

**PERSHING COUNTY ECONOMIC DEVELOPMENT
STRATEGIC PLAN – PHASE II – COMMUNITY OUTREACH
Community Workshop # 1
April 5, 2018 – 5:30 to 8:30 pm – Community Center
MEETING SUMMARY**

INTRODUCTION:

The community workshop was conducted as a part of the Pershing County Economic Development Authority (PCEDA) strategic planning. The planning process has been guided by a volunteer community Steering Committee which includes: Ted Bendure, Lisa Booth, Larry Rackely, Dave Skelton and PCEDA Staff member – Heid Lusby Angvick. Sheryl Gonzales with Western Nevada Development District has facilitated the process.

The Strategic Plan is a five year plan which will serve as a guide articulating where PCEDA is going and the activities identified on how best to make progress in the realization of the plan. The plan will be implemented through an integrative process which includes an annual work plan. The annual work plan is best completed in a timely fashion in order to translate the annual plan activities into the annual budget. Other activities in which the plan can be translated into ongoing activities include staff plans, volunteer board plans, evaluations, partner plans as well as all services and programs provided through PCEDA. Periodical review of the plan's progress will be conducted to continually measure the plan's success and where, when necessary, adjustment and alignments will be needed to ensure the realization of the plan and it's vision. It is a flexible document in order to maintain relativity as the environment and community evolve and change over the course of the five year plan.

To date the Strategic Planning Team has completed phase one of the four phase process. Phase One involves the collection of data. Data was derived from the following documents and activities:

- 2017 Stakeholder Interviews
- 2017 Community Questionnaire
- 2017 Demographic & Economic Trends Analysis – Hansford Consulting
- 2015/16 Pershing Co. Business Retention & Expansion Survey
- 2009 GPP Community Assessment
- 2015 Community Needs Survey
- Pershing Co. Needs Assessment

This data became the foundation for Phase 2 which involves the development of the PCEDA Strategic Plan framework.

- Mission
- Vision
- Guiding Principles
- SWOT Analysis

Important to the second phase of the process and to ensure the greatest success of the plan's implementation, the community workshop was conducted to solicit input and insights from those in attendance relative to the Mission, Vision, and SWOT. Attendees were also requested to provide their observations as to the most important issues that should be included in the development and implementation of the plan. Other stakeholder groups to which the plan's framework has been presented include the County Commission, City Council, and

Phase Three will be the development of the Strategic Directions, Goals, and desired outcomes. Phase Four will involve the writing of the plan, which will include activities to support the goals with a timeline for implementation. The

Strategic Planning Team will be involved with all phases until the plan has been completed, reviewed and approved by stakeholder groups such as the County Commission and City Council.

WORKSHOP FORMAT

The community workshop was held at the Pershing County Community Center on Thursday, April 5, 2018 from 5:30 to 8:30 pm. WNDD representative, Sheryl Gonzales, worked with the PCEDA Strategic Planning Team to develop and coordinate the workshop.

Participants were divided into five groups with no more than 5 participants for each group. The Strategic Team members served as facilitators for the five groups. There were five sessions in which feedback and input was solicited with the regard to the Mission Statement, Vision Statement, SWOT analysis and important issues to be considered as a part of the Strategic Plan. The Workshop Agenda is below:

- I. WELCOME
- II. OVERVIEW
- III. INSIGHTS & THOUGHTS
- IV. MISSION STATEMENT REVIEW
- V. VISION STATEMENT REVIEW
- VI. SWOT REVIEW
- VII. OTHER IMPORTANT ISSUES
- VIII. GROUP PRESENTATIONS
- IX.. NEXT STEPS

A Power Point was included with the workshop and is attached to this workshop summary.

WORKSHOP GOALS:

1. Provide an overview of the Strategic Planning Process.
2. Review the key components of the Strategic Plan – Vision, Mission, SWOT
3. Present the results obtained to date as a part of the process.
4. Present and review the Mission, Vision, and SWOT.
5. Obtain feedback from workshop participants.
6. Provide opportunity for participants to present issues important to be considered as a part of the strategic plan.

This report summarizes the results from The Community Workshop. There will be continued discussion with the community to refine the important issues and needs in planning the PCEDA Strategic Plan.

