Hill Pass Road-9.19 Miles
MX Well Road-5.86 Miles
Beaver Dam Road-25.65 Miles
Carp Road-16.36 Miles
Snow Springs Road-13.50 Miles
Rainbow Pass Road-28.74 Miles
**Projects Worked Durning October:**
Fix wash out on Gary Lane
**Equipment Maintenance during October:**
#1182/#1633-Oil Change
#1268- Install New motor
#1544-New Drive side Tandem Chains, Sprockets and Seal, New Brake Cone/Race
#1546/#1548/#1630- Oil Change
#1628- New Cutting Edges, Oil Change
**Total amount of Vouchers Paid in October: $67,451.76**
Publish 11/6/2026

**McCrosky's Y Service**
3 US-93,
Panaca, NV
89042
(775) 728-4462



## Senior Center Lunch Menu

**November 9, 2026**
Broccoli Cheddar Soup Ckn Salad Sand. WW Bread Pears Apple
**November 10, 2026**
Ckn Tamales Stewed Tomatoes Refried Beans Peaches
**November 11, 2026**
**CLOSED FOR VETERAN'S DAY**
**November 12, 2026**
Baked Chicken Mashed Sweet Potatoes Herbed Vegt. Medley Spiced Applesauce WW Roll
**November 13, 2026**
Hamburger on WW Bun Baked Beans Mixed Vegt. Tropical Fruit Salad

## LAND FOR SALE

**For Sale**
**4.8 A/C In Highland Knolls**
7.3 miles North of Caliente on Us 93 to Wildhorse Mesa Dr. West on Wildhorse Mesa 1 Mile stay on pavement 2nd parcel west of Safewood Dr. Parcel is on North side of Sharon St. Graded with Power Drive to the top and look at the fabulous views. Asking $65,000 Call owner Gary 702-498-7010
Publish 10/23, 10/30, 11/6, 11/13

## HELP WANTED

Wanted: cook waitress and bus help. Will train.
Call Bud or Shiloh at 775-726-3767.

LCCentral.com

**Job Announcement**
The Lincoln County Assessor's Office is accepting applications for the position of part-time DMV clerk.
This position is responsible for all tasks associated with the DMV portion of the office such as: answering phones, processing titles and registrations, trailer inspections/VIN inspections, sanctions, and other DMV responsibilities.
This person must have good communication and computer skills. They must be able to pass a background check.
Applications for employment can be obtained from the Assessor by email at **cdwire@lincolnnv.com**, or in person at the Lincoln County Assessor's Office located at 181 Main Street, Pioche, NV 89043.
Applications are due by November 16th 2026.
Lincoln County is an equal opportunity employer (EEO) and Americans with Disabilities Accommodations (ADA) are available.
Publish 10/30, 11/6/2026

## LEGALS

**Legal Notice**
**The Lincoln County Planning Commission will consider the following request on November 12th, 2026 at 5:30 pm, in the Lincoln County Courthouse.**

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C4 Holding, LLC has requested a Special Use Permit on APN 011-080-14. The purpose of this SUP request is to construct a second dwelling unit to be used as a bunkhouse for employees or contractors temporarily working on the Cannon Ranch. The parcel is located at 3972 SR 318 within the Hiko Area. The current zoning is A-2 (Agriculture 2.5 acre minimum).

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**If you should have any questions regarding these requests, please call (775) 962-8071.**
**Submitted by Melissa Free, Planning Coordinator.**
Publish 10/30, 11/6/2026

## LEGALS

**Lincoln County Regional Development Authority**
**Executive Director - Request for Qualifications (RFQ)**
The Lincoln County Regional Development Authority (LCRDA) is soliciting Statements of Qualifications (SOQ) from individuals and firms to provide professional services as its Executive Director. LCRDA intends to enter into a contract with an individual or firm to provide these professional services, effective on or before December 31, 2026, for an annual rate between $40,000 and $50,000 plus expenses.
**Background:** LCRDA was organized by the Board of Lincoln County Commissioners and the Caliente City Council through an Interlocal Cooperative Agreement pursuant to NRS 277.080 and 277.170 and is governed by a nine-member Board of Directors. The LCRDA does not maintain a formal office location but does maintain a Post Office box in Caliente. The Authority has a website which can be viewed at www.lcrda.com. Meetings of the LCRDA Board of Directors are subject to Nevada's Open Meeting Law.
**Scope of Services:** It is envisioned that the Executive Director would undertake the following activities:
• Preparation and implementation of the Lincoln County Comprehensive Economic Development Strategy (CEDS) Annual Report/Update including identifying alternative sources for Authority funding, identifying and assisting industrial prospects and clients suitable for location in Lincoln County, monitoring and lobbying on behalf of LCRDA regarding Nevada and federal legislation important to the Authority, and monitoring potential grant opportunities and preparing applications.
• Provide administrative functions to LCRDA including preparing agendas for and facilitating meetings of the Authority, preparing the Authority's meeting minutes, annual budget and financial reports, and maintaining routine communications with the Board of Directors.
• Retention and expansion of existing businesses including monitoring issues which may constrain the success of existing businesses, meeting periodically with existing businesses to identify constraints to business viability and growth, and identifying and facilitating implementation of initiatives to assist existing businesses.
• New business and industry attraction including identifying target businesses and industry for attraction to Lincoln County, designing and implementing initiatives designed to attract investment in new businesses and industry in Lincoln County, marketing Lincoln County at targeted business and industry trade shows, and coordinating with marketing firms retained by LCRDA in the design and implementation of industry and business attraction initiatives
• Point of contact with the Governor's Office of Economic Development to include preparing and submitting quarterly reports regarding business and industry attraction activities and related Authority activities to GOED and implementing GOED programs applicable to Lincoln County.
Other Activities as Directed by the LCRDA Chairman.
**Minimum Qualifications:** Ideally, the selected individual or firm will:
• Have a demonstrated knowledge of economic development principals, practices and strategies.
• Have earned a degree in economics, business administration, community planning or related field.
• Posses effective written and verbal communication skills.
• Have the ability and means to travel within and outside of Lincoln County.
• Maintain a proficiency with the use of WORD, EXCEL and PowerPoint or similar software.
• Have the ability to provide all office equipment, software, telecommunications devices and a suitable workplace within which the duties if Executive Director can be performed.
**Level of Effort/Budget for Services:** LCRDA seeks a qualified individual or firm which can complete the Scope Of Services in excellence by investing the greatest number of hours in completing activities and tasks given the financial constraints and not-to-exceed contract limitations. LCRDA desires to retain a new Executive Director on the basis of a not-to- exceed total annual amount of $55,000 or less, depending upon experience, qualifications and proposed level of effort.
**Submission Requirements:** Individuals or firms interested in being considered for selection as Executive Director of LCRDA shall submit a Statement Of Qualifications which must consist of the following:
• Identification of candidate individual or firm. If a firm, indicate who within the firm will be principally tasked for acting as the LCRDA Executive Director.
• Contact information for the candidate, individual or firm including address, phone, and email.
• A resume for the candidate individual or person within the firm designated to fulfill the duties of LCRDA Executive Director.
• A statement of any known or possible conflicts which the candidate individual or firm has or would have in completing the Scope Of Work and how the conflicts would be managed.
• An estimate of the number of hours the candidate individual or firm would anticipate expending monthly in completing the Scope of Services and the anticipated hourly rate to be charged for labor in the capacity as LCRDA Executive Director.
**Deadline for Submission:** The Statement of Qualifications (SOQ) shall be submitted in pdf format via email to ccjontaine@gmail.com on or before **November 16, 2026 at 5:00 pm**.
**SOQ Process for Selection:** Board of Directors of the LCRDA will review the submitted Statements of Qualifications (SOQ) and will meet to select a candidate individual or firm for retention as LCRDA Executive Director on **November 23, 2026.**
**Reservation of Rights:** If LCRDA and the selected candidate are unable for any reason to negotiate a contract LCRDA shall, in writing, formally terminate the negotiations with the selected candidate. LCRDA may then negotiate with the next most qualified candidate, may terminate the process, or may start over the SOQ process.
LCRDA reserves the right to not retain a new Executive Director as a result of this RFQ process.
Publish 11/6/2026

