A Strategic Plan for Lyon County
For FY 2018 through FY 2022

Community Workshop No. 2
Saturday, May 5, 2018
Meeting Room
Smith Valley Library
22 Day Lane
Smith, Nevada

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
Welcome!
Lyon County Strategic Planning Community Workshop
May 5, 2018

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

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.

Work Completed…

- A Strategic Plan for Lyon County, Community Workshop No. 1:
  1. A Review of Past Lyon County Strategic Planning Initiatives
  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 Lyon County.
  5. Review of Next Steps.
- Yerington (February 17, 2017), Silver Springs (September 16, 2017), Yerington (September 30, 2017), and Dayton (November 18, 2017).

...Work to Do

- A Strategic Plan for the Lyon County Library System, Community Workshop No. 2:
  1. Review of the Completed Environmental and Organizational Assessment and SWOT Analysis from Workshop No. 1
  2. Development and Identification of Core Values, a Strategic Mission, and a Strategic Vision
  3. Development of New Strategic Goals and Objectives
  4. Review Existing Strategic Goals and Objectives
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Review of the Environmental Assessment and SWOT Analysis

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Evaluating Community (and Organizational)
Culture and Identity

Three Initial Questions:

– If your community were a person, what would it be like and why?

– 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 and why?
If your community were a person, what would it be like and why?

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 and why?

How do we Confront the Challenge of Growth?

“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
Environmental Assessment

Ten Environmental Factors Ranked either “1” as Low, “2” as Medium, or “3” as High (Yerington, Silver Springs, Yerington, Dayton):

- Economic Base: 1.6, 1.4, 1.5, 1.5
- Workforce Characteristics: 1.4, 1.6, 1.5, 1.5
- Skill: 1.1, 1.3, 1.3, 1.2
- Availability of Land and Physical Capital: 2.3, 2.2, 2.1, 2.4
- Energy: 2.1, 2.1, 1.9, 2.3
- Financial Capital: 1.4, 1.2, 1.4, 1.3
- Tax Structure: 2.4, 1.8, 2.1, 2.2
- Community Culture: 1.7, 1.4, 1.5, 1.4
- Geography: 2.4, 1.9, 2.0, 2.3
- Research Environment: 1.6, 1.7, 1.6, 1.8

Evaluating Our Community

Eight Questions:

- Is the community generally supportive or antagonistic toward business interests and growth? Mixed attitudes; general desire to maintain the community’s rural tradition and identity; ‘smart and sensible growth’.

- Is the community generally supportive or antagonistic toward government programs and initiatives? Generally antagonistic toward new government programs and initiatives...’more programs = more taxes’.

- What types of programs do residents generally support – redistributive programs or developmental programs? Mixed attitudes; some communities support redistributive programs (Silver Springs), other communities will support more developmental programs (Yerington); some supportive of neither (Dayton).

- Does the community have a history of public-private collaboration? YES! For the county government and for individual communities; 2016 flood response, Silver Springs Airport, Night in the Country, clean-up of the Walker River, etc.
Evaluating Our Community

Eight Questions:

– Is the community willing to sacrifice some of its quality of life to either promote or curtail growth? **NO, NO, NO…and NO.**

– Are the elite members of the community willing to share power with others? **There are definitely elite members of the community and they are not willing to share economic, political, or social power with others.**

– Are the citizens generally accepting of change, or do they resist it? Examples of both? **General agreement that citizens, regardless of location and regardless of demographic characteristics, are resistant to change in Lyon County; will likely not accept that change once it occurs.**

– Where do residents and businesspeople stand on issues of environmental sustainability? **Generally supportive of environmental sustainability initiatives. Will NOT be supportive of government led environmental sustainability initiatives. Key issues include WATER (quality and quantity), wildlife management, protection of agricultural activities, and development of infrastructure as it pertains to environmental sustainability.**

Evaluating the Impacts of Growth

Four Questions:

– How strongly does the community want growth? **Mixed responses depending upon location of workshop; Yerington okay but smart and managed growth; Silver Springs and Dayton moderate and mixed level of support for growth…type of growth key (more retail than residential) and more density of growth.**

– What impact will new development and growth have on the community’s way of life? **Numerous impacts identified…threaten ‘rural tradition’, more auto traffic and congestion, more light and air pollution, gentrification, overwhelm infrastructure/services; might provide new resources and new retail/professional services.**
Evaluating the Impacts of Growth

Four Questions:

– What strategies will the community support and outright oppose to foster and support new growth? *Mixed responses; Yerington no new taxes and no zoning code changes; Silver Springs light industrial and service/retail growth but oppose high density development (water); Dayton no more urbanization of existing open space.*

– What values with the community prioritize in choosing a strategy? *Individualism, local history, existing identity and culture, protect access to open space and public lands, protect health and human safety, protection of private property rights; future growth must be self-sustaining financially and from a natural resource perspective.*

Evaluating the Organization

Four Initial Questions:

– What do you like about your community?

– What do you dislike about your community?

– What do you like about the organization?

– What do you dislike about the organization?
What do you like about your community?

What do you dislike about your community?
What do you like about the organization?

What do you dislike about the organization?
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.

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**Internal Organizational STRENGTHS**
Internal Organizational WEAKNESSES

External Future OPPORTUNITIES
External Future THREATS

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Developing a Set of Core Values, a Strategic Mission, and a Strategic Vision

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Lyon County Strategic Plan (From 2013)

CORE VALUES

“Quality, Integrity, Transparency, Efficiency, Responsive, Innovative, Flexible, Objective, Committed, Trustworthy, Honest, Respect, Courteous, Fiscal Responsibility, Consistency, Accuracy, Professionalism, Receptive, and Teamwork”

• 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.

GROUP EXERCISE: Developing a Set of Core Values

A Two Step Exercise in Developing Shared Core Values:

1. In Small Groups at Your Table (10 Minutes):
   Generate a list of a maximum number of eight core values that your group believes are shared throughout the organization. Provide a short definition for each of your values.

2. Individually (10 Minutes): Using the sticky-dots at your table, go around the room and select the eight core values that you feel are most shared throughout the organization. You cannot select your own group’s values.
Lyon County Strategic Plan (From 2013)

MISSION

“Our mission is to support the needs of our diverse and dynamic county, provide quality services and promote health, safety and prosperity in a fiscally responsible manner.”

- Mission Statement: typically describes the community’s and organization’s present identity…’who are we’, ‘what we do’, and ‘why are we here’.
- Key Elements:
  - Provide direction on day-to-day activity.
  - Provides a foundation for future decision-making.

GROUP EXERCISE: Developing a Strategic Mission

A Two-Step Exercise in Developing a Strategic Mission:

1. In Small Groups at Your Table (15 Minutes):
   Together, draft a mission statement for the government of Lyon County. The mission statement should include:
   - Our Cause (Who are we? What is our purpose? Where do we operate?)
   - Our Actions (What do we do?)
   - Our Impact (What changes in our community do we make for the better?)

2. In Small Groups at Your Table (15 Minutes):
   Share your mission statement with the larger group.

Lyon County Strategic Plan (From 2013)

VISION

No identified Vision.

- 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.
GROUP EXERCISE: Developing a Strategic Vision

A Four Step Exercise in Developing a Shared Vision Statement:

1. Individually (5 Minutes): Reflect and answer the following questions:
   - What will the government of Lyon County look like in five years? Lyon County the community?
   - What are your personal hopes and aspirations for the government of Lyon County? Lyon County the community?

2. In Small Groups at Your Table (10 Minutes): Share your ideas and write down your conclusions on the following ideas:
   - Discuss your ideas from the previous step.
   - Determine and identify common themes.
   - Select the most important themes for the organization.