SESSION I – 30 Minutes
REVIEW MISSION STATEMENT

An overview of the mission statement was presented. The mission statement defines who the agency is, what they do, why they do it, who they serve and what makes them unique from others. The mission statement typically does not change over time. Each group was to review the draft PCEDA mission statement, determine if it answers all of the questions stated above, and ensure that it is clear in its presentation. The PCEDA draft mission statement was presented before the groups began their discussions:

PERSHING COUNTY ECONOMIC DEVELOPMENT AUTHORITY IS A PUBLIC ENTITY THAT THROUGH COLLABORATIVE COMMUNITY EFFORTS DEVELOPS AND IMPLEMENTS ECONOMIC DEVELOPMENT AND DIVERSIFICATION THROUGH RETENTION, EXPANSION, AND ATTRACTION OF BUSINESSES AND INDUSTRIES, IN ORDER TO STRENGTHEN THE PROSPERITY OF PERSHING COUNTY WHILE MAINTAINING THE RURAL NEVADA LIFESTYLE.

Participants worked with their groups to discuss whether or not the draft PCEDA mission statement met the definition of what a mission statement should accomplish as well as ensuring it was presented in a clear manner.

Groups presented their feedback as follows:

GROUP 1

Reworded mission statement as follows:

Pershing County Economic Development Authority is the recognized entity to support economic development and diversification through retention and attraction of business and industries to strengthen the prosperity of Pershing County while maintaining our rural lifestyle.

GROUP 2

No comment

GROUP 3

Requested to have the following verbiage included with the mission statement:

PCEDA serves Pershing County and City of Lovelock

GROUP 4

Reworded mission statement as follows:

Developed through collaborative community efforts, Pershing County Economic Development (Authority) implements diversified economic development through retention, expansion, and attraction of business and industries in order to serve and strengthen the prosperity of Pershing County while maintaining the rural Nevada lifestyle.

GROUP 5

Reworded mission statement as follows:

Pershing County Economic Development Authority is a public entity that through community collaborative efforts will work to develop, retain, expand and attract businesses that will strengthen and maintain the rural Nevada lifestyle.

SESSION II – 30 Minutes
REVIEW VISION STATEMENT

An overview of a vision statement was presented. The vision statement is the long term change of what the organization wants to achieve. The PCEDA draft vision statement was presented. The groups were to review the vision statement and discuss if it was inspirational, motivational, clear and distinct from the mission statement.

Fostering a vibrant and prosperous community where business and industry thrive.

Participants worked with the groups to discuss the vision statement and whether the vision statement was clear, inspiring and distinct from the mission statement.

Groups presented their feedback as follows:

GROUP ONE

Reworded vision statement as follows:

Creating a vibrant and prosperous community where business and industry thrive.

GROUP TWO

Input included ensuring the vision statement includes people – more humanity.

GROUP THREE

The group believed the vision statement was good and inspired to achieve the strategic plan.

GROUP FOUR

Reworded vision statement as follows:

Promoting an active and prosperous community to sustain, inspire and promote business and industry.

GROUP FIVE

Reworded vision statement as follows:

Envision a profitable and growing business environment for all of Pershing County.

SESSION III – 40 Minutes
REVIEW SWOT ANALYSIS

Strengths, weaknesses, opportunities and threats (SWOT) process was presented which included the information upon which the Strategic Planning Leadership Team determined the SWOT analysis for PCEDA. The information was derived from the following reports:

2017 Stakeholder Interviews
2017 Community Questionnaire
2017 Demographic & Economic Analysis – Hansford Consulting
2015/16 Pershing Co. Business Retention & Expansion Survey
2009 GPP Community Assessment
2015 Community Needs Survey
Pershing Co. Needs Assessment

Although there is a long list that was created for each category of the SWOT, the Strategic Planning Leadership Team selected only the highest priority for consideration in the SWOT. The limited resources in terms of time, funds and staffing requires selection of the highest priorities. It is important however, to understand from the community if anything is missing and should be included with the SWOT.

