A Strategic Plan for the City of Fernley
For FY 2017 through FY 2021

Community Workshop No. 1

Saturday, November 7, 2015

City Hall
City of Fernley
595 Silver Lace Boulevard
Fernley, NV  89408

University Center for Economic Development
http://www.unr.edu/business/research-and-outreach/uced

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
What is Strategy?

“A strategy is a way of describing how you are going to get things done. It less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?’

What is Strategy?

Elements of a Strategy Include:

- Recognition of existing barriers and resources (people, money, power, materials, etc.)
- Tied to an overall vision, mission, and a set of clearly defined objectives.
- Direction for future planned initiatives focused on providing information, enhancing support, removing barriers, providing resources, etc.
**What is Strategy?**

Does the Strategy:
- **Give overall direction?** The strategy should point out the overall path without dictating a particular narrow approach.
- **Fit resources and opportunities?** Should take advantage of current resources and assets while embracing new opportunities.
- **Minimize resistance and barriers?** Keep in mind that opposition and resistance is inevitable. Good strategies should attract allies and deter opponents.
- **Reach those affected?** Should connect the intervention with those who it should benefit.
- **Advance the mission?** The strategy should make a difference on the mission and objectives.

**Why is a Strategy Important?**

Key Advantages:
- Strategies allow a community to take advantage of resources and emerging opportunities.
- Strategies allow a community to respond effectively to possible barriers and sources of resistance.
- Strategies enable us, as a community, to use our time, energy, and resources more efficiently and more effectively.

**EXERCISE: Three Questions**

- In small groups, work together to answer the following three questions:
  - If your community were a person, what would it be like?
  - If your community were a car, tell me about it.
  - If we put a music score to the daily activity of your community, what would it sound like?
- **Ten** minutes to answer each question and then we will discuss.
### Question No. 1
If your community were a person, what would it be like and why?
- Man or woman?
- Introvert or Extrovert?
- Physically fit or out of shape?
- Liberal or conservative?
- Are they Oprah, Woody Allen, John Wayne or Forest Gump?
- What do they regularly wear?
- What kind of movies do they like?
- How do they act at a party?
- Would they even go to a party?

### Question No. 2
If your community were a car, tell me about it.
- New or old?
- Clean or rusty?
- How does it run?
- A lot of upgrades or basic?
- Sedan, minivan, pick-up truck, sports car?
- Does it have a GPS or hand-crank windows?
- How many miles are on it?
- Is it well cared for and oiled every 3,000 miles or can it use some "TLC"?

### Question No. 3
If we put a music score to the daily activity of your community, what would it sound like and why?
- Indiana Jones adventure?
- A love song from Casablanca?
- Boring…simply "white noise"?
- Is it more Kenny Logins or more Randy Newman?
- Something from Friday the 13th?
- Yakety Sax?
The Agenda
A Strategic Plan for the City of Fernley, Community Workshop No. 1:

1. A Review of the City of Fernley Strategic Plan, FY 2011-16.
2. Review of Current Socio-Economic and Demographic Conditions.
3. Completion of an Environmental Assessment of Community Positions and Resources.
4. Completion of a Strength, Weaknesses, Opportunities, and Threats (SWOT Analysis) for Fernley.
5. Review of Next Steps.
The Strategic Planning Process

Five Integrated Steps:

1. Developing a Strategic Vision: charts the community’s long-term direction; a mission statement that describes the community’s identity business; and establishes a set of core values to guide the pursuit of the strategy vision and mission.

2. Setting Objectives: measures the community’s performance in order to track its progress in moving in the intended long-term direction.

3. Crafting a Strategy: advances the community along the path toward an envisioned future and achieving its’ performance objectives.

4. Implementing and Executing the Chosen Strategy: do so efficiently and effectively.

5. Evaluating and Analyzing the External Environment and the Community’s Internal Situation and Performance: identify corrective adjustments that are needed in the community’s long-term direction, objectives, strategy, or approach to strategy execution.

Strategic Vision, Mission, and Core Values

- Strategic Vision: describes ‘where we are going’…the course and direction the community has charted.

- Effectively Worded Vision Statements: graphic, directional, focused, flexible, feasible, desirable, and easy to communicate.

