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

Community Workshop No. 1

Friday, February 17, 2017

Lyon County Commission Chambers
Lyon County Administrative Offices
27 S. Main Street
Yerington, NV 89447

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?
EXERCISE: Four More Questions

• In small groups, work together to answer the following four questions:
  – What do you like about your community?
  – What do you dislike about your community?
  – What do you like about the organization (the Government of Lyon County)?
  – What do you dislike about the organization (the Government of Lyon County)?

• **Five** minutes to answer each question and then we will discuss.

The Agenda

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.
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

- **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.

Lyon County Strategic Plan (From 2013)

**CORE VALUES** (19 of them!)
“Quality, Integrity, Transparency, Efficiency, Responsive, Innovative, Flexible, Objective, Committed, Trustworthy, Honestly, Respect, Courteous, Fiscal Responsibility, Consistency, Accuracy, Professionalism, Receptive, and Teamwork”

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?

Strategic Vision, Mission, and Core Values

- **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.
- **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”.

[Another section of the slide is partially visible but not transcribed.]
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.”

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

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.

Lyon County Strategic Plan (From 2013)

VISION
No identified Vision.

What should Lyon County’s VISION be:
- 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?
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.
    - What does economic development mean to you?
    - Has this goal been achieved?
    - Who is responsible for achieving this goal?

---

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.
    - Has this goal been achieved?
    - How would you define critical infrastructure?
    - Who are the “constituents”?
    - What are those future and present critical infrastructure needs?
Lyon County Strategic Plan (From 2013)

Five Action Steps

- **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.
    - Has this goal been achieved?
    - What are current and future community issues and needs?
    - How do we know that we have achieved a "high degree of satisfaction"?

Lyon County Strategic Plan (From 2013)

Five Action Steps

- **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.
    - Has this goal been achieved?
    - What processes does Lyon County have in place already?
    - What processes would you like to see Lyon County adopt?

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.
    - Has this goal been achieved?
    - How do you perceive the County’s financial stability?
    - Does the County conduct its finances with integrity?
    - Is it accountable, transparent, and responsible?
Lyon County Strategic Plan (From 2013)

Future Action Steps

• What other action steps do you think are important moving forward?
• What do you think that these action steps are critical?
• What goals would you associate with these action steps?
• How would you go about achieving these goals?
• What are the required resources for achieving these goals?
• How do we know that we have achieved them?

City of Fernley Strategic Plan (From 2013)

FINAL ELEMENTS (Formal and Informal Mandates)

• Formal Mandates:

• Informal Mandates:
  – Citizens and Business Expectations, and Needs of the Public.
Current Socio-Economic and Demographic Conditions

Lyon County Strategic Planning Community Workshop

February 17, 2017

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><strong>2000 Total Population</strong></td>
<td>8,543</td>
<td>4,708</td>
<td>2,883</td>
<td>34,501</td>
<td>1,998,257</td>
</tr>
<tr>
<td><strong>2010 Total Population</strong></td>
<td>19,368</td>
<td>5,296</td>
<td>3,048</td>
<td>51,980</td>
<td>2,700,551</td>
</tr>
<tr>
<td><strong>Total Actual Growth</strong></td>
<td>10,825</td>
<td>588</td>
<td>165</td>
<td>17,479</td>
<td>702,294</td>
</tr>
<tr>
<td><strong>Total Percentage Growth</strong></td>
<td>126.7%</td>
<td>12.5%</td>
<td>5.7%</td>
<td>50.7%</td>
<td>35.1%</td>
</tr>
</tbody>
</table>