Gmail Jeff Fontaine <ccjfontaine@gmail.com>

# Statement of Qualifications – LCRDA Executive Director – Summer Mastin, MBA

1 message

**Summer Mastin** <mastinsummer01@gmail.com> Sat, Nov 7, 2026 at 7:20 AM
To: Jeff Fontaine <ccjfontaine@gmail.com>

Dear LCRDA Board of Directors,

Please accept my attached Statement of Qualifications and resume for consideration for the Executive Director position with the Lincoln County Regional Development Authority.

As a Lincoln County resident, MBA graduate, business owner, and management professional with more than 20 years of experience, I am enthusiastic about the opportunity to contribute to the county's continued economic development.

My background in business consulting, grant research and writing, strategic planning, financial management, and organizational leadership has prepared me to support LCRDA's mission and work collaboratively with its Board of Directors and community partners.

My proposed level of effort is 65 hours per month at an hourly rate of $65, representing an estimated annual contract amount of $50,700.

Thank you for your time and consideration. I look forward to the opportunity to discuss my qualifications and how I can support economic development throughout Lincoln County.

Sincerely,

Summer Mastin, MBA
PO Box 114
Alamo, NV 89001
775-962-3261
mastinsummer01@gmail.com

**Summer_Mastin_LCRDA_Statement_of_Qualifications_and_Resume.pdf**
33K

# SUMMER MASTIN, MBA

## STATEMENT OF QUALIFICATIONS | EXECUTIVE DIRECTOR

Lincoln County Regional Development Authority (LCRDA)
PO Box 114, Alamo, NV 89001 | 775-962-3261 | mastinsummer01@gmail.com

November 7, 2026

### 1 | Candidate Identification and Interest

I, Summer Mastin, MBA, submit this Statement of Qualifications as an individual applicant for the contract Executive Director position with the Lincoln County Regional Development Authority. I would personally perform the contracted services. As a Lincoln County resident, business owner, and experienced manager, I am committed to practical, responsible economic development that supports existing businesses and creates opportunities for our communities.

### 2 | Relevant Qualifications

I hold a Master of Business Administration from the University of Phoenix (2017) and bring more than 20 years of experience in management, operations, administration, customer service, and business relationships. As owner of Mastin Consulting Group since April 2025, I provide business startup and operational consulting, grant research and writing, marketing, and planning support. I currently manage Alamo Cafe on a part-time basis, with responsibility for staffing, purchasing, inventory, vendors, and daily operations.

My background includes managing teams of more than 20 employees in retail and hospitality settings, supervising a large food-service operation, coordinating industrial battery testing, and managing advertising accounts. These experiences support the independent project coordination, fiscal discipline, stakeholder communication, and organizational follow-through required of a one-person development office.

### 3 | Approach to the Advertised Scope of Work

• **Grants and funding:** Research funding opportunities, assist with proposals, maintain a calendar of deadlines and reporting requirements, and coordinate with funding partners.

• **Board and administrative support:** Maintain organized project records, prepare timely updates, track action items and budgets, and support clear communication with the Board.

• **Business retention and expansion:** Build relationships with local employers, listen to operational needs, and connect businesses with relevant resources and partners.

• **Business recruitment:** Help communicate Lincoln County's opportunities, follow up with prospects, and coordinate practical next steps with the Board and relevant agencies.

• **State and regional coordination:** Work collaboratively with the Nevada Governor's Office of Economic Development and other local, state, and federal partners.

### 4 | Proposed Hours and Rate

**65 hours per month at $65 per hour**, for an estimated **$4,225 per month** and **$50,700 per year** (780 annual hours), subject to final contract terms. This is below the advertised $55,000 annual ceiling. I would establish a consistent remote-work schedule and attend required meetings and project activities as agreed. Travel and expense reimbursement, if any, would be addressed in the final contract.

### 5 | Availability and Outside Professional Commitments

I currently manage Alamo Cafe approximately 15–20 hours per week and operate Mastin Consulting Group. I intend to continue these activities, with scheduling structured to meet the proposed 65 monthly LCRDA hours, deadlines, meetings, and contractual responsibilities. I understand that the Board must be able to rely on consistent availability, timely communication, and documented progress.