- Shortcomings in Vision Statements: vague or incomplete, not forward-looking, too broad, bland or uninspiring, not distinctive, too reliant on superlatives.
Strategic Vision, Mission, and Core Values

Benefits of a Well Developed and Communicated Vision Statement:

– Crystallizes the community’s own views about the community’s long-term direction.
– Reduces the risk of rudderless decision making.
– A tool for winning the support of key stakeholders to help make the vision a reality.
– Provides a point on which implementation and situational plans can be developed.
– Helps a community prepare for the future.

City of Fernley Strategic Plan (FY 2011-16)

VISION

“To be the best place in the West to live, work and play.”

Is this VISION:

– Futurecasting? Does it provide a picture of what you would like your community to look like in the future?
– Audacious? Does it represent the mountaintop of what you want your community to look like?
– Motivating? Does it clarify the direction you want your community to move in?
– Purpose-Driven? Does it give you a larger sense of purpose as a member of this community?
– Inspiring? Does it inspire and engage you?

Strategic Vision, Mission, and Core Values

• Mission Statement: typically describes the community’s and organization’s present identity... ‘who we are’, ‘what we do’, and ‘why are we here’.

• Key Elements:
  – Provide direction on day-to-day activity.
  – Provides a foundation for future decision-making.

• Google: “to organize the world’s information and make it universally accessible and useful”.

• OSHA: “to assure the safety and health of America’s workers by setting and enforcing standards; providing training, outreach, and education, establishing partnerships, and encouraging continual improvement in workplace safety and health”.
City of Fernley Strategic Plan (FY 2011-16)

MISSION

“To provide our growing dynamic community excellent municipal services to make Fernley a great place to live, work, and play. Together, we enhance the desirability, safety, friendliness, aesthetics and quality of life in our City.”

Regarding this MISSION, consider:
- Does it focus on satisfying constituent needs?
- Is this mission based on perceived core competencies?
- Does it motivate and inspire stakeholder commitment?
- Is it specific, short, and sharply focused and memorable?
- Is it clear and easily understood?

Strategic Vision, Mission, and Core Values

- Core Values: the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization’s functions and pursuing its strategic vision and mission.
- Typically, four (4) to eight (8) core values per organization.
- **Kodak**: respect for the dignity of the individual, uncompromising integrity, unquestioned trust, constant credibility, continual improvement and personal renewal, open celebration of individual and team achievements.
- **Home Depot**: entrepreneurial spirit, excellent customer service, giving back to the community, respect for all people, doing the right thing, taking care of people, building strong relationships, and creating shareholder value.

City of Fernley Strategic Plan (FY 2011-16)

CORE VALUES

“Honesty, Integrity, Professionalism, Respect, Competency, Leadership, Responsibility, Innovation”

Do these CORE VALUES meet these guidelines:
- Keep the list of values to between five and seven. Do these values motivate you?
- Create phrases, but not paragraphs. Do these words convey real meaning?
- Make these values specific, not generic. Do these define specificity?
- Values need to be shared. Are they shared by everyone here? The organization? The community?
- If it’s already stated in your mission, do not repeat it. Are they repetitive?
Setting Objectives (Goals)

- Well-stated objectives should be quantifiable, measurable, and contain a deadline for achievement.
- Objectives should be challenging yet achievable...they should ‘stretch’ an organization or a community to its full potential.
- Short-Term vs. Long-Term Objectives:
  - **Short-Term**: focus attention on delivering performance improvements in the current period.
  - **Long-Term**: forces the organization or the community to consider how actions currently under way will affect the organization or community later.

City of Fernley Strategic Plan (FY 2011-16)

**CORE ORGANIZATIONAL GOALS**

- **Organizational Goal No. 1**: Financial Stability. Ensure fiscal integrity, stability, and equality of the City's financial planning.
  - How do you perceive the City's financial stability?
  - Does the City conduct its finances with integrity?
  - Is it accountable, transparent, and responsible?

- **Organizational Goal No. 2**: Employee Relations. Provide a successful and efficient work environment.
  - Does the City value its employees and their contributions? Is it aware of those contributions?
  - Does the Community value the City's employees and their contributions? Is the community aware of those contributions?

City of Fernley Strategic Plan (FY 2011-16)

**COMMUNITY ORIENTED GOALS**

- **Community Goal No. 1**: Explore and promote opportunities for economic development and planned redevelopment.
  - What does economic development mean to you?

- **Community Goal No. 2**: Promote citizen engagement and build strong alliances with other government entities.
  - What does citizen engagement mean to you?

