CEDS PRIORITY PROJECTS IDENTIFIED

Ash Creek feeds the Quill Water Treatment Plant, where upgrades are one of the top CEDS projects for 2021.

Read more on page 9.

INSIDE:

- Economic Recovery and Resiliency
 Plan released as part of Comprehensive
 Economic Development Strategy
- Nevada economy shows improvement
- Breaking: EDA Announces ARPA Grant
 Categories and Priorities



UPDATES, GRANTS AND INFORMATION YOU NEED TO KNOW

WELCOME

Welcome to the Summer 2021 edition of the Western Nevada Development District (WNDD)'s Economic Recovery Update.

This Economic Recovery Update shares how WNDD's Economic Recovery & Resiliency Plan is moving into the action phase. Plus, how the Comprehensive Economic Development Strategy Update has identified the region's top infrastructure projects and workforce programs that promote economic recovery, community resiliency and job growth in top-paying industries. The update also shares information on the Economic Development Administration's

unprecedented \$3 billion economic development initiative under the American Rescue Plan Act.

Part of a CARES Act Supplemental Award for the U.S., the Update aims to support the revitalization, expansion, and improvement of distressed communities' infrastructure with a comprehensive goal to attract industry, encourage business retention, growth and recruitment, and generate sustainable private-sector jobs and investments.

One of the essential tools as Western Nevada rebuilds from the impacts of the COVID-19 pandemic will be the Economic Recovery and Resiliency Plan (ERRP), which was included in the Comprehensive Economic Development Strategy (CEDS) 2020-2025 Update. The plan includes strategies for economic recovery and to build capacity for pre-disaster preparedness through resilience planning and projects.

The 2021 CEDS update is available online for viewing. This document refreshes the 2020-2025 report data and enables WNDD to continue as a designated Economic Development District by the U.S. Department of Commerce, Economic Development Administration (EDA). The CEDS enables communities within the region to be more competitive for EDA and all federal funding.

WNDD identified priority projects of regional economic significance that align with the CEDS goals and support EDA Investment Priorities. The project selection, part of the CEDS 2020-2025



Update, was approved by the WNDD Board of Directors on June 28 after receiving recommendations from the CEDS Project Evaluation Committee.

Economic indicators for the state and WNDD region continue to improve, demonstrating an active and resilient recovery underway. Casinos statewide set a record in May by winning \$1.23 billion, eclipsing a \$1.165 billion record set in October 2007. Nevada's food and agriculture sectors set an all-time trade record during the first quarter of 2021, with exports totaling \$99.9 million, beating the last record-breaking quarter set in Q4 2020.

Eighteen months after the Main Street Fire destroyed three downtown Lovelock buildings, the charred debris disappeared thanks to community activism that also helps clear the way for a new vision for the downtown core.





Commerce Secretary Announces EDA's Investing in America's Community Program: Administration's Plan To

'Build Back Better'

Under American Rescue Plan Act

U.S. Secretary of Commerce Gina M. Raimondo announced six programs, collectively called Investing in America's Communities, that the Economic Development Administration (EDA) will execute to equitably invest the \$3 billion it received from President Biden's American Rescue Plan.

This is the largest economic development initiative from the Department of Commerce in decades and will help communities across the country impacted by the coronavirus pandemic.

In her White House press conference, Secretary Raimondo said all grant awards will be evaluated "through an equity lens." The return on the EDA investments will be measured through job creation, she added.



WNDD staff will keep membership posted as more information on Rescue Plan grant distribution becomes available through the EDA and how CEDS-supported projects can be aligned with these investment categories.

For continued updates and information on the EDA's Investing in America's Communities, go to our website at https://wndd.org/news-2/.



Economic Recovery & Resiliency Plan Released

See the plan in the Comprehensive Economic Development Strategy 2020-2025 Update

As Western Nevada rebuilds from the impacts of the COVID-19 pandemic, economic development strategy must focus on recovery and resiliency to prepare for future shocks and changes.

One of the key tools for charting the course to this recovery will be the Economic Recovery and Resiliency Plan (ERRP), which was included in the Comprehensive Economic Development Strategy (CEDS) 2020-2025 Update. The development of this economic recovery and resilience plan is vital to the Western Nevada Development District (WNDD) region. The plan includes strategies for economic recovery and to build capacity for predisaster preparedness through resilience planning and projects.

Funded through a U.S. Department of Commerce, Economic Development Administration (EDA) CARES Act grant, the Economic Recovery and Resiliency Council was formed in 2020 to develop an ERRP for the WNDD region.