## 6 | Known or Potential Conflicts of Interest

I own Mastin Consulting Group and currently manage Alamo Cafe. Either affiliation could present an actual or perceived conflict if an LCRDA program, funding opportunity, contract, or decision involves those businesses or their interests. I would disclose relevant relationships promptly, follow applicable legal and LCRDA requirements, maintain confidentiality, and refrain from participating in matters when recusal is required. I would not use the Executive Director position or nonpublic information to secure preferential treatment for myself or an affiliated business. I would work with the Board to document appropriate conflict-management procedures before the contract begins.

## 7 | Commitment to a Successful Transition

With the current Executive Director retiring, my first priority would be to understand active projects, grants, deadlines, financial commitments, and partner relationships. I would work with the Board to establish realistic priorities and measurable milestones within the agreed part-time level of effort. I welcome the opportunity to contribute my management experience, business perspective, and commitment to Lincoln County.

**Summer Mastin, MBA**

# SUMMER MASTIN, MBA

## BUSINESS CONSULTANT | OPERATIONS LEADER | EXECUTIVE DIRECTOR CANDIDATE

PO Box 114, Alamo, NV 89001 | 775-962-3261 | mastinsummer01@gmail.com

### PROFESSIONAL PROFILE

MBA-educated business owner and operations leader with more than 20 years of experience in management, business administration, financial oversight, vendor relations, staff leadership, and communications. Experience in grant research and writing, small-business consulting, rural business operations, industrial project coordination, and independent management. Interested in advancing responsible economic development across Lincoln County.

### RELEVANT STRENGTHS

Business consulting and startup support | Grant research and proposals | Budgeting and financial oversight | Project coordination | Business retention and outreach | Vendor and stakeholder relations | Marketing and communications | Reporting and administration

### PROFESSIONAL EXPERIENCE

**Manager | Alamo Cafe — Alamo, Nevada | October 10, 2026–Present**

• Manage part-time restaurant operations, including staffing, purchasing, inventory, supplier coordination, and customer service.

• Support budgeting, operational planning, and practical problem-solving for a rural community business.

**Owner and Principal Consultant | Mastin Consulting Group | April 2025–Present**

• Provide consulting support in business startup, operations, grant research and writing, marketing, and planning.

• Assist clients with business processes, organizational needs, and project coordination.

**Store Manager / Food Service Manager | Green Valley Grocery | March 2018–January 2025; December 2025–October 10, 2026**

• Managed 20+ team members and daily retail and food-service operations, including staffing, inventory, supplier relationships, and customer service.

• Monitored profit-and-loss performance, budgets, compliance, and operational improvements.

**EV Battery Testing Manager | Nevada Industrial Storage | July–November 2025**

• Coordinated testing activities, technical staff, project schedules, data review, and safety processes for electric-vehicle battery systems.

**Food Service Supervisor | Chugach Government Solutions | January–July 2025**

• Supervised a large military food-service operation and team of more than 50 employees, with attention to training, compliance, and service quality.

**Advertising Account Manager / General Assignment Reporter | Nevada Central Media | September 2024–December 2025**

• Developed advertising relationships and campaigns, managed client communications, and reported on local meetings and events.

**Front Desk Supervisor / Food Service Manager | Rapport Executive Retreat | January 2014–March 2018**

• Coordinated facility operations, hospitality teams, scheduling, purchasing, and guest services.

**Senior Event Manager | Edlen Electrical Exhibition Services | November 2002–June 2010**

• Managed event service operations, vendor coordination, scheduling, billing, and client relationships.

### EDUCATION

**Master of Business Administration (MBA)** — University of Phoenix, June 2017

STATEMENT OF QUALIFICATIONS

# Anna Williams

Executive Director, Lincoln County Regional Development Authority

November 13, 2026

Board of Directors
Lincoln County Regional Development Authority
P.O. Box 851
Caliente, NV 89008

Dear Chairman Hurd and Members of the Board,

Please accept this Statement of Qualifications for the position of Executive Director of the Lincoln County Regional Development Authority.

I live in Pioche, own property in Lincoln County, and served as Pioche Town Clerk from 2023 to 2025. In that role I prepared agendas and minutes under Nevada's Open Meeting Law, managed capital project contracts, prepared budget reports, wrote grant applications, and worked with every county department. As Vice President of the Pioche Chamber of Commerce, I work with Shari Davis at GOED on the Nevada Main Street program, the BLM Caliente Field Office, and Travel Nevada.

As a rural health liaison, I attend county commission and council meetings across Lincoln, Nye, and White Pine counties. Every rural community I work with faces the same challenge: managing growth, or the lack of it.

I propose a flat monthly retainer based on 60 to 76 hours a month. That is enough time to attend local and state meetings and about one national conference a year, visit with existing businesses, pursue grants beyond LCRDA's GOED contract, and keep GOED, the Board, and the public informed.

I am available to begin upon contract execution and would build to the proposed level of effort on a timeline agreed with the Board. My schedule is flexible, so I can plan my time around LCRDA's meetings, deadlines, and priorities.

I love Lincoln County, its people, its outdoor beauty, and its place in Nevada. I am passionate about economic development and have deep respect for the people who work tirelessly to keep this county running.

Thank you for your consideration. I would welcome the opportunity to discuss how I can serve the Authority and Lincoln County.

Sincerely,

**Anna Williams**
P.O. Box 327, Pioche, NV 89043
435-632-1406 · meet.anna.williams@gmail.com

REQUIRED ITEMS 1 AND 2

## Candidate identification and contact information

| | |
|---|---|
| **Candidate** | Anna Williams, submitting as an individual. Anna will personally perform all Executive Director duties. She can contract as an individual or through her own single-member Nevada LLC, at the Board's preference. |
| **Mailing address** | P.O. Box 327, Pioche, NV 89043 |
| **Phone** | 435-632-1406 |
| **Email** | meet.anna.williams@gmail.com |
| **LinkedIn** | linkedin.com/in/meet-anna-williams |

REQUIRED ITEM 3

## Resume

A one-page resume is attached. A candidate profile follows it, with more detail on relationships, grant experience, and how Anna's experience supports the goals of the 2023–2028 CEDS.