The groups were requested to discuss each element of the SWOT analysis to determine if anything was missing or what should be revised. Below is each groups response by each element of the SWOT:

STRENGTHS

Good schools
Infrastructure (Available land, water*, sewer*, main street, utilities, Sidewalks)
Good Healthcare (Telemedicine now available)
High Quality Lifestyle (Strong Sense of Community, Safe Place, Good Place to Raise a Family, Opportunities for Recreation, Rural feel)
Transportation (Access to Hwy 80, Rail, Airport)

GROUP ONE

Minus Strong Sense of Community
Transportation is a plus including I80 and business rail

GROUP TWO

Senior Center
People keep track of each other in the community

GROUP THREE

High quality - maybe relaxed, laid back, bucolic?
Quality lifestyle

GROUP FOUR

Excellent school
Excellent healthcare
Rural lifestyle –rural lifestyle

GROUP FIVE

Tourism opportunities – courthouse, Lovelock, western history, mountains, desert
Delete Mainstreet from list

WEAKNESS

Housing (Lack of housing, availability, quality, affordability)

Blight

Workforce (Skilled, retention, reliable)

Amenities (Shopping, dining, entertainment)

Money leaving town (Workforce that leaves community to work, or workforce that doesn't live in community but works in community – Shopping out of town, low housing property tax revenue due to high percentage of housing stock build in 1970's)

GROUP ONE

No input

GROUP TWO

Lack of family support/Family Units

Parents

GROUP THREE

No input

GROUP FOUR

Utilities

Broadband

Main Street

GROUP FIVE

Lack of pride in maintaining property

Utilities

Lack of promotion of community strengths

OPPORTUNITIES

Marketing/Branding (Promote lifestyle, businesses, good schools, transportation access)

Community Building

Current Industry Clusters (Agriculture, Mining, Public Administration)

Embrace new industry & technology with business user friendly environment

Increase housing through rehab and new housing

GROUP ONE

Add building a sense of community

A plus is fiber optic cable

GROUP TWO

Good people – teach young people to volunteer

How to get involved

Easy communication through social media

GROUP THREE

Schools

Sense of Community

GROUP FOUR

Airport
Tourism
Rye Patch Increased capacity

GROUP FIVE

Industrial Areas
Land to expand

THREATS

Drugs/Alcohol
Lack of Civic Engagement
Water (Drought, water rights)
Delayed, reduced or elimination of Federal/State funding sources which can impact several programs in the County such AS health services
Decreasing tax base (reduced population, low income/poverty, old housing stock tax revenues)

GROUP ONE

Strong Sense of Community

GROUP TWO

No input

GROUP THREE

Decreasing tax base – not true
Maybe not going up fast

GROUP FOUR

Workforce

GROUP FIVE

Skilled workforce
Mental health issues
Reputation
Industrial expansion threatened as a result of water issues
Job opportunities

SESSION IV – 30 Minutes
MOST IMPORTANT ISSUES FOR THE PLAN TO ADDRESS

Group members were requested to individually list the top five issues they consider should be addressed in the Strategic Plan. Through a nominal group technique, the issues were listed.

GROUP ONE

Work on growing a strong sense of community
Drug Abuse
Unappealing community appearance
Lack of information for tourism
Housing
Workforce
Attraction & Retention of Business
Negativity/Lack of Community Pride
Entrances to Community (105,106 & 107)

GROUP TWO

Conduct exit interview with company who decided against locating in Lovelock
Lack of civic engagement – especially younger generation
Teach how to be involved
Communication
Lack of housing
Train workforce locally example: MSHA

GROUP THREE

Create incentives for people to return after post secondary education
Lack of housing to have employee live locally
Trade vocational training/local industry training

GROUP FOUR

Housing
No Chamber of Commerce
Poor Customer Service
Lack of good entry level jobs
Code enforcement (county/city)
Blight (eyesore/casual/rundown)
Workforce
Lack of positive community communication
Spousal opportunities
Civic Engagement (need more but now there are barriers)
Parent involvement in schools
More and a variety of restaurants – lack of
Absence of service industry
Drugs/Alcohol
Veterinarian (Livestock is great)
Tourism Development
Variety of shopping
Affordable daycare/hours available for workforce
Entertainment

GROUP FIVE

Housing

Employment opportunities

Workforce not living here

Lack of shopping

Business development

Blight

Main Street – Seen as an opportunity

Job Training Opportunities

Economic Development to develop Communication with current business & industries

City/County financial incentive for new business

Drug/mental health

Lack of monetary resources

The Community Workshop concluded at 8:30 pm after all groups presented their findings.