To see the entire plan, visit wndd.org/aboutwestern-nevada/our-mission.

From its inception, the vision for the Economic Recovery & Resiliency Council included engaging a multi-disciplinary team of subject matter experts to develop a coordinated effort and plan to resume economic activity to the fullest and safest extent possible. Ultimately, more than 130 agencies participated in the process. Over six months, the Council met as a large group and in their individual teams to pursue its work of developing an ERRP to align with the "Nevada: Action Plan for Recovery and Resilience" being developed through the Governor's Office of Economic Development.

The process included multiple discussions per month amongst the stakeholders and WNDD staff. At these meetings, regional experts discussed policies and overall plan-making. Members of the Economic Recovery and Resiliency Council represented leadership in critical areas such as:

- Agriculture
- Building and trades Information
- Business
- Economic development
- Education and workforce
- Financial
- Government
- Health and wellness

- Housing
- Information technology
- Manufacturing
- Mining
- Tourism, Hospitality Arts & Culture
- Utilities, infrastructure, and transportation

The business, organizational and service sector clusters conveyed their category's highest priority issues and strategies to address those issues, identified resources available to engage those strategies, and determined the resource gaps.

During a workshop in early 2021, the ERRC worked with their respective team members to develop a holistic understanding of the issues based on data. Each was asked what issues or challenges they considered the highest priority for their industry to be addressed as a result of the pandemic. Then, using an online poll, they cast their vote on more than 73 issues that impacted them and their industries the most. According to those votes, these six issues are the most pressing for the region:

- 1. Inadequate broadband connectivity
- 2. Workforce limitations such as inadequate training, low wages, and a lack of childcare facilities

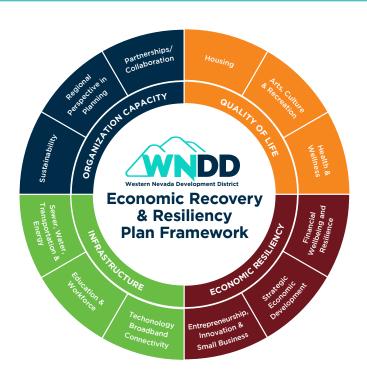


ERR COUNCIL UPDATE

- 3. Reduced access to routine medical care during the pandemic left residents lacking health and wellness services
- 4. An inadequate supply of affordable housing, along with the skyrocketing real-estate market, made it hard for residents to afford a mortgage or to pay rent
- 5. Siloed governmental agencies whose systems aren't connected made resident support resources difficult, inefficient, and arduous to navigate
- 6. The limited diversity regarding economic activity and industry.

Finally, efforts to diversify the Nevada economy were hampered by the pandemic, and small business owners lacked a safety net to keep them afloat during the emergency.

These critical economic vitality challenges formed the foundation of the Economic Recovery Resiliency Plan's framework, which includes strategies for economic recovery and builds capacity for pre-disaster preparedness through resilience planning and projects. Projects may be engaged and/or expanded to respond more rapidly to create more economic stability and growth.



This wheel represents the framework of the ERRP, as developed by the Economic Recovery and Resiliency Council and its teams, including four target areas and 12 goals. The plan of strategies and actions to accomplish these goals can be found in the 2020-2025 Update. To bring the ERRP to life, WNDD will collaborate with stakeholders and engage action teams throughout the region to move forward with strategies and future projects identified in the plan under these four target areas and their respective goal areas.



DEFINING ECONOMIC RECOVERY AND RESILIENCY

According to the EDA, recovery and resilience focus on "economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, such as the decline of an important industry or a natural disaster."

In Western Nevada, that means creating an environment that welcomes new businesses and industries to the region to promote a vibrant, resilient, and sustainable economy while strengthening the environment for existing businesses.

Helping the economy recover will mean supporting the expansion of small businesses, attracting new technology companies and a skilled workforce, and integrating data into the decision-making process.

Revelations from Resiliency

Key Takeaways from Members of Economic Recovery and Resiliency Council

"Resilience" became an important concept since the COVID-19 pandemic arrived in Nevada in March 2020. Becoming more resilient is something that cities and states must do if they're to survive global economic disruptors like the pandemic in the future.

Western Nevada Development District (WNDD)'s Economic Recovery and Resiliency Council's (ERCC) development of an Economic Recovery & Resiliency Plan (ERRP) tapped into more than 130 organizations and included strategies for economic recovery and to build capacity for pre-disaster preparedness through resilience planning and projects.