- **Community Goal No. 3**: Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on sustainability.
  - What does quality of life mean to you?
City of Fernley Strategic Plan (FY 2011-16)

Community Goal No. 1: Explore and promote opportunities for economic development and planned redevelopment.
- Encourage sustainable job growth and expansion.
- Create opportunities for growing local businesses.
- Explore the creation of a redevelopment district.
- Improve the development process through streamlining and benchmarking.
- Update the master plan to reflect community values and goals.
- Beautify the City through education, pride and enforcement.

Community Goal No. 2: Promote citizen engagement and build strong alliances with other government entities.
- Improve internal and external communications.
- Develop, extend and promote citizen interaction with city government and promote volunteer opportunities for citizens of Fernley.
- Initiate and advance local, state and federal strategic alliances and promote shared services with other agencies.

Community Goal No. 3: Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on stability.
- Share information with the public, City Staff, and local, state, and federal elected officials to enhance understanding of water issues that affect Fernley.
- Protect and expand water resources and solidify our future ability to serve our water customers.
- Improve and maintain Streets and Storm Drain System, Water and Wastewater System, and Parks System through accurate evaluation of existing conditions, cost effective maintenance methodologies, and technically sound capital project prioritization.
City of Fernley Strategic Plan (FY 2011-16)

FINAL ELEMENTS (Implementation Measures)

- **Customer Service Values – the 3 P’s:**
  - Interactions will be Polite, Professional and Performed consistent with the city’s Strategic Plan.

- **Commitment:**
  - We will meet our commitments to our citizens.

- **Diversity:**
  - We will create an organizational culture that respects and values individuals and group differences and encourages the productive potential of every employee.
Current Socio-Economic and Demographic Conditions

City of Fernley Strategic Planning Community Workshop
November 7, 2015

Demographic and Socio-Economic Information

Six Categories:
- Population
- Age
- Housing
- Economic Profile
- Labor Force and Employment
- Business Profile

Total Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Fernley</th>
<th>Silver Springs</th>
<th>Yerington</th>
<th>Lyon County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Total Population</td>
<td>8,043</td>
<td>4,708</td>
<td>2,883</td>
<td>34,501</td>
<td>1,956,257</td>
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<td>2010 Total Population</td>
<td>19,368</td>
<td>5,296</td>
<td>3,048</td>
<td>51,980</td>
<td>2,700,551</td>
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<td>Total Actual Growth</td>
<td>10,825</td>
<td>588</td>
<td>165</td>
<td>17,479</td>
<td>702,294</td>
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<td>Total Percentage Growth</td>
<td>136.7%</td>
<td>12.5%</td>
<td>5.7%</td>
<td>50.7%</td>
<td>35.1%</td>
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<tr>
<td>Age Category</td>
<td>Fernley</td>
<td>Silver Springs</td>
<td>Yerington</td>
<td>Lyon County</td>
<td>State of Nevada</td>
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<tr>
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<td>-------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Under 5 Years</td>
<td>1,549</td>
<td>229</td>
<td>188</td>
<td>3,404</td>
<td>187,478</td>
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<tr>
<td>5 to 9 Years</td>
<td>1,486</td>
<td>217</td>
<td>198</td>
<td>3,511</td>
<td>182,077</td>
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<tr>
<td>10 to 14 Years</td>
<td>1,495</td>
<td>246</td>
<td>194</td>
<td>3,652</td>
<td>183,173</td>
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<tr>
<td>15 to 19 Years</td>
<td>1,478</td>
<td>259</td>
<td>193</td>
<td>3,632</td>
<td>182,600</td>
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<tr>
<td>20 to 24 Years</td>
<td>1,096</td>
<td>121</td>
<td>156</td>
<td>2,361</td>
<td>177,509</td>
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<tr>
<td>25 to 29 Years</td>
<td>1,276</td>
<td>167</td>
<td>175</td>
<td>2,719</td>
<td>196,644</td>
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<tr>
<td>30 to 34 Years</td>
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<td>186</td>
<td>169</td>
<td>3,009</td>
<td>190,642</td>
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<tr>
<td>35 to 39 Years</td>
<td>1,379</td>
<td>186</td>
<td>164</td>
<td>3,162</td>
<td>191,652</td>
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<tr>
<td>40 to 44 Years</td>
<td>1,485</td>
<td>198</td>
<td>161</td>
<td>3,315</td>
<td>191,391</td>
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<td>45 to 49 Years</td>
<td>1,530</td>
<td>217</td>
<td>194</td>
<td>3,790</td>
<td>193,790</td>
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<tr>
<td>50 to 54 Years</td>
<td>1,579</td>
<td>232</td>
<td>197</td>
<td>3,926</td>
<td>182,737</td>
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<td>55 to 59 Years</td>
<td>1,249</td>
<td>55</td>
<td>189</td>
<td>3,768</td>
<td>164,575</td>
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<td>60 to 64 Years</td>
<td>1,185</td>
<td>484</td>
<td>171</td>
<td>3,616</td>
<td>150,924</td>
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<td>65 to 69 Years</td>
<td>951</td>
<td>411</td>
<td>171</td>
<td>3,126</td>
<td>115,501</td>
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<td>70 to 74 Years</td>
<td>587</td>
<td>315</td>
<td>186</td>
<td>2,188</td>
<td>82,280</td>
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<tr>
<td>75 to 79 Years</td>
<td>396</td>
<td>172</td>
<td>145</td>
<td>1,411</td>
<td>57,503</td>
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<td>80 to 84 Years</td>
<td>214</td>
<td>108</td>
<td>138</td>
<td>885</td>
<td>38,888</td>
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<td>85 Years or Older</td>
<td>134</td>
<td>61</td>
<td>115</td>
<td>605</td>
<td>30,187</td>
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<tr>
<td>Total</td>
<td>19,368</td>
<td>2,366</td>
<td>3,048</td>
<td>51,980</td>
<td>2,700,551</td>
</tr>
</tbody>
</table>