3. In Small Groups at Your Table (10 Minutes): Develop an initial draft of a Vision Statement.

4. In Small Groups at Your Table (15 Minutes): Share your mission statement with the larger group.

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Developing a Set of Strategic Objectives and Goals

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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.

Lyon County Strategic Plan (From 2013)

Five Action Steps

- Strategic Action Step No. 1: Economic Development—promote the economic vitality of all of Lyon County.
  - Goal: Create an environment that fosters job growth, increases tourism, and attracts/retrains businesses.
    - Mixed-response...partially completed.
    - Modify goal to focus on reduction of the unemployment rate, improvement in wages and incomes.
    - Focus on workforce housing, small business development, entrepreneurial activities.
    - More engagement with partners (external economic development organizations need to do more).
Lyon County Strategic Plan (From 2013)

Five Action Steps

• Strategic Action Step No. 2: Critical Infrastructure – to ensure that our infrastructure will meet the needs of our constituents today and in the future.
  • General agreement that the goal has not been achieved...function of new growth that has occurred post-recession with no corresponding increase in resources.
  • Will become an increasingly important goal moving forward.
  • Need investment in all areas...technology, water storage and delivery systems, storm drains/storm water management, transportation, public facilities, flood control, sewage treatment systems, health services and facilities.

• Strategic Action Step No. 3: Customer Service – efficiency and responsiveness in addressing community issues and needs.
  – Goal: To provide government services that are properly planned and provide our customers with a high degree of satisfaction.
  • High quality services? YES! Efficient and responsive? YES! Satisfied customers? YES!
  • Properly planned? NO! Too reactionary. Need to better anticipate future issues and needs (post-recession impacts).
  • Financial and human resource restraints key contributor.

• Strategic Action Step No. 4: Succession Planning/Continuity of addressing community issues and needs.
  – Goal: To develop a government that is based upon processes and not personalities.
    • No longer a top priority...convert to a personnel goal from an organization-wide goal.
    • Progress made in focusing on processes and not personalities.
    • Not as important as other issues the organization needs to deal with right now.
Lyon County Strategic Plan (From 2013)

Five Action Steps

• Strategic Action Step No. 5: Financial Stability.

  – Goal: To enhance the fiscal stability and financial structure of the County.
  
  • Achieved? YES! The government of Lyon County is on a sound financial footing.
  • Still a priority…change from getting to fiscal stability to maintaining and protecting financial stability.
  • Focus on building back lost capacity (staff, assets, etc.).
  • Alternative funding approaches…SAO’s, GID’s, TIA’s, etc.
  • Explore improving revenue sources.

Developing a SMART Goal

A SMART goal is an observable and measurable outcome that you want to achieve within a specific period of time.

Consider the following elements:

– Regional data.
  • Example: growing number of small businesses within the regional clusters.

– Economic strength (locally and regionally).
  • Example: evidence of future growth in the clusters gives opportunity for related small business growth.

– Potential barriers that would impact the ability to achieve agreed upon goals.
  • Example: lack of a trained and highly talented workforce.

– Local and regional assets that could be used to achieve agreed upon goals.
  • Example: Small Business Development Center, community college, major research university, etc.

– Past history and past strategies – what worked and what did not work and why.
  • Example: business incubator successfully piloted in one county.
Developing a SMART Goal

**Specific**
- What do you want to achieve?
- Where will you focus your efforts?

**Measurable**
- How do you plan to measure progress toward the goal?
- What is the end result and milestones along the way?

**Attainable**
- Do you have the resources to achieve the goal?
- What factors might prevent achieving these goals?

**Relevant**
- Is this important for your region to pursue?
- Does this matter or bring benefit to the region?

**Time-Framed**
- When do you want to achieve your goal?
- What is the target date for accomplishing the goal?

**An Example of a SMART Goal:**

Increase the **survival rate** of **new business start-ups** (less than 5 years old) from **50%** to **75%** in **Region III** by **December 2019**.