We asked some of our Economic Recovery and Resiliency Council Members about their experience and biggest takeaway.

"I think my biggest takeaway was that people came together pretty quickly and were willing and able to identify issues that the state and regions within the state need to address. Housing, childcare, education, skilled labor/job retraining seemed to me to be the issues that need a lot of attention/focus for the state to recover fully."

— Cheryl Couch, ERR Council - Utilities, Infrastructure, Transportation United States Department of Agriculture, Nevada Community Development Director

"The key issues for northern and western Nevada have remained the same for over a decade: food insecurity, the cost of housing, mediocre public schools, the lack of mental health resources, job training, etc. Certainly, the pandemic cast a very bright light on all of these issues and magnified our need for federal support."

Ann Silver, ERR Council - Business
 The Reno+Sparks Chamber of Commerce, Chief Executive Officer

"The process has highlighted several gaps in the local finance ecosystem that my organization (Nevada SBDC), other entrepreneurial support organizations, and local banks/lenders are well-positioned to address. The pandemic highlighted how disconnected people could be from their bank and other financing sources, and it seems initiatives and/or events to connect consumers, and business owners with their bankers/lenders would do a significant service to the community."

— Jake Carrico, ERR Council - Finance Nevada Small Business Development Center, Business Advisor



ERR COUNCIL KEY TAKEAWAYS

"A closer relationship between government, developers, and construction to help alleviate the (housing) crisis we are currently faced with solving. The most difficult prognosis is developing trust between the different entities and government getting pro-active in solving the issues. COVID has been a severe deterrent to this potential process. Still, I am optimistic that the situation is waning and hopeful a line of communication and actual progress will be made."

— Ron Bath, ERR Council - Housing Salmon Point Development

"The project confirmed the need for many of the missing pieces that we have identified with a variety of collaborators to build resiliency and sustainability into our regional food system in northern Nevada. The Fallon Food Hub already sees benefits from participation in this project through increasing communication throughout the sector, especially with government agencies offering grant and loan programs for agricultural producers and adjacent businesses."

- Kelli Kelly, ERR Council - Agriculture Fallon Food Hub, Executive Director

"This project was most useful to me as a citizen, not as a business owner. Due to the nature of my business (digital/online services), my organization is quite flexible and dynamic already to be super resilient to changes. But I learned many interesting things that could be applied to better position my organization to local hiring and growth. I believe that it will be important not just to keep the report on the table but transform it into actual action items and then work in smaller groups to make things happen either through the legislature or through grants and community projects."

Vas Kamyshanov, ERR Council - Technology
 CEO, Balanced Agency

"I hope to concentrate on the effects of technology change that the pandemic has accelerated, and which need to guide us in our work. While I understand the importance of infrastructure, housing, health, and wellness, I am concerned that the importance of responding to accelerated technology change is not fully grasped mainly because the impacts and effects are not yet widely visible and often incompletely understood. As a result, entrepreneurship, Innovation, and growth of SMEs are essential for the region."

Karsten Heise, ER Council - Manufacturing
 Governor's Office of Economic Development, Director of Strategic Programs



CEDS 2020-2025 Update Available Online Now

One of the cornerstones of the Western Nevada Development District (WNDD)'s efforts to create an environment that welcomes new businesses, industries, and workforce to the region to promote a vibrant, resilient, and sustainable economy is the Comprehensive Economic Development Strategy (CEDS).

The CEDS is a locally based, regionally driven economic development planning process and document that successfully engages the region's community leaders, private sector partners, and stakeholders. This framework enables the region and its partners to strengthen their leverage and expand regional capacity to attract outside resources to build a sustainable and resilient economy. The result creates an economic roadmap to diversify and strengthen the regional economy and to qualify the region for additional assistance from the Economic Development Administration of the U.S. Department of Commerce (EDA).

The competitive global market makes it necessary for regions to have a long-term economic development strategy to serve as a roadmap to progress and prosperity. The CEDS does just that and is updated annually and revisited, revised, and rewritten every five years.

The 2021 CEDS update refreshes the 2020-2025 report data and enables WNDD to continue as a designated Economic Development District by the EDA. The CEDS helps to ensure the communities within the region remain eligible for EDA and all federal funding. EDA invests in public works, economic adjustment assistance, technical assistance, and short-term planning. EDA investment priorities enhance regional competitiveness and support long-term diversification and development of the regional economy.