MINIMUM QUALIFICATIONS

## How the qualifications are met

| RFQ QUALIFICATION | ANNA WILLIAMS |
|---|---|
| **Knowledge of economic development principles, practices, and strategies** | Former Pioche Town Clerk; Pioche Chamber Vice President; works with Shari Davis at GOED on the Nevada Main Street program and with the BLM Caliente Field Office; partnership with Travel Nevada; developing a Pioche Main Street program; working knowledge of the 2023–2028 CEDS and its 2026 update |
| **Degree in economics, business administration, community planning, or a related field** | B.S. in Marketing Management, Western Governors University (a business degree); Project Management Professional (PMP) certification |
| **Effective written and verbal communication** | Grant applications, a state-funded marketing plan, public meeting agendas and minutes; about 40 presentations to community, provider, and business audiences; extensive business communication experience |
| **Ability and means to travel within and outside Lincoln County** | Lives in Pioche; currently travels statewide and regularly attends public meetings in Lincoln, Nye, and White Pine counties |
| **Proficiency with Word, Excel, and PowerPoint** | Daily use of Word, Excel, and PowerPoint, plus WordPress and Elementor (the platforms lcrda.com runs on), HubSpot, Mailchimp, Adobe Acrobat, and Google Suite |
| **Provides own office, equipment, software, and phone** | Yes. Home office in Pioche with computer, Microsoft Office, phone, and internet |

REQUIRED ITEM 4

## Known or possible conflicts and how they would be managed

Anna discloses the following and will update these disclosures in writing if anything changes. For any LCRDA matter involving one of these interests, she will notify the Chairman before the matter goes to the Board and will not prepare the recommendation on it.

**1. Current employment with CareSource**

Rural Health Liaison for a Nevada Medicaid managed care organization. CareSource has no known business relationship with LCRDA.

Management: Anna will schedule LCRDA work outside her CareSource hours, and no time will be billed to both. She will notify the Board in writing of any change in her employment.

**2. Vice President, Pioche Chamber of Commerce**

A volunteer board position. The Chamber partners with LCRDA's community and tourism efforts.

Management: disclosed under the general approach above. Anna will not direct LCRDA funds or support to the Chamber without the Board's direction.

**3. Past marketing work for the Lincoln County Authority on Tourism (LCAT)**

In 2025, Anna worked with NVC Media for about six months and managed most of LCAT's marketing during that time. She is not currently doing any marketing work for LCAT.

Management: Anna will not accept paid marketing work from LCAT while serving as Executive Director.

**4. Property ownership in Lincoln County**

Anna owns property in Lincoln County.

Management: Anna will disclose any LCRDA matter that could affect the value or use of her property.

REQUIRED ITEM 5

## Level of effort and fees

Anna proposes a flat monthly retainer in place of hourly invoices. The retainer is based on an estimated 60 to 76 hours a month, about $61 an hour, for $50,000 a year. Hours will fluctuate with organizational needs, such as board meetings, grant deadlines, conferences, and events.

**60–76**
Estimated hours a month at the standard level of effort (about 68 on average)

**~$61**
Hourly rate for labor as Executive Director (retainer ÷ about 68 hours)

**$4,167**
Flat monthly retainer ($50,000 a year), plus expenses

| | |
|---|---|
| **Transition period** | From contract execution: part-time, about 20 hours a month, building to the standard level of effort on a timeline agreed with the Board. Retainer: $1,220 a month, prorated for a partial first month based on the contract start date. |
| **Standard level of effort** | Once the transition period ends: $4,167 a month, not to exceed $50,000 a year for labor. |
| **Expenses** | Billed separately at cost, within LCRDA's adopted budget: mileage at LCRDA's adopted rate, conference and trade show registration, lodging, and airfare. Out-of-state travel only with prior approval from the Chairman/ Board. |
| **Accountability** | Each monthly retainer invoice will include a dated time log and a short activity report. These also support LCRDA's quarterly reports to GOED. |

APPROACH

# How Anna would deliver the Scope of Services

Priorities will be set with the Board each year and adjusted to the budget and the level of effort.

### Core duties EVERY MONTH

- **Board administration:** agendas, packets, minutes, the annual budget, and financial reports under the Open Meeting Law.
- **GOED point of contact:** quarterly reports, GOED's monthly RDA calls, and GOED programs such as tax abatements and Nevada Main Street.
- **Grants:** monitor opportunities and prepare applications, working closely with Charli Miller, the county's contracted grant writer, so efforts are coordinated rather than duplicated.
- **CEDS:** prepare the annual CEDS update with a yearly progress report on its goals.
- **Prospects:** respond promptly to business and site inquiries.
- **Meetings:** attend County Commission and LCRDA meetings, and town and city meetings as agendas require.

### First-year priorities THREE FOCUS AREAS

1. **Existing businesses:** about three business visits a month, using a short survey about plans, hiring, and obstacles.
2. **Online presence:** launch LCRDA social media and coordinate website updates with the current web provider.
3. **Site and project readiness:** keep an up-to-date inventory of the Alamo, Meadow Valley, Coyote Springs, and other available sites, and build relationships with energy and mining projects in the county.

### As time and budget allow

- Two to four trade shows or conferences a year, including about one national event, as the travel budget allows
- A podcast spotlighting local businesses
- An annual economic or business event
- An online community calendar of public meeting dates and times

# Anna Williams

PUBLIC ADMINISTRATION · ECONOMIC DEVELOPMENT · RURAL NEVADA

P.O. Box 327, Pioche, NV 89043
435-632-1406 · meet.anna.williams@gmail.com
linkedin.com/in/meet-anna-williams


Fourth-generation Nevadan and former Pioche Town Clerk with hands-on experience in public meetings, municipal budgets, capital projects, and grant writing. Works with GOED's Nevada Main Street program, the BLM Caliente Field Office, and Travel Nevada. Brings 25+ years of small business ownership and management.

**Lincoln County roots:** started working at age 8 babysitting and in her father's handyman business, Rick Prince Carpentry, then the Shady Motel, H&W Video, and a season as Lincoln County School District assistant volleyball coach, before 24 years in St. George, Utah. Moved back to Lincoln County in 2022.

## PUBLIC SECTOR EXPERIENCE

**Town Clerk** · Town of Pioche, NV — May 2023 – Jun 2025

- Prepared and posted Town Board agendas, packets, and minutes in compliance with Nevada's Open Meeting Law and public reporting requirements.
- Prepared town budget, expense, and economic reports; worked with the County Treasurer and Auditor/Recorder on revenue reporting and three audit preparations.
- Researched and wrote public-sector grant applications; helped the County prepare letters of support for the Pioche linear park, funded through SNPLMA.
- Managed bidding and contracts for town capital improvement projects, delivering them within budget and scope.
- Worked with the County Building Department on the multi-phase $3.5M Airport Road project and with BLM and IMBA on the $1.5M Prospector Trail System.
- Managed contracts for town rental properties and worked with Nevada Rural Housing on the transfer of the $14.5M Pioche Multi-Family Apartment complex.
- Coordinated with the Pioche public utility, Lincoln County Power District, engineering firms, and Knit Architects on the town hall restoration; hired and trained 7+ employees.