### Age Distribution

<table>
<thead>
<tr>
<th>Age 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>Under 5 Years</td>
<td>1,549</td>
<td>225</td>
<td>188</td>
<td>3,404</td>
<td>187,478</td>
</tr>
<tr>
<td>5 to 9 Years</td>
<td>1,514</td>
<td>273</td>
<td>192</td>
<td>3,511</td>
<td>183,077</td>
</tr>
<tr>
<td>10 to 14</td>
<td>1,486</td>
<td>313</td>
<td>184</td>
<td>3,662</td>
<td>183,173</td>
</tr>
<tr>
<td>15 to 19</td>
<td>1,237</td>
<td>365</td>
<td>104</td>
<td>3,532</td>
<td>182,600</td>
</tr>
<tr>
<td>20 to 24</td>
<td>935</td>
<td>207</td>
<td>161</td>
<td>2,361</td>
<td>177,509</td>
</tr>
<tr>
<td>25 to 29</td>
<td>1,217</td>
<td>188</td>
<td>164</td>
<td>2,719</td>
<td>196,644</td>
</tr>
<tr>
<td>30 to 34</td>
<td>1,409</td>
<td>195</td>
<td>168</td>
<td>3,009</td>
<td>190,642</td>
</tr>
<tr>
<td>35 to 39</td>
<td>1,337</td>
<td>282</td>
<td>137</td>
<td>3,162</td>
<td>191,652</td>
</tr>
<tr>
<td>40 to 44</td>
<td>1,298</td>
<td>349</td>
<td>154</td>
<td>3,315</td>
<td>191,391</td>
</tr>
<tr>
<td>45 to 49</td>
<td>1,327</td>
<td>417</td>
<td>194</td>
<td>3,790</td>
<td>193,790</td>
</tr>
<tr>
<td>50 to 54</td>
<td>1,343</td>
<td>448</td>
<td>197</td>
<td>3,926</td>
<td>182,737</td>
</tr>
<tr>
<td>55 to 59</td>
<td>1,249</td>
<td>486</td>
<td>189</td>
<td>3,768</td>
<td>164,575</td>
</tr>
<tr>
<td>60 to 64</td>
<td>1,185</td>
<td>481</td>
<td>171</td>
<td>3,616</td>
<td>150,924</td>
</tr>
<tr>
<td>65 to 69</td>
<td>951</td>
<td>411</td>
<td>171</td>
<td>3,126</td>
<td>115,501</td>
</tr>
<tr>
<td>70 to 74</td>
<td>587</td>
<td>315</td>
<td>186</td>
<td>2,188</td>
<td>82,280</td>
</tr>
<tr>
<td>75 to 79</td>
<td>396</td>
<td>172</td>
<td>145</td>
<td>1,411</td>
<td>57,503</td>
</tr>
<tr>
<td>80 to 84</td>
<td>214</td>
<td>108</td>
<td>138</td>
<td>885</td>
<td>38,888</td>
</tr>
<tr>
<td>85 Years or Older</td>
<td>134</td>
<td>61</td>
<td>115</td>
<td>605</td>
<td>30,187</td>
</tr>
<tr>
<td>Total</td>
<td>19,368</td>
<td>5,296</td>
<td>3,048</td>
<td>51,980</td>
<td>2,700,551</td>
</tr>
</tbody>
</table>