Comprehensive Economic Development Strategy 2020-2025



Specific priorities include:

- 1. Equity
- 2. Recovery and Resilience
- 3. Workforce Development
- 4. Manufacturing
- 5. Technology-Based Economic Development
- 6. Environmentally Sustainable Development
- 7. Exports and FDI

Certified by the EDA in June 2021, the CEDS update maintains the region's Economic Development District designation, the associated planning funds, and regionwide eligibility for federal funding to accomplish projects identified within the plan.

To see the full report, visit wndd.org/about-western-nevada/our-mission.





Ash Creek, Carson City

WNDD Announces Priority Project Selections

The Western Nevada Development District (WNDD) has identified a selection of priority projects of regional economic significance. The project selection, part of the WNDD's Comprehensive Economic Development Strategy (CEDS) 2020-2025 Update, was approved by the WNDD Board of Directors on June 28 after receiving recommendations from the CEDS Project Evaluation Committee. The committee reviewed 39 of the 62 submitted projects from WNDD member governments and agencies, which had provided actual cost estimates.

The committee ranked the projects based on several established criteria, including measurable regional economic benefits, community benefits, availability of matching funds, project readiness, and alignment with WNDD goals and the investment priorities of the U.S. Economic Development Administration.

The top projects become part of the WNDD annual work plan, including researching, applying for, and administering grants.

WNDD REGIONAL PRIORITY PROJECTS

#1 Churchill Commerce Area Sewer (Churchill County)

#2 Churchill Commerce Area Water

Expansion of current municipal water and wastewater transmission infrastructure to the new Churchill Commerce Center property. The industrial and manufacturing facilities at the new Commerce Center will provide more than 2,500 jobs and increase the economic viability of Churchill County and the surrounding areas.

#3 North Valleys Treated Effluent/Recycled Water Storage System (City of Reno)

A transmission and storage system for treated effluent to supply the proposed Reno-Stead

Airport Industrial Park currently in development. Future projects, primarily built by end-users, will then distribute the treated effluent.

#4-6 Truckee Meadows Water Reclamation Facility (City of Sparks)

- Solids Management
- Effluent Reuse Station Rehabilitation
- Nitrification Towers

Successful rehabilitation of the nitrification towers and effluent reuse pump station and upgrades to the solids management systems are necessary for TMWRF to reach its design flow of 44.5 million gallons per day to allow for growth in the Truckee Meadows while remaining in compliance with State and Federal discharge permits.



#7 Tahoe Incubator and Revolving Loan Fund(Tahoe Prosperity Center)

The incubator and revolving loan fund will benefit small business start-ups and entrepreneurs who create jobs and create a whole new sector of the local economy dominated by tourism employment, adding a sorely missed layer of diversification.

#8 Tahoe Broadband Connectivity Project (Tahoe Prosperity Center)

The Connected Tahoe project goal is to bring gigabit level service to the entire Tahoe Basin to catalyze economic development, galvanize public safety, healthcare, and education, and position the Tahoe Basin to receive the most advanced technologies for internet access. This project will foster stakeholder and citizen collaboration to build a basin-wide broadband service plan.

#9 Rattlesnake Hill Water Tank CapacityIncrease (City of Fallon)

This project will replace two aging concrete tanks with a steel tank increasing system-wide storage capacity, create redundancy, and improve flows for fire suppression. This increased capacity will allow the City to develop the Rattlesnake Hill Business Park, creating 200-400 new jobs.

#10 Career Bound Nevada Workforce Training(JOIN, Inc.)

JOIN's Career Bound NV (CBNV) program will develop a pipeline of local talent through collaboration with growth industries such as manufacturing and healthcare in partnership with school districts to provide Work-based Learning activities and paid work experiences to high school students.

#11 Quill Water Treatment Plant Upgrade (Carson City)

The 30-year-old Quill Water Treatment Plant (QWTP) cannot treat available surface water due to variable raw water quality, regulatory limitations, and treatment limitations. An upgraded QWTP allows the City to manage water resources better and pressure off already stressed groundwater basins for the sole supply source.

#12 Terminal Building Construction/Airport Entrance Beautification (Carson City)

This project would replace the Carson City Airport terminal building with a modern, environmentally sustainable, and ADA-compliant facility. Additionally, the main entrance to the airport would be redesigned and improved with new drought-tolerant landscaping. The envisioned economic impact of this project is additional tax revenue from increased utilization.