**Vice President, Board of Directors** · Pioche Chamber of Commerce — 2022 – Present

- Wrote the Chamber's Travel Nevada Rural Marketing Grant and marketing plan; manages $20K+ in grant-funded advertising under state spending rules.
- Coordinates Pioche Labor Day, a 4-day festival drawing 1,000+ attendees; grew sponsors from 18 to 28 ($7,000+ in sponsorships).
- Built partnerships with GOED's Nevada Main Street program, the BLM Caliente Field Office, and Travel Nevada; leading development of a Pioche Main Street program.

**Rural Health Liaison** · CareSource (Nevada Medicaid) — Dec 2025 – Present

- Builds partnerships with providers, school districts, tribes, and community organizations across Clark, Lincoln, Nye, and White Pine counties.
- Attends county commission and town and city council meetings in Lincoln, Nye, and White Pine counties; hosts 8–12 community events a month.

## MARKETING AND PROJECT MANAGEMENT

**Marketing Consultant** · Anna Williams Marketing — 2018 – Present

- Manages websites (WordPress and Elementor), social media, and email for clients in tourism, real estate, and manufacturing.
- In 2025, managed most of the Lincoln County Authority on Tourism's marketing with NVC Media; Instagram engagement rose 1,200%.

**Project Manager** · Tenth Muse Design, St. George, UT — Jul 2017 – Mar 2020

- Ran proposals and contracts for bid-out projects ($20K–$50K each), including work for public utilities Dixie Power and Washington County Water Conservancy District.

**Services Project Coordinator** · Lowe's · coordinated 500+ nationwide projects a month; exceeded all performance metrics — Jun 2025 – Dec 2025

## SMALL BUSINESS OWNERSHIP · UTAH

**Real Estate Advisor** · Be At Home Utah, St. George, UT — Sep 2017 – May 2023

- Licensed agent with $7M+ in annual sales during Washington County's growth; followed residential construction projects from permitting through final inspection.

**Owner and Nail Technician** · St. George, UT · beauty business serving 100+ clients a month — 2009 – 2017

**Co-owner and Operator** · The Fairway Grill, St. George, UT · operations, staffing, budgets — 1999 – 2008

## EDUCATION, CERTIFICATIONS, AND SKILLS

**B.S. Marketing Management** · Western Governors University
**Project Management Professional (PMP)** · 2026
**Google Analytics; HubSpot Digital and Email Marketing**
**Utah Real Estate License; Utah Nail Technician License**

**Office:** Word, Excel, PowerPoint, Adobe Acrobat, Google Suite
**Web and marketing:** WordPress, Elementor, HubSpot, Mailchimp, Canva
**Public sector:** Open Meeting Law, budgets, bidding, grants

CANDIDATE PROFILE · EXECUTIVE DIRECTOR

# Anna Williams

Lincoln County Regional Development Authority

435-632-1406 meet.anna.williams@gmail.com linkedin.com/in/meet-anna-williams

Anna Williams is a **Lincoln County resident, property owner, and former Pioche Town Clerk.** She already works with the partners LCRDA depends on: GOED, BLM, Travel Nevada, and the Lincoln County Authority on Tourism. She would bring local presence, grant-writing ability, and firsthand knowledge of the county's communities to the executive director role.

| 4+ yrs | 2 yrs | 25+ yrs | PMP |
|---|---|---|---|
| Pioche Chamber of Commerce, now Vice President | Pioche Town Clerk: grants, budgets, capital projects | Small business ownership and management | Certified Project Management Professional |

THE FIT

## Why Anna

| | |
|---|---|
| **Working relationships with state and federal partners** | Works with Shari Davis at GOED on the Nevada Main Street program and with the BLM Caliente Field Office; established relationship with Travel Nevada / Nevada Department of Tourism |
| **Deep knowledge of Lincoln County** | Travels the county regularly in her current statewide rural health role; former Pioche Town Clerk; works with the Lincoln County School District; attends Lincoln County Commission, Pioche and Panaca town board, Alamo/Pahranagat Valley events, and Caliente City Council meetings |
| **Grant funding beyond the GOED contract** | Has written grants for the Town of Pioche and the Pioche Chamber, including the Chamber's Travel Nevada Rural Marketing Grant and marketing plan |
| **Tourism and outdoor recreation growth** | 4+ years on the Pioche Chamber of Commerce (now Vice President); has worked with LCAT; helped complete the Prospector Trails mountain bike system with BLM and IMBA |
| **Pioche commercial district growth** | Developing a Pioche Main Street program; Chamber events and partnerships |
| **Marketing, website, and online presence** | B.S. in Marketing Management; fluent in WordPress and Elementor, the platforms LCRDA's website runs on; can build and run LCRDA's social media presence to network online |
| **Experience with a growing regional economy** | Watched Washington County, Utah grow and took part in it as a small business owner and real estate agent, working on construction and development projects |
| **Business attraction and retention** | Co-owned and operated The Fairway Grill in St. George from 1999 to 2008; co-owns an Airbnb; owned a beauty business in St. George for almost a decade; understands small business from the owner's side |
| **Reliable reporting, budgets, and compliance** | Town Clerk budget and economic reporting; prepared public meeting agendas and minutes and knows Nevada's Open Meeting Law and public compliance requirements; PMP-certified project manager |
| **Commitment to the county** | Lives in and owns property in Lincoln County; invested in its future as a citizen, not only as a contractor |

DAY-ONE ADVANTAGE

## Relationships already in place

Anna would start with working relationships, not introductions.

**Nevada Governor's Office of Economic Development (GOED)**
Works with Shari Davis, who runs GOED's Nevada Main Street program. GOED funds LCRDA and receives its quarterly reports.

**BLM Caliente Field Office**
Worked with the Caliente Field Office and IMBA to complete the Prospector Trails mountain bike system; ongoing Chamber partnership.