**Before we begin our last exercise:**

- Don’t get bogged down in detail.
- Consensus is not necessary yet.
GROUP EXERCISE: Developing a Set of Strategic Goals

Develop **Five SMART Goals** for the Lyon County Library System:

1. In Small Groups at Your Table (15 Minutes): Develop **five SMART Goals** as a group.
   - Your goals should be SPECIFIC.
   - Your goals should be MEASURABLE.
   - Your goals should be ATTAINABLE.
   - Your goals should be RELEVANT.
   - Your goals should be TIME FRAMED.

2. When completed, post your five goals, all written on a single piece of flip chart paper, on the walls.

3. As an individual, use **five sticky dots** and place them on five goals that you are interested in pursuing (one per goal). *You cannot select any of your own group’s goals.*
Developing an Implementation Plan

Assets, Capital, and Barriers

Four Arenas for Uncovering Assets

- People
- Voluntary Associations
- Physical Resources
- Local Formal Institutions
Four Areas of Needed Assets

Types of Assets:
- **People Assets**: hidden talents and skills of people in your region; people in key positions (internally and externally) that have access to important resources.
- **Physical Resources (Natural and Human Made)**: water and land-related amenities, vacant/underutilized buildings, historical and cultural sites, technology and equipment, etc.
- **Voluntary Associations (Strategic Partnerships)**: other organizations that can engage in strategic partnerships with your organization; for-profit or non-profit organizations.
- **Local Formal Institutions**: organizations that can provide programs, facilities and services; they tend to carry out functions vital to long-term community sustainability.

GROUP EXERCISE: Uncovering Needed Assets

Identify various assets for each of the SMART goals that you developed:
- In Small Groups at Your Table (15 Minutes): Develop a list of assets that will be needed in order to achieve the SMART goals that you identified in the previous session.
  - What are the People assets?
  - What are the Physical Resource assets?
  - What are the Voluntary Association assets?
  - What are the Local Formal Institutional assets?

Seven Capital Areas

Types of Capital Needed for Implementation:
- **Natural**: quality and quantity of natural and environmental resources.
- **Cultural**: values, norms, beliefs and traditions.
- **Human**: education and skills of organizational members; learning opportunities, programs designed to build organizational leadership.
- **Social**: connections among people and organizations; links inside and outside of an organization.
- **Political**: ability to influence and enforce rules and regulations; access to influential people in government positions; level of stakeholder engagement.
- **Financial**: ‘cash’ and other financial assets available for development and implementation efforts.
- **Built**: infrastructure that is needed to support the organization (facilities, services, physical structures, etc.).
GROUP EXERCISE: Identifying Needed Capital
Identify the various types of capital that is needed for implementation of each of the SMART goals that you developed:

- In Small Groups at Your Table (20 Minutes): Develop a list of capital that will be needed in order to successfully implement the SMART goals that you identified in the previous session.
  - Natural
  - Cultural
  - Human
  - Social
  - Political
  - Financial
  - Built

Exploring Possible Barriers
- Barriers are forces that might hinder the successful achievement of the specific organizational goal.
- Barriers may also hinder the successful implementation of the overall strategic plan.
- These forces can arise from within the organization and can arise from outside the organization.
- Successful implementation of an organizational strategic plan involves developing countermeasures designed to reduce resistance to implementation and overcome possible barriers.

GROUP EXERCISE: Anticipating Possible Barriers
Identify possible barriers, either internally or externally, that could derail efforts to successfully achieve each of the SMART goals that you developed:

- In Small Groups at Your Table (20 Minutes): Develop a list of possible barriers that could impede successful achievement of the SMART goals that you identified in the previous session.
  - Is the barrier internal or external?
  - Will the barrier impact just this goal or will it potentially impact the entire strategic plan?
  - What is the source of the barrier? Another organization? An environmental condition? People?
  - What could be done to overcome the barrier?
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