**Total Population by Age**

<table>
<thead>
<tr>
<th>Category</th>
<th>Fernley</th>
<th>Silver Springs</th>
<th>Yerington</th>
<th>Lyon County</th>
<th>State of Nevada</th>
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<tbody>
<tr>
<td>2000 Median Age</td>
<td>38.6</td>
<td>40.3</td>
<td>41.2</td>
<td>36.2</td>
<td>35.0</td>
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<tr>
<td>2010 Median Age</td>
<td>36.3</td>
<td>44.4</td>
<td>46.3</td>
<td>40.9</td>
<td>36.3</td>
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<tr>
<td>Total Actual Growth</td>
<td>1.5</td>
<td>4.1</td>
<td>7.1</td>
<td>2.7</td>
<td>1.3</td>
</tr>
<tr>
<td>Total Percentage Growth</td>
<td>4.3%</td>
<td>10.2%</td>
<td>17.2%</td>
<td>7.1%</td>
<td>3.7%</td>
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</table>
### Housing Units

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>2000 Occupied Housing Units</td>
<td>3,161</td>
<td>1,766</td>
<td>1,203</td>
<td>13,007</td>
<td>751,185</td>
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<tr>
<td>2010 Occupied Housing Units</td>
<td>7,975</td>
<td>2,128</td>
<td>1,302</td>
<td>19,808</td>
<td>1,005,293</td>
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<tr>
<td>Total Actual Growth</td>
<td>4,814</td>
<td>362</td>
<td>99</td>
<td>6,801</td>
<td>255,085</td>
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<tr>
<td>Total Percentage Growth</td>
<td>153.1%</td>
<td>20.5%</td>
<td>8.2%</td>
<td>52.3%</td>
<td>34.0%</td>
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### Vacant Housing Units

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Vacant Housing Units</td>
<td>281</td>
<td>169</td>
<td>156</td>
<td>1,272</td>
<td>76,262</td>
</tr>
<tr>
<td>2010 Vacant Housing Units</td>
<td>927</td>
<td>328</td>
<td>205</td>
<td>2,739</td>
<td>1,006,250</td>
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<tr>
<td>Total Actual Growth</td>
<td>646</td>
<td>159</td>
<td>49</td>
<td>1,467</td>
<td>91,272</td>
</tr>
<tr>
<td>Total Percentage Growth</td>
<td>229.9%</td>
<td>94.1%</td>
<td>31.4%</td>
<td>115.2%</td>
<td>119.6%</td>
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### Owner-Occupied