**Travel Nevada / Dept. of Tourism**
Wrote and managed the Chamber's Travel Nevada Rural Marketing Grant, including $20K+ in regulated, grant-funded ad spend and a $25,000 website redesign in 2025 with Commence Studios of Reno.

**Lincoln County Authority on Tourism (LCAT)**
Has worked directly with LCAT on county tourism promotion.

**Nevada Main Street**
Works with Shari Davis at GOED, who runs the program; now developing a Pioche Main Street program.

**Lincoln County Government**
Worked with the county grants administrator, building and planning director, auditor/recorder, and HR as Town Clerk.

**Utilities & Engineering Partners**
Worked alongside the Pioche public utility, Lincoln County Power District, Sunrise Engineering, and Knit Architects (town hall restoration).

**Lincoln County School District**
Works with the district in her current role to help students' families navigate health benefits.

**Gem Theater Owners**
Worked with the owners as Town Clerk and Chamber Vice President, writing letters of support for their grants and projects. A strong relationship; they are also her neighbors.

BRINGING MONEY HOME

## Grants and funding track record

Anna has found, written, and managed public grants, and she wants to do this for the whole county.

**Travel Nevada Rural Marketing Grant**
Wrote the Pioche Chamber's full application and marketing plan herself.

**Town of Pioche**
Researched and completed public-sector grant applications from sources nationwide.

**SNPLMA linear park**
Helped the county grants administrator and the building and planning director prepare letters of support for the Pioche linear park project. Awarded; construction set for spring 2027.

**Grant administration**
Managed the grant-funded Chamber ad budget under the grant's spending rules; spent a year in the county grants administrator's office, learning how the county's CDBG and SNPLMA grants are managed.

**Proposal writing**
Ran the proposal and contract process at Tenth Muse Design, with individual proposals typically $20K–$50K.

### WHERE SHE WOULD FOCUS

LCRDA's $63,000 a year from GOED is a base, not a ceiling.

- EDA Disaster Supplemental grants
- USDA Rural Development
- Travel Nevada
- Nevada Main Street
- Paul Bruhn Historic Revitalization Grant

She would work closely with Charli Miller, the county's contracted grant writer, so LCRDA and county efforts are coordinated rather than duplicated.

TELLING LINCOLN COUNTY'S STORY

## Marketing, website, and online presence

Anna can lead LCRDA's marketing, from website updates to social media.

WEBSITE

### WordPress + Elementor

Fluent in the same platforms lcrda.com is built on. She can serve as project manager for website updates and enhancements, working with LCRDA's current web provider to keep meeting materials, industrial sites, and CEDS progress current.

SOCIAL PRESENCE

### Network online

Can build and run LCRDA's presence on LinkedIn, Facebook, and Instagram, reaching businesses, site selectors, investors, and state and federal partners. Built the Pioche Chamber's Instagram from the ground up and grew its Facebook following 512%.

MARKETING EXPERTISE

### Degree + practice

B.S. in Marketing Management (WGU). Independent marketing consultant since 2018, producing social, blog, email, and web content for tourism, home services, real estate, and manufacturing clients. Experienced with HubSpot and Mailchimp.

**Results she delivered · Pioche Chamber of Commerce on Facebook and Instagram, Oct 2023 – Nov 2026**

| | | |
|---|---|---|
| **962.9K**<br>Views<br>256K Facebook · 707K Instagram | **150.7K**<br>Accounts reached | **76.8K**<br>Content interactions<br>48.1K Facebook · 28.7K Instagram |
| **64.4K**<br>Page visits<br>46.2K Facebook · 18.2K Instagram | **30.9K**<br>Link clicks<br>17K Facebook · 13.9K Instagram | **4,000+**<br>New followers<br>2.5K Facebook (up 512%) · 1.5K Instagram |

Source: Meta Business Suite

CREDENTIALS

## Education and certifications

- **B.S. Marketing Management** · Western Governors University
- **Project Management Professional (PMP)** · 2026
- **Licensed Real Estate Agent** · Utah
- **Cosmetology License (Nail Technician)** · Utah
- **Draft Winning RFPs & RFQs** · Coursera

CAREER

## Professional experience

Public administration, rural partnerships, marketing, and small business ownership.

| ROLE | DATES | RELEVANCE TO LCRDA |
|---|---|---|
| **Rural Health Liaison**<br>CareSource | Dec 2025 – present | Statewide Nevada territory, including Lincoln County; builds provider and community partnerships; works alongside the Lincoln and White Pine County school districts, social services agencies including DSS, and state health and Medicaid offices |
| **Vice President (4+ years on board)**<br>Pioche Chamber of Commerce | Ongoing | Tourism marketing, Travel Nevada grant, events, partnerships with GOED's Nevada Main Street program and the BLM Caliente Field Office |
| **Services Project Coordinator**<br>Lowe's | Jun 2025 – Dec 2025 | Coordinated contractors, permits, and compliance on over 500 nationwide projects on a monthly basis; exceeded all company performance metrics |
| **Town Clerk**<br>Town of Pioche | May 2023 – Jun 2025 | Grants, budgets, capital project bidding, contracts, infrastructure projects, hiring, public reporting |
| **Real Estate Advisor**<br>REAL Broker, Red Rock Real Estate, Be At Home Utah | Sep 2017 – May 2023 | Construction and development projects during Washington County's growth |
| **Project Manager**<br>Tenth Muse Design | Jul 2017 – Mar 2020 | Proposals and contracts; marketing for public utilities, county entities, and small businesses, including Dixie Power, Washington County Water Conservancy District, Zion.com, Estes-Park.com, and FedUp Kitchen |
| **Independent Marketing Consultant**<br>Self-employed | 2018 – present | Marketing for tourism, real estate, and manufacturing clients; built the Pioche Chamber's Facebook and Instagram to 962.9K views and 4,000+ new followers since October 2023 |
| **Nail Technician & Business Owner**<br>Own beauty business, St. George, UT | 2009 – 2017 | Built and ran a very successful small business in the beauty industry for eight years; client development, scheduling, and finances from the owner's side |
| **Co-owner and Operator**<br>The Fairway Grill, St. George, UT | 1999 – 2008 | Small business ownership, staffing, budgets |

THE 2023–2028 STRATEGY

## How she would advance the CEDS goals

Her experience lines up with most of the 15 goals in the 2026 CEDS update.