#13 Workforce Re-Training and Upskilling (EDAWN)

This project is focused on Re-skilling disconnected workers for in-demand jobs via a proven program that provides them with a menu of vetted education programs that result in employment-required credentials or certificates. The reskilling fund will allocate \$1,000 per participant to provide direct assistance to the seeker or the training provider. The goal is to reskill/upskill 2,000 front-line workers.

Special thanks to the CEDS Project Evaluation Committee:

- Jan Morrison, Humboldt Development Authority
- Patricia Herzog, Governor's Office of Economic Development
- Andrew Haskin, Northern Nevada Development Authority
- Bryan McArdle, Economic Development Authority of Western Nevada (EDAWN)
- Rob Benner, Building and Construction Trade Council of Northern Nevada



Economic Recovery By the Numbers

Nevada is beginning to recover from the impacts of the COVID-19 pandemic. Northern Nevada's booming housing market, the return of special events in Reno, the region's gaming win, projected statewide revenue projections, and increased traffic at the Reno-Tahoe International Airport are a few metrics we analyzed across the state.

\$1.23 billion Casinos statewide set a record in May by winning \$1.23 billion, eclipsing a \$1.165 billion record set in October 2007. It's the highest single-month win in the state's history. In Washoe County, the gaming win was up 32.73% for the 2020-2021 fiscal year to date, compared with the same time in 2020. The record win came before tourist-reliant Nevada on June 1 lifted virtually all crowds and business capacity restrictions statewide.

\$99.9 million Nevada's food and agriculture sectors set an all-time trade record during the first quarter of 2021, with exports totaling \$99.9 million, beating the last record-breaking quarter set in Q4 2020. These back-to-back record-setting quarters indicate a strong rebound in global food and agriculture trade from trade conflict and COVID-19. The top export country for Nevada food and agriculture products is South Korea.

212,700 Nevada added back 10,200 jobs in May 2021, according to the Nevada Department of Employment, Training and Rehabilitation's (DETR) May 2021 economic report. The number of jobs remains below typical levels but is up 212,700 since May 2020, an annual increase of 19.2%. The large increase in employment over the year reflects the significant effects the pandemic had on employment last year. The total employment level in the state is 1,318,400. The state's unemployment rate in May is 7.8 percent, down slightly from 8.0 percent in April and down 16.7 percentage points compared to May 2020. Reno employment had an increase of 800 jobs (0.3%) since April, an increase of 32,800 jobs (15.4%) since May 2020. Carson City employment had a decrease of 200 jobs (-0.7%) since April, an increase of 2,400 jobs (8.7%) since May 2020.

\$4.1 billion

Taxable sales of non-store retailers, i.e., online commerce, continued to increase in Nevada and Western Nevada Development District (WNDD) areas, demonstrating that shoppers are continuing their purchasing habits on URLs rather than IRL. Statewide, for the 2021 fiscal year through April 30, taxable sales of non-store retailers increased by 59.2%, from \$2.6 billion to \$4.1 billion. WNDD's counties and cities saw the following increases:

Carson City:	61.0%	Mineral:	25.3%
Churchill:	45.2%	Pershing:	51.1%
Douglas:	55.7%	Storey:	171.2%
Humboldt:	124.5%	Washoe:	53.0%



ICYMI: Webinar Presents Tools and Tactics for Landing an EDA grant

In June, the Western Nevada Development District (WNDD) presented the big picture view of the grant opportunities, priorities, and programs offered by the U.S. Economic Development Administration (EDA). This webinar event provided tools and tactics for developing a competitive grant application for your organization. Featured special guests included Aric Jensen, City of Reno, and Heidi Hill-Drum, Tahoe Prosperity Center, who shared their grantwinning tips.

The webinar reviewed:

- EDA investment priorities and programs
- EDA grant eligibility and process
- The life cycle of a successful grant application
- The WNDD competitive advantage

The webinar's goal is to put your organization in a better position to receive federal funds. To watch the webinar, visit

youtube.com/watch?v=2GqgN_incmA.





Eighteen months after the Main Street Fire destroyed three downtown Lovelock buildings, the charred debris disappeared thanks to community activism that also helps clear the way for a new vision for the downtown core.

The site is a vital component of the Western Nevada Development District (WNDD)'s Brownfield Communitywide Assessment Coalition Grant. The Environmental Protection Agency (EPA) grant was acquired in 2019 to assess and clear properties, known as "Brownfields," that are planned for reuse or redevelopment. Brownfields sites can include vacant properties or abandoned or underutilized sites that may suffer from real or perceived contamination.