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Owner-Occ. Housing Units</td>
<td>2,339</td>
<td>1,448</td>
<td>784</td>
<td>9,857</td>
<td>457,247</td>
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<td>2010 Owner-Occ. Housing Units</td>
<td>4,786</td>
<td>1,695</td>
<td>755</td>
<td>14,379</td>
<td>591,480</td>
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<tr>
<td>Total Actual Growth</td>
<td>2,447</td>
<td>347</td>
<td>94</td>
<td>4,522</td>
<td>134,233</td>
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<tr>
<td>Total Percentage Growth</td>
<td>104.6%</td>
<td>17.1%</td>
<td>-1.2%</td>
<td>45.9%</td>
<td>29.4%</td>
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</tbody>
</table>

### Renter-Occupied

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Renter-Occ. Housing Units</td>
<td>3,150</td>
<td>318</td>
<td>439</td>
<td>3,150</td>
<td>263,918</td>
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<td>2010 Renter-Occ. Housing Units</td>
<td>2,262</td>
<td>433</td>
<td>547</td>
<td>5,429</td>
<td>414,770</td>
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<td>Total Actual Growth</td>
<td>-688</td>
<td>115</td>
<td>108</td>
<td>2,279</td>
<td>120,852</td>
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<tr>
<td>Total Percentage Growth</td>
<td>-28.2%</td>
<td>36.2%</td>
<td>24.6%</td>
<td>72.3%</td>
<td>41.1%</td>
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### Average Household Size

<table>
<thead>
<tr>
<th>Category/Jurisdiction</th>
<th>2000</th>
<th>2010</th>
<th>Actual Change</th>
<th>Percent Change</th>
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</thead>
<tbody>
<tr>
<td>Family</td>
<td>2.71</td>
<td>2.74</td>
<td>0.03</td>
<td>1.1%</td>
</tr>
<tr>
<td>Silver Springs</td>
<td>2.59</td>
<td>2.48</td>
<td>-0.11</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Yerington</td>
<td>2.29</td>
<td>2.26</td>
<td>-0.03</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.61</td>
<td>2.61</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.62</td>
<td>2.65</td>
<td>0.03</td>
<td>1.1%</td>
</tr>
<tr>
<td>Owner-Occupied</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>2.72</td>
<td>2.62</td>
<td>-0.10</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Silver Springs</td>
<td>2.64</td>
<td>2.41</td>
<td>-0.23</td>
<td>-6.7%</td>
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<tr>
<td>Yerington</td>
<td>2.27</td>
<td>2.10</td>
<td>-0.17</td>
<td>-7.5%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.58</td>
<td>2.51</td>
<td>-0.07</td>
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<tr>
<td>State of Nevada</td>
<td>2.71</td>
<td>2.66</td>
<td>-0.05</td>
<td>-1.8%</td>
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<tr>
<td>Renter-Occupied</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>2.29</td>
<td>2.26</td>
<td>-0.03</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Silver Springs</td>
<td>2.58</td>
<td>2.51</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Yerington</td>
<td>2.58</td>
<td>2.51</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.62</td>
<td>2.51</td>
<td>0.11</td>
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</tr>
<tr>
<td>State of Nevada</td>
<td>2.71</td>
<td>2.63</td>
<td>0.08</td>
<td>3.0%</td>
</tr>
</tbody>
</table>
### Median Income – Households and Families

<table>
<thead>
<tr>
<th>Category</th>
<th>Fernley</th>
<th>Silver Springs</th>
<th>Yerington</th>
<th>Lyon County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Income - Households 2013</td>
<td>$33,044</td>
<td>$31,867</td>
<td>$46,137</td>
<td>$52,800</td>
<td>$53,044</td>
</tr>
<tr>
<td>Median Income - Households 2010</td>
<td>$33,346</td>
<td>$38,490</td>
<td>$49,433</td>
<td>$55,726</td>
<td>$52,800</td>
</tr>
<tr>
<td>2010-2013 Actual Change</td>
<td>-0.6%</td>
<td>-7.123%</td>
<td>3.791%</td>
<td>-2.796%</td>
<td>-2.006%</td>
</tr>
<tr>
<td>2010-2013 Percent Change</td>
<td>-18.5%</td>
<td>10.3%</td>
<td>-4.7%</td>
<td>-5.3%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Fernley</th>
<th>Silver Springs</th>
<th>Yerington</th>
<th>Lyon County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Income - Families 2013</td>
<td>$36,435</td>
<td>$40,413</td>
<td>$52,918</td>
<td>$61,539</td>
<td>$56,044</td>
</tr>
<tr>
<td>Median Income - Families 2010</td>
<td>$36,153</td>
<td>$47,593</td>
<td>$56,106</td>
<td>$64,418</td>
<td>$55,726</td>
</tr>
<tr>
<td>2010-2013 Actual Change</td>
<td>-4,718%</td>
<td>-7,180%</td>
<td>5,246%</td>
<td>-3,188%</td>
<td>-2,879%</td>
</tr>
<tr>
<td>2010-2013 Percent Change</td>
<td>-7.7%</td>
<td>-15.1%</td>
<td>12.0%</td>
<td>-5.7%</td>
<td>-4.5%</td>
</tr>
</tbody>
</table>