**Total Percent of Total:** 100.0%
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>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Median Age</td>
<td>34.8</td>
<td>40.3</td>
<td>41.2</td>
<td>38.2</td>
<td>35.0</td>
</tr>
<tr>
<td>2010 Median Age</td>
<td>36.3</td>
<td>44.4</td>
<td>48.3</td>
<td>40.9</td>
<td>36.3</td>
</tr>
<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>
</tr>
<tr>
<td>Category</td>
<td>Fernley</td>
<td>Silver Springs</td>
<td>Yerington</td>
<td>Lyon County</td>
<td>State of Nevada</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------</td>
<td>----------------</td>
<td>-----------</td>
<td>-------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>2000 Occupied Housing Units</strong></td>
<td>3,151</td>
<td>1,766</td>
<td>1,203</td>
<td>13,007</td>
<td>751,165</td>
</tr>
<tr>
<td><strong>2010 Occupied Housing Units</strong></td>
<td>7,975</td>
<td>2,128</td>
<td>1,302</td>
<td>19,808</td>
<td>1,006,250</td>
</tr>
<tr>
<td><strong>Total Actual Growth</strong></td>
<td>4,824</td>
<td>362</td>
<td>99</td>
<td>6,801</td>
<td>255,085</td>
</tr>
<tr>
<td><strong>Total Percentage Growth</strong></td>
<td>153.1%</td>
<td>20.5%</td>
<td>8.2%</td>
<td>52.3%</td>
<td>34.0%</td>
</tr>
<tr>
<td><strong>2000 Vacant Housing Units</strong></td>
<td>281</td>
<td>169</td>
<td>156</td>
<td>1,272</td>
<td>76,292</td>
</tr>
<tr>
<td><strong>2010 Vacant Housing Units</strong></td>
<td>927</td>
<td>328</td>
<td>205</td>
<td>2,739</td>
<td>167,564</td>
</tr>
<tr>
<td><strong>Total Actual Growth</strong></td>
<td>646</td>
<td>159</td>
<td>49</td>
<td>1,467</td>
<td>91,272</td>
</tr>
<tr>
<td><strong>Total Percentage Growth</strong></td>
<td>229.9%</td>
<td>94.1%</td>
<td>31.4%</td>
<td>115.3%</td>
<td>119.6%</td>
</tr>
<tr>
<td><strong>2000 Owner-Occ. Housing Units</strong></td>
<td>2,339</td>
<td>1,448</td>
<td>764</td>
<td>9,857</td>
<td>457,247</td>
</tr>
<tr>
<td><strong>2010 Owner-Occ. Housing Units</strong></td>
<td>4,786</td>
<td>1,695</td>
<td>755</td>
<td>14,379</td>
<td>591,480</td>
</tr>
<tr>
<td><strong>Total Actual Growth</strong></td>
<td>2,447</td>
<td>247</td>
<td>-9</td>
<td>4,522</td>
<td>134,233</td>
</tr>
<tr>
<td><strong>Total Percentage Growth</strong></td>
<td>104.6%</td>
<td>17.1%</td>
<td>-1.2%</td>
<td>45.9%</td>
<td>29.4%</td>
</tr>
<tr>
<td><strong>2000 Renter-Occ. Housing Units</strong></td>
<td>3,150</td>
<td>318</td>
<td>439</td>
<td>3,150</td>
<td>293,918</td>
</tr>
<tr>
<td><strong>2010 Renter-Occ. Housing Units</strong></td>
<td>2,262</td>
<td>433</td>
<td>547</td>
<td>5,429</td>
<td>414,770</td>
</tr>
<tr>
<td><strong>Total Actual Growth</strong></td>
<td>-888</td>
<td>115</td>
<td>108</td>
<td>2,279</td>
<td>120,852</td>
</tr>
<tr>
<td><strong>Total Percentage Growth</strong></td>
<td>-28.2%</td>
<td>36.2%</td>
<td>24.6%</td>
<td>72.3%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Category/Jurisdiction</td>
<td>2000</td>
<td>2010</td>
<td>Actual Change</td>
<td>Percent Change</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------</td>
<td>--------</td>
<td>---------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td><strong>Average Household Size</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fernley</td>
<td>2.71</td>
<td>2.74</td>
<td>0.03</td>
<td>1.1%</td>
<td></td>
</tr>
<tr>
<td>Silver Springs</td>
<td>2.59</td>
<td>2.48</td>
<td>-0.11</td>
<td>-4.2%</td>
<td></td>
</tr>
<tr>
<td>Yerington</td>
<td>2.29</td>
<td>2.26</td>