The fire site at Main Street and Cornell Avenue is the critical parcel in the Pershing County Economic Development Authority's Downtown Lovelock Reuse and Revitalization Plan and the focus of the Downtown Visioning workshops presented earlier this year by WNDD and attended by residents and stakeholders.

The Brownfields grant opened the way for the Nevada Department of Environmental Protection to use its Brownfields state monies to assess the burn pile for hazardous materials and seek out a contractor to remove the debris. Engineering and safety issues slowed the cleanup timeline. And that's when the community stepped in.

According to the Lovelock Miner-Review, construction contractors working for Coeur Mining: Rochester stepped up and rapidly extracted the eyesore at no cost to the city or property owners.

Contractor Pat Hickey recruited mine subcontractors who donated the staffing and

heavy equipment needed to get the job done, including Schmueser and Associates, Highmark, and Granite Construction. About 108 truckloads of fire debris were excavated and hauled to a specified site at the county dump.

The Lovelock Volunteer Fire Department hosed down the rubble during excavation, and a county crew provided fill dirt, landfill space, and additional workforce and heavy equipment.

Pershing County Economic Development
Director Heidi Lusby-Angvick confirmed the
Nevada Department of Environmental Protection
supported the "goodwill project" and, after
numerous tests for hazardous materials, had
cleared the debris for disposal at the local county
landfill.

The cleanup also clears the way for the final Downtown Visioning Workshop tentatively scheduled for this September. The series will culminate with developing the action plans and strategies needed to achieve a community shared vision for the downtown core.

Participants will be asked:

- Who are the partners we need?
- What are the resources at our disposal?
- What are the resource gaps?

The second workshop, held on Dec. 11, 2020, was facilitated by The Grove, which guided the participants through a visual storyboard process to identify the challenges, support available, and bold steps to achieve the vision.

Find out more about this project at **www.lovelovelock.com**



Broadband Mapping Program First Step to Grants and Affordable Access

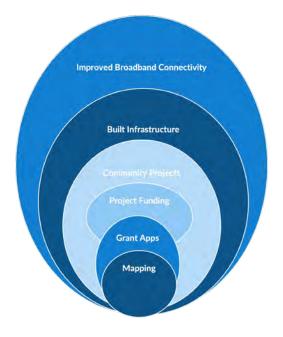
Connectivity is a top regional priority according to the Economic Resiliency and Recovery Plan.

As a first step in tackling the issue, the WNDD Board in June directed the staff to engage in a Broadband Mapping Project which will help identify at street level where there is the most need of reliable, affordable access to broadband service.

WNDD staff has identified interactive, up-tothe-minute mapping tools based on an internet speed test with GIS layers of information that can be used to develop competitive project grant applications. The goal is to create more robust broadband connectivity across the region.

Federal and state agencies are responding to the connectivity needs of the country by providing a variety of grant opportunities. The mapping tool is a first-step in helping members take advantage of these funds including the more than \$3 billion in American Rescue Plan Act monies being administered by the U.S. Economic Development Administration. The EDA Seattle Region has indicated that some of that will be targeting broadband infrastructure projects.

WNDD is reaching out to its members to help fund the mapping tool which will cost approximately \$40,000 on an annual basis The



mapping project will require a regional outreach program to promote the speed test. This will be accomplished through members' marketing platforms and private community sponsors.

WNDD has established a Regional Broadband Action Team to help in these efforts. The new team met last month to help identify needs and provide desired outcomes to address the region's connectivity issues. The team is comprised of Dr. Tom Harris, Director of Center for Economic Development; University of Nevada, Reno; Aric Jensen, City of Reno; Heidi Lusby-Angvick, Pershing County Economic Development Authority Executive Director; Alicia Heiser, Manager City of Winnemucca; Lisa Granahan, Douglas County Economic Vitality Manager; Mark Feest, Churchill County Communications, Vas Kamyshanov, Balanced Agency of Reno; Cassandra Darrough, Pyramid Lake Tribe/NUMU; and Eric Brown, Manager of Washoe County.

SHARE WITH US

Send us your updates and stories

We want to highlight your success stories or opportunities with other WNDD members. To get in touch with us about what you're doing to rebuild a vibrant, resilient, sustainable economy, email Economic Recovery Coordinator Don Vetter at dvetter@wndd.org.

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