| CEDS GOAL | ANNA'S RELEVANT EXPERIENCE |
|---|---|
| 2 **Reduce retail and service leakage 10% by 2027** | Small business owner; Chamber member business support; marketing for local businesses |
| 3 **500 new housing units by 2028** | Managed contracts for Pioche's community rental properties, including the low-income housing development later handed to Nevada Rural Housing; worked on the Pioche apartment project; real estate and development background |
| 4 **Grow the workforce and bring young adults home** | Works with the Lincoln County School District; trained and onboarded staff in multiple roles |
| 6 **Finish the Caliente Railroad Depot by 2027** | Grant research and writing to help the City of Caliente fund the Depot's remaining restoration |
| 7 **Quadruple visitors by 2030** | Chamber tourism marketing, Travel Nevada grant, LCAT work, Prospector Trails |
| 8 **+10% construction and trade firms** | Worked with contractors, engineering firms, and Lowe's installation service providers |
| 9 **Reopen the Gem Theater by 2028** | Worked with the theater's owners as Town Clerk and Chamber Vice President, writing letters of support for their grants and projects; strong relationship with the owners |
| 10 **+20% businesses in Pioche's commercial district** | Developing a Pioche Main Street program |
| 12 **Services for seniors** | Statewide rural health role connecting residents with providers and community organizations |
| 13 **Infrastructure needs and action plans** | Deep knowledge of county and town capital improvement projects; managed bidding for town capital projects as Town Clerk |
| 15 **Build local grant and admin capacity** | Grant writing, government budgeting and reporting, PMP certification |

Local presence. Proven partnerships.

**Anna Williams**
435-632-1406
meet.anna.williams@gmail.com

**AGREEMENT BETWEEN**
**LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY AND**
**_____FOR PROFESSIONAL SERVICES**

This is an Agreement made as of_____, 2026 between Lincoln County Regional Development Authority (AUTHORITY) and _____(Independent Contractor)

## SECTION 1 – ASSIGNMENT

I. I The AUTHORITY, authorized under Nevada Revised Statute 244 and 332.115, wishes to extend to the residents of Lincoln County and the City of Caliente certain services which Independent Contractor is equipped, staffed, licensed, and prepared to provide AUTHORITY with.

I .2. The AUTHORITY wishes Independent Contractor to perform professional services, to serve as AUTHORITY'S professional representative, and to provide professional consultation and advice for a professional fee in connection with executive director services (the "Assignment").

**SECTION 2 - BASIC SERVICES OF INDEPENDENT CONTRACTOR**

Independent Contractor shall perform the professional services as described in Exhibit A - Scope of Services.

**SECTION 3 - AUTHORITY'S RESPONSIBILITIES**

AUTHORITY shall:

3.1 Provide all criteria and full information as to AUTHORITY'S requirements and designate a person with authority to act 0N AUTHORITY'S behalf on all matters concerning the Assignment.

3.2 Furnish to Independent Contractor copies of all existing studies and information relevant to completion of the Scope of Work.

**SECTION 4 - PERIOD OF SERVICE**

The period of service wherein Independent Contractor is authorized to provide the services described shall be _____ through June 30, 2027 unless extended in writing by mutual consent of the AUTHORITY and Independent Contractor after a request for such an extension has been submitted to and approved by the AUTHORITY.

**SECTION 5 – PAYMENT**

5. 1 AUTHORITY agrees to reimburse Independent Contractor a sum not to exceed $_____ for satisfactory work with regard to the Scope of Services outlined in Exhibit A.

5.2 Fees for services rendered wil1 be accrued in conformance with the fee schedule included as Exhibit B - Fee Schedule

DRAFT-FOR DISCUSSION PURPOSES ONLY

5.3. Independent Contractor shall submit monthly statements of services rendered and reimbursable expenses. Payment for such statements shall be due within 30 days from AUTHORITY'S receipt.

5.4. If AUTHORITY fails to make any payment due Independent Contractor for services and expenses within thirty-days after receipt of Independent Contractor's bill therefore the amount due Independent Contractor shall include an interest charge at the rate of 1.5 percent per month from said thirtieth day and, in addition, Independent Contractor, may, after giving seven day's written notice to AUTHORITY, suspend services under this Agreement until Independent Contractor has been paid in full all amounts due for services and expenses.

**SECTION 6 – MISCELLANEOUS**

6.1 The obligation to provide further services under this Agreement may be terminated (a) by AUTHORITY with cause upon thirty days written notice to Independent Contractor and (b) by Independent Contractor for cause upon thirty days written notice to AUTHORITY. In the event of any termination, Independent Contractor will be paid for all services rendered to the date of termination, and all termination expenses.

6.2 AUTHORITY and Independent Contractor, and the respective partners, successors, executors, administrators, assigns and legal representatives of each are bound by this Agreement to the other party to this Agreement and to the partners, successors, administrators, assigns, and legal representatives of such other party in respect of all covenants, agreements, and obligations of this Agreement.

6.3 Nothing herein shall be construed to give any rights or benefits hereunder to anyone other than AUTHORITY and Independent Contractor.

6.4 If legal action is brought between the parties with respect to this Agreement, the prevailing party in any such action shall recover reasonable attorney's fees and costs of suit incurred in such action, in addition to any other relief to which such party may be entitled.

6.5 This Agreement (consisting of 2 pages) and Exhibits A and B thereto, constitutes the entire Agreement between AUTHORITY and Independent Contractor and supersedes all prior written or oral understandings between them in respect of the subject matter covered hereby. This Agreement and said Exhibits A and B may only be amended, supplemented, modified, or cancelled by a written instrument, duly executed by both parties.