### Gross Domestic Product – Nevada vs. U.S.

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Nevada State GDP (Billions of US Dollars)</th>
<th>Percent Change</th>
<th>Year/Quarter</th>
<th>US GDP (Billions of US Dollars)</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-01-01</td>
<td>$91,013</td>
<td>-</td>
<td>2002-01-01</td>
<td>$11,467</td>
<td>-</td>
</tr>
<tr>
<td>2003-01-01</td>
<td>$98,830</td>
<td>5.4%</td>
<td>2003-01-01</td>
<td>$12,039</td>
<td>5.3%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>$104,482</td>
<td>6.2%</td>
<td>2004-01-01</td>
<td>$12,118</td>
<td>4.1%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>$114,879</td>
<td>9.2%</td>
<td>2005-01-01</td>
<td>$12,515</td>
<td>3.3%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>$119,133</td>
<td>4.2%</td>
<td>2006-01-01</td>
<td>$12,896</td>
<td>3.0%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>$122,719</td>
<td>3.1%</td>
<td>2007-01-01</td>
<td>$13,058</td>
<td>2.2%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>$119,266</td>
<td>-0.3%</td>
<td>2008-01-01</td>
<td>$12,287</td>
<td>-1.0%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>$110,779</td>
<td>-7.6%</td>
<td>2009-01-01</td>
<td>$12,082</td>
<td>-4.5%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>$111,961</td>
<td>0.3%</td>
<td>2010-01-01</td>
<td>$12,568</td>
<td>2.2%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>$112,503</td>
<td>1.2%</td>
<td>2011-01-01</td>
<td>$13,128</td>
<td>2.2%</td>
</tr>
<tr>
<td>2002-2011 Average</td>
<td>$112,531</td>
<td>1.6%</td>
<td>2002-2011 Average</td>
<td>$13,079</td>
<td>1.6%</td>
</tr>
<tr>
<td>2002-2011 Actual Change</td>
<td>7.7%</td>
<td>-</td>
<td>2002-2011 Actual Change</td>
<td>15.4%</td>
<td>-</td>
</tr>
<tr>
<td>2002-2011 Percent Change</td>
<td>23.6%</td>
<td>Average</td>
<td>2002-2011 Percent Change</td>
<td>Average</td>
<td>-</td>
</tr>
</tbody>
</table>

### Unemployment Rate – Nevada vs. Lyon County

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>State of Nevada Unemployment Rate</th>
<th>Percent Change</th>
<th>Year/Quarter</th>
<th>Lyon County Unemployment Rate</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-01-01</td>
<td>5.9%</td>
<td>-</td>
<td>2003-01-01</td>
<td>6.7%</td>
<td>-</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>5.5%</td>
<td>-6.8%</td>
<td>2004-01-01</td>
<td>7.5%</td>
<td>11.3%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>5.5%</td>
<td>-0.1%</td>
<td>2005-01-01</td>
<td>8.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>4.9%</td>
<td>-6.1%</td>
<td>2006-01-01</td>
<td>7.3%</td>
<td>-9.3%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>4.7%</td>
<td>2.2%</td>
<td>2007-01-01</td>
<td>7.7%</td>
<td>-1.3%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>5.8%</td>
<td>23.9%</td>
<td>2008-01-01</td>
<td>10.0%</td>
<td>29.3%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>10.1%</td>
<td>74.1%</td>
<td>2009-01-01</td>
<td>15.2%</td>
<td>52.0%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>14.0%</td>
<td>38.8%</td>
<td>2010-01-01</td>
<td>19.7%</td>
<td>28.6%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>14.2%</td>
<td>1.6%</td>
<td>2011-01-01</td>
<td>19.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>12.4%</td>
<td>-17.7%</td>
<td>2012-01-01</td>
<td>17.5%</td>
<td>-11.2%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>10.2%</td>
<td>-17.7%</td>
<td>2013-01-01</td>
<td>16.1%</td>
<td>-8.0%</td>
</tr>
<tr>
<td>2002-2013 Average</td>
<td>8.4%</td>
<td>8.5%</td>
<td>2002-2014 Average</td>
<td>12.4%</td>
<td>10.7%</td>
</tr>
<tr>
<td>2002-2013 Actual Change</td>
<td>4.2%</td>
<td>-</td>
<td>2002-2014 Actual Change</td>
<td>5.4%</td>
<td>-</td>
</tr>
<tr>
<td>2002-2013 Percent Change</td>
<td>72.9%</td>
<td>Percent Change</td>
<td>2002-2014 Percent Change</td>
<td>140.7%</td>
<td>-</td>
</tr>
</tbody>
</table>
Total Employment by Industry Sector