<td>-0.03</td>
<td>-1.3%</td>
<td></td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.61</td>
<td>2.61</td>
<td>0.00</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.62</td>
<td>2.65</td>
<td>0.03</td>
<td>1.1%</td>
<td></td>
</tr>
<tr>
<td><strong>Owner-Occupied</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fernley</td>
<td>2.72</td>
<td>2.62</td>
<td>-0.10</td>
<td>-3.7%</td>
<td></td>
</tr>
<tr>
<td>Silver Springs</td>
<td>2.54</td>
<td>2.41</td>
<td>-0.13</td>
<td>-5.1%</td>
<td></td>
</tr>
<tr>
<td>Yerington</td>
<td>2.27</td>
<td>2.10</td>
<td>-0.17</td>
<td>-7.5%</td>
<td></td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.58</td>
<td>2.51</td>
<td>-0.07</td>
<td>-2.7%</td>
<td></td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.71</td>
<td>2.66</td>
<td>-0.05</td>
<td>-1.8%</td>
<td></td>
</tr>
<tr>
<td><strong>Renter-Occupied</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fernley</td>
<td>2.70</td>
<td>2.62</td>
<td>-0.08</td>
<td>-3.0%</td>
<td></td>
</tr>
<tr>
<td>Silver Springs</td>
<td>2.83</td>
<td>2.73</td>
<td>-0.10</td>
<td>-3.5%</td>
<td></td>
</tr>
<tr>
<td>Yerington</td>
<td>2.32</td>
<td>2.48</td>
<td>0.16</td>
<td>6.9%</td>
<td></td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.58</td>
<td>2.86</td>
<td>0.28</td>
<td>10.9%</td>
<td></td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.71</td>
<td>2.63</td>
<td>-0.08</td>
<td>-3.0%</td>
<td></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><strong>Median Income - Households</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$53,044</td>
<td>$31,367</td>
<td>$40,744</td>
<td>$46,137</td>
<td>$52,800</td>
</tr>
<tr>
<td>2010</td>
<td>$53,346</td>
<td>$38,490</td>
<td>$36,953</td>
<td>$48,433</td>
<td>$55,726</td>
</tr>
<tr>
<td>2010-2013 Actual Change</td>
<td>-$302</td>
<td>-$7,123</td>
<td>$3,791</td>
<td>-$2,296</td>
<td>-$2,926</td>
</tr>
<tr>
<td>2010-2013 Percent Change</td>
<td>-0.6%</td>
<td>-18.5%</td>
<td>10.3%</td>
<td>-4.7%</td>
<td>-5.3%</td>
</tr>
<tr>
<td><strong>Median Income - Families</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$56,435</td>
<td>$40,413</td>
<td>$48,969</td>
<td>$52,918</td>
<td>$61,539</td>
</tr>
<tr>
<td>2010</td>
<td>$61,153</td>
<td>$47,593</td>
<td>$43,723</td>
<td>$56,106</td>
<td>$64,418</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</th>
<th>Percent Change</th>
<th>Year/Quarter</th>
<th>US GDP</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>$95,930</td>
<td>5.4%</td>
<td>2003-01-01</td>
<td>$11,639</td>
<td>1.5%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>$104,852</td>
<td>9.3%</td>
<td>2004-01-01</td>
<td>$12,118</td>
<td>4.1%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>$114,478</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>$119,150</td>
<td>4.1%</td>
<td>2006-01-01</td>
<td>$12,896</td>
<td>3.0%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>$123,719</td>
<td>3.8%</td>
<td>2007-01-01</td>
<td>$13,056</td>
<td>1.2%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>$119,826</td>
<td>-3.1%</td>
<td>2008-01-01</td>
<td>$13,267</td>
<td>1.6%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>$110,779</td>
<td>-7.6%</td>
<td>2009-01-01</td>
<td>$12,663</td>
<td>-4.5%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>$111,161</td>
<td>0.3%</td>
<td>2010-01-01</td>
<td>$12,938</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>$13,228</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