6.6 IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement as of the day and year first above written.

**LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY**

**INDEPENDENT CONTRACTOR**

_____ _____

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**EXHIBIT A**

Scope of Services

Lincoln County Regional Development Authority Executive Director and Comprehensive Economic Development Strategy Update and Implementation

Activity 1.0 Preparation of the Lincoln County Comprehensive Economic Development Strategy (CEDS) Annual Report/Update

- Task 1.1 Facilitate review of current CEDS plan and Subsequent Annual Updates to identify needed revisions
- 1.2 Prepare draft and final versions of a current CEDS Annual Report/Update
- 1.3 Prepare necessary resolutions and assist with preparation for Authority Board presentation of the CEDS to the Lincoln County Commission and Caliente City Council for review

Activity 2.0 Assist with Implementation of the Lincoln County Comprehensive Economic Development Strategy

- Task 2.1 Identify alternative sources for Authority funding
- 2.2 Assist with formulation of fund raising
- 2.3 strategies
  Develop draft and final technical assistance grant applications to Economic Development Administration, Nevada Governor's Office of Economic Development, USDA Rural Development Administration and
- 2.4 others sources as appropriate.
  Assist the Lincoln County Grants Administrator with progress and financial reporting to the Economic Development Administration, Nevada Governor's Office of Economic Development, USDA Rural Development
- 2.5 Administration and other grant sources as appropriate.
  Identify and assist industrial prospects and clients suitable for location in
- 2.6 Lincoln County
  Monitor and lobby on behalf of LCRDA regarding Nevada and federal legislation of importance to the Authority

Activity 3.0 Provide Administrative Functions to LCRDA

- Task 3.1 Prepare agendas for and facilitate meetings of Authority
- 3.2 Assist Chairman with drafting of Authority correspondence
- 3.3 Assist Lincoln County Grants Administrator with reporting to Lincoln County Commission
- 3.4 Prepare requests for supplemental funding from Nevada Commission on Economic Development
- 3.5 Other tasks as directed by the Chairman

Activity 4.0 Retention and Expansion of Existing Businesses

- Task 4.1 Monitor issues which may constrain the success of existing businesses.
- 4.2 Meet periodically with existing businesses to identify constraints to business viability and growth

4.3 Identify and facilitate implementation of initiatives to assist existing businesses

Activity 5.0 New Business and Industry Attraction

Task 5.1 Identify target businesses and industry for attraction to Lincoln County

5.2 Design and implement initiatives designed to attract investment in new businesses and industry in Lincoln County

5.3 Market Lincoln County at targeted business and industry trade shows

5.4 Coordinate with marketing firms retained by LCRDA in the design and implementation of industry and business attraction initiatives

Activity 6.0 Other Activities as Directed by the LCRDA Chairman

EXHIBIT B
FEE SCHEDULE
INDEPENDENT CONTRACTOR
Agreement with Lincoln County Regional Development Authority

| | |
|---|---|
| Principal | $ ____/hr. |
| Per Diem | At County Rate |
| Mileage | At County Rate |
| Copies | $____/page |
| Lodging, airfare, ground transp., car, rental, parking, software, reference materials, reproduction and printing, supplies, and other normal expenses | at cost |

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# Tab 6

**AGREEMENT BETWEEN**
**LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY AND**
**NEVADA AUTHOROTY MANAGEMENT**
**FOR PROFESSIONAL SERVICES**

This is an Agreement made as of November 23, 2026 between Lincoln County Regional Development Authority (AUTHORITY) and Nevada Authority Management, LLC (Independent Contractor)

## SECTION 1 – ASSIGNMENT

I. I The AUTHORITY, authorized under Nevada Revised Statute 244 and 332.115, wishes to extend to the residents of Lincoln County and the City of Caliente certain services which Independent Contractor is equipped, staffed, and prepared to provide AUTHORITY with.

I .2. The AUTHORITY wishes Independent Contractor to perform professional services, to serve as AUTHORITY'S professional representative, and to provide professional consultation and advice for a professional fee in connection with professional consulting services (the "Assignment").

**SECTION 2 - BASIC SERVICES OF INDEPENDENT CONTRACTOR**

Independent Contractor shall serve as an interim transition mentor to provide structured operational guidance, institutional knowledge transfer, and executive coaching to the incoming Executive Director of the Lincoln County Regional Development Authority. Services include, but are not limited to; briefing the incoming director on statutory authorities, enabling legislation, administrative code, open meeting laws, public records compliance, and ethics/conflict-of-interest rules; reviewing existing budgets, active grants/contracts and ongoing projects; Identifying and prioritizing critical external relationships (e.g., state/federal partners, regional stakeholders, and agency department heads), and conducting regular strategic advisory sessions/coaching meetings.

**SECTION 3 - AUTHORITY'S RESPONSIBILITIES**

AUTHORITY shall:
3.1 Provide all criteria and full information as to AUTHORITY'S requirements and designate a person with authority to act 0N AUTHORITY'S behalf on all matters concerning the Assignment.

3.2 Furnish to Independent Contractor copies of all existing studies and information relevant to completion of the Scope of Work.

**SECTION 4 - PERIOD OF SERVICE**

The period of service wherein Independent Contractor is authorized to provide the services described shall be for a period of 3 months beginning on the effective date of the AUTHORITY's new executive director contract through June 30, 2027 unless extended in writing by mutual consent of the AUTHORITY and Independent Contractor after a request for such an extension

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has been submitted to and approved by the AUTHORITY.

**SECTION 5 – PAYMENT**

5. 1 AUTHORITY agrees to reimburse Independent Contractor a sum not to exceed $10,000.00 for satisfactory work with regard to the Scope of Services described in Section 2 – Basic Services of Independent Contractor.

5.2 Fees for services rendered will be $113.30 per hour plus expenses at cost.

**SECTION 6 – MISCELLANEOUS**

6.1 The obligation to provide further services under this Agreement may be terminated (a) by AUTHORITY with cause upon thirty days written notice to Independent Contractor and (b) by Independent Contractor for cause upon thirty days written notice to AUTHORITY. In the event of any termination, Independent Contractor will be paid for all services rendered to the date of termination, and all termination expenses.

6.2 AUTHORITY and Independent Contractor, and the respective partners, successors, executors, administrators, assigns and legal representatives of each are bound by this Agreement to the other party to this Agreement and to the partners, successors, administrators, assigns, and legal representatives of such other party in respect of all covenants, agreements, and obligations of this Agreement.

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6.5 This Agreement (consisting of 2 pages) constitutes the entire Agreement between AUTHORITY and Independent Contractor and supersedes all prior written or oral understandings between them in respect of the subject matter covered hereby. This Agreement may only be amended, supplemented, modified, or cancelled by a written instrument, duly executed by both parties.

6.6 IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement as of the day and year first above written.

| | |
|---|---|
| **LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY** | **INDEPENDENT CONTRACTOR** |
| _____ | _____ |

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