<table>
<thead>
<tr>
<th>Industry</th>
<th>Fernley 2015</th>
<th>Other Rural 2015</th>
<th>Other Urban 2015</th>
<th>Total 2015</th>
<th>Nevada 2015</th>
<th>Percent of Total</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management, Business, Science and Arts Occupations</td>
<td>2,234</td>
<td>26.9%</td>
<td>236</td>
<td>12.2%</td>
<td>381</td>
<td>28.9%</td>
<td>1,723</td>
</tr>
<tr>
<td>Service Occupations</td>
<td>1,277</td>
<td>15.2%</td>
<td>412</td>
<td>22.4%</td>
<td>591</td>
<td>28.7%</td>
<td>0.500</td>
</tr>
<tr>
<td>Sales and Office Occupations</td>
<td>1,488</td>
<td>23.9%</td>
<td>419</td>
<td>24.9%</td>
<td>562</td>
<td>26.7%</td>
<td>1,345</td>
</tr>
<tr>
<td>Natural Resources, Mineral, and Construction Occupations</td>
<td>731</td>
<td>18.9%</td>
<td>558</td>
<td>9.4%</td>
<td>375</td>
<td>13.2%</td>
<td>212</td>
</tr>
<tr>
<td>Production, Transportation, and Material Moving Occupations</td>
<td>1,081</td>
<td>22.0%</td>
<td>472</td>
<td>29.3%</td>
<td>271</td>
<td>9.6%</td>
<td>1,041</td>
</tr>
<tr>
<td>Total</td>
<td>7,786</td>
<td>100.0%</td>
<td>1,856</td>
<td>100.0%</td>
<td>2,850</td>
<td>100.0%</td>
<td>20,271</td>
</tr>
</tbody>
</table>

Demographic and Socio-Economic Information

- What might these estimates look like in relation to new growth and development?
  - Tesla? Switch?
  - Continued growth of the Reno-Sparks area?
  - Continued growth of the Carson City-Douglas County area?
  - Completed ‘mega’ infrastructure projects?

- What might the impact of future growth on key resources?
  - Land availability?
  - Additional housing needs?
  - Water?
How do we Confront Economic Challenges?

“The prime issue for state and local economic development leaders is not whether some industries will shrink and others expand... The more fundamental issue is how communities confront their economic challenges and how they respond to their situation and environment.”

- Steven Koven and Thomas Lyons

Evaluating Our Community

- Community leaders have an obligation to evaluate their community objectively – by doing so, they can properly develop short-term and long-term strategies.
- Complete the provided checklist for evaluating your community:
  - Rank each of the 10 environmental factors and accompanying subfactors as Low (1), Medium (2), or High (3).
  - Once you have scored each subfactor, sum the results for each factor.
  - Complete this exercise by yourself. Once completed, begin discussing your results with the people at your table and complete the process using just one worksheet for the table.
  - We will then discuss the results as a group.
Evaluating Our Community

Answer these Questions:

- Is the community generally supportive or antagonistic toward business interests and growth? Why?
- Is the community generally supportive or antagonistic toward government programs and initiatives? Why?
- What types of programs do residents generally support – redistributive programs or developmental programs? Why?
- Does the community have a history of public-private collaboration? Recent examples?
- Is the community willing to sacrifice some of its quality of life to either promote or curtail growth?
- Are the elite members of the community willing to share power with others?
- Are the citizens generally accepting of change, or do they resist it? Examples of both?
- Where do residents and businesspeople stand on issues of environmental sustainability?