### 2002-2013

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Nevada State GDP</th>
<th>Percent Change</th>
<th>Year/Quarter</th>
<th>US GDP</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-2011</td>
<td>$110,341</td>
<td>2.5%</td>
<td>2002-2011</td>
<td>$12,579</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

### Average

- Actual Change: **$21,490**
- Percent Change: **23.6%**

### 2002-2011

- Actual Change: **15.4%**
- Percent Change: **-**

## 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>11.9%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>5.0%</td>
<td>-9.1%</td>
<td>2005-01-01</td>
<td>8.2%</td>
<td>9.3%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>4.6%</td>
<td>-8.0%</td>
<td>2006-01-01</td>
<td>7.8%</td>
<td>-4.9%</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>23.4%</td>
<td>2008-01-01</td>
<td>10.0%</td>
<td>29.9%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>10.1%</td>
<td>74.1%</td>
<td>2009-01-01</td>
<td>15.1%</td>
<td>52.0%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>14.0%</td>
<td>38.6%</td>
<td>2010-01-01</td>
<td>19.7%</td>
<td>29.6%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>14.2%</td>
<td>1.4%</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>-12.7%</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>
</tbody>
</table>

### 2002-2013

- Actual Change: **8.4%**
- Percent Change: **8.5%**

### Average

- Actual Change: **9.4%**
- Percent Change: **140.3%**
| Industry, Forestry, Fishing and Hunting, and Mining | 163 | 2.3% | 17 | 1.0% | 160 | 5.6% | 286 | 1.4% | 18,980 | 1.5% |
| Construction | 542 | 7.6% | 124 | 7.4% | 132 | 4.6% | 1,667 | 8.2% | 102,463 | 8.2% |
| Manufacturing | 748 | 10.5% | 258 | 15.3% | 112 | 3.9% | 2,609 | 12.9% | 52,734 | 4.2% |
| Wholesale Trade | 197 | 2.8% | 28 | 1.7% | 12 | 0.4% | 515 | 2.5% | 28,311 | 2.3% |
| Retail Trade | 1,091 | 15.4% | 157 | 9.3% | 391 | 13.7% | 2,882 | 14.1% | 144,831 | 11.8% |
| Transportation and Warehousing Utilities | 675 | 9.5% | 259 | 17.1% | 175 | 6.1% | 1,422 | 7.0% | 62,473 | 5.0% |
| Information | 222 | 3.1% | 9 | 0.5% | 22 | 0.8% | 271 | 1.3% | 20,756 | 1.7% |
| Finance and Insurance, Real Estate and Rental and Leasing | 332 | 4.7% | 64 | 3.8% | 99 | 3.5% | 854 | 4.2% | 79,171 | 6.3% |
| Professional, Scientific, and Management and Administrative and Waste Management Services | 483 | 6.8% | 61 | 3.6% | 125 | 4.4% | 1,316 | 6.5% | 127,789 | 10.3% |
| Educational Services, and Health Care and Social Assistance | 1,409 | 19.8% | 249 | 14.8% | 860 | 22.8% | 3,220 | 15.9% | 185,240 | 14.9% |
| Arts, Entertainment, and Recreation, and Accommodation and Food Services | 551 | 7.8% | 264 | 15.7% | 325 | 11.4% | 2,270 | 11.2% | 312,938 | 25.1% |
| Other Services, Except Public Administration | 308 | 4.3% | 103 | 6.1% | 183 | 6.4% | 1,093 | 5.4% | 52,542 | 4.2% |
| Public Administration | 385 | 5.4% | 63 | 3.7% | 464 | 16.3% | 1,886 | 9.3% | 59,161 | 4.7% |
| Total | 7,106 | 100.0% | 1,686 | 100.0% | 2,850 | 100.0% | 20,271 | 100.0% | 1,246,387 | 100.0% |

### Total Employment by Industry Sector

| Industry, Forestry, Fishing and Hunting, and Mining | 2,016 | 28.4% | 206 | 12.2% | 851 | 29.9% | 4,720 | 23.3% | 343,669 | 27.6% |
| Service Occupations | 1,077 | 15.2% | 432 | 25.6% | 591 | 20.7% | 4,000 | 19.7% | 330,837 | 26.5% |
| Sales and Office Occupations | 1,668 | 23.5% | 419 | 24.9% | 762 | 26.7% | 5,291 | 26.1% | 325,676 | 26.1% |
| Natural Resources, Construction, and Maintenance Occupations | 744 | 10.5% | 159 | 9.4% | 375 | 13.2% | 2,219 | 10.9% | 125,599 | 10.1% |
| Production, Transportation, and Material Moving Occupations | 1,601 | 22.5% | 470 | 27.9% | 271 | 9.5% | 4,041 | 19.9% | 120,606 | 9.7% |
| Total | 7,106 | 100.0% | 1,686 | 100.0% | 2,850 | 100.0% | 20,271 | 100.0% | 1,246,387 | 100.0% |
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?

Lyon County Strategic Planning Community Workshop

Friday, February 17, 2017
Completion of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
Lyon County Strategic Planning Community Workshop
February 17, 2017

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?

Lyon County Strategic Planning Community Workshop

Friday, February 17, 2017
Reviewing the Results of the Environmental Assessment
Lyon County Strategic Planning Community Workshop
February 17, 2017

Results from our Checklist for Evaluating Community Position and Resources

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

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?
Building a Strategy – A Five Component Model

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?

Lyon County Strategic Planning Community Workshop
Friday, February 17, 2017