Evaluating the Impacts of Growth

Consider:

- How strongly the community wants growth?
- What impact new development and growth will have on the community’s way of life. Rural vs. urban tensions, increased suburbanization, traffic, environmental stresses, etc.
- What strategies will the community support and outright oppose to foster and support new development and growth?
- What values will the community prioritize in choosing a strategy?

City of Fernley Strategic Planning
Community Workshop
November 7, 2015
Completion of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
City of Fernley Strategic Planning Community Workshop
November 7, 2015

What is a SWOT Analysis?
“...taking its name from the first letters of the four major elements to be assessed (Strengths, Weaknesses, Opportunities, and Threats). It has also been referred to as an environmental scan. This is where you acknowledge that your community does not exist or operate in a vacuum, and that your ability to accomplish your community’s economic development mission and vision is greatly impacted by the opportunity and constraints presented by its context.”
- Steven Koven and Thomas Lyons

What is a SWOT Analysis?

- The **strengths** and **weaknesses** of your community are **internal** to it and are identified in the **present**.
  - Strengths: characteristics of the community that give it advantage over others.
  - Weaknesses: characteristics that place the community in a disadvantage relative to others.

- The **opportunities** and **threats** of your community are **external** to it and identified in the **future**.
  - Opportunities: elements that the community can exploit to its advantage.
  - Threats: elements in the environment that could cause trouble for the community.
Develop the Following

**Strengths**: characteristics of the community that give it advantage over others.

Internal, Present

Develop the Following

**Weaknesses**: characteristics that place the community in a disadvantage relative to others.

Internal, Present

Develop the Following

**Opportunities**: elements that the community can exploit to its advantage.

External, Future
Develop the Following

**Threats:** elements in the environment that could cause trouble for the community.

External, Future

---

In Conclusion…

Where do we stand today?

How can we take advantage of identified Strengths and Opportunities?

How do we avoid/manage identified Weaknesses and Threats?

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City of Fernley Strategic Planning Community Workshop

November 7, 2015
Reviewing the Results of the Environmental Assessment

City of Fernley Strategic Planning Community Workshop
November 7, 2015

Results from our Checklist for Evaluating Community Position and Resources

For Each Primary Factor:
- Economic Base: Low (), Medium (), High ()
- Workforce Characteristics: Low (), Medium (), High ()
- Skill: Low (), Medium (), High ()
- Land/Physical Capital: Low (), Medium (), High ()
- Energy: Low (), Medium (), High ()
- Financial Capital: Low (), Medium (), High ()
- Tax Structure: Low (), Medium (), High ()
- Community Culture: Low (), Medium (), High ()
- Geography: Low (), Medium (), High ()
- Research Environment: Low (), Medium (), High ()

Results from our Checklist for Evaluating Community Position and Resources

Core Values and Noble Cause:
- What does our community value?
  • The value(s) must be ‘core’ – they must be universal.
- What is our ‘noble cause’?
  • What’s working well?
  • What’s not working well?
  • What can we do to make the things that aren’t working, work?
  • Is there anything else?
Outcomes

- Outcomes vs. Goals:
  - **Goal**: a future state; can have a diminishing return as they are statements about what we are not currently.
  - **Outcome**: a present state of success that can morph into a larger victor over time

- Identify **outcomes**, present conditions, that you would like to address. Make sure to tie these outcomes to the core vision and noble cause.
  - Be **specific**.

Assets

- **Two Types**:
  - **Core Assets**: what do we currently have? Think about those strengths.
  - **Common Ground**: how are we seen by those with whom we want to transact with?

- **Critical Question No. 1**: Do we have enough assets for the outcomes?
  - If “yes”, what are those assets?
  - If “no”, what assets do we need to acquire?
Behaviors

- Avoid these two mistakes:
  - Writing down what people are already doing, rather than focusing on behaviors that will bring the outcomes to life.
  - Assuming that everything will go perfectly. It won’t. Whenever practical, our strategy should include at least two behavioral paths to accomplishing each critical outcome.

- Answer: What should we do to accomplish the outcomes?

- Then answer:
  - Critical Question No. 2: Do we have enough assets for the selected behaviors?
  - Critical Question No. 3: Will behaviors accomplish the selected outcomes?

What’s Next?

City of Fernley Strategic Planning Community Workshop
November 7, 2015