

## Executive Summary

The Greater Pershing Partnership community assessment was a challenge for the resource team in terms of logistics and issues. We conducted most listening sessions in Lovelock but we also included listening sessions in Humboldt River Ranch Association, Imlay, and Grass Valley which is a considerable distance from Lovelock. Almost every community reflected the same major issues however, making it easier for the resource team to provide recommendations for improvements and accomplishments.

There are several major issues that exist throughout Pershing County. It will be important and imperative to get the citizens and communities united and involved in solving these issues. All it takes is a few goals to be accomplished and the momentum will increase between government and citizens to achieve even greater accomplishments.

There are several important resources in place that position Pershing County to become a more vibrant place to live. First of all, there exists a committed core of elected leaders and citizens to better their community. There were many positive comments on the quality of life in each community. Secondly, all the right pieces exist in Pershing County to help it move forward and become a better place to live. These include infrastructure, transportation, human capital and more.

The leadership of Pershing County is to be commended for having the foresight to undertake this great community exercise. While leaders have to overcome communication issues, their first step in bringing a community assessment to all of Pershing County validates their genuine concern to make improvements throughout the county. The community assessment will be a great tool in improving communication for Pershing County and start connecting its citizens.

It will be up to individual citizens however, to get engaged in their community if they sincerely want to improve it. This was a community assessment and the community cannot shirk its responsibilities in making good things happen. There is no problem that cannot be solved if enough citizens in each community shoulder responsibility. Each citizen should decide which issue is important and then get involved in it. Every army consists of individual soldiers that have a common battle to fight; that is what it will take to make Pershing County all that it can be.

On behalf of the resource team, we want to thank Pershing County leaders, citizens, and businesses for their great hospitality during our stay. Your “down home help” validated the great place Pershing County can be.

Sincerely,

Clint Koble  
Resource Team Leader

# Greater Pershing Partnership Community Assessment Recommendations

## MAJOR THEMES

**Managed Growth:** Define economic development; Perception of being a “not business friendly” environment; Job creation; Civic engagement; Entrepreneurial Growth; Light industrial; Selling the community’s potential; Housing stock; Role of tourism; GID’s (outlying area); Generational transfer.

**Youth Concerns:** Jobs; Higher education; Substance Abuse; Lack of things to do which leads to poor choices; Pool; Library; Communication/Leadership.

**Community Appeal/Beautification:** Housing stock; Main street (expand to other streets); Entry points; Lack of amenities; Community-wide clean up.

**Health & Public Safety:** Diminishing services at hospital; Law enforcement presence; Volunteer fire departments (outlying areas); Code enforcement.

**Infrastructure:** Electrical challenges; Broadband/Telecommunications; Water and Sewer (outlying areas); Solid waste management; Schools; Hospital.

**Communication:** Lack of communication; Consensus building.

Recommendations are presented by Resource Team members, not by Theme priorities. It will be the responsibility of the communities to prioritize the top 3 or 4 Themes as their place to start on improving their community.

Resource team members include:

Des Craig – Community Development Block Grant program

Ron Radil – Western Nevada Development District

Kathy Halbardier – Nevada Small Business Development Center

Clint Koble - Nevada Rural Development Council

Joe Locurto – Nevada Commission on Economic Development

Kay Vernatter – USDA Rural Development

**Des Craig: Community Development Block Grant, Director**

Nevada Commission on Economic Development

108 E. Proctor Street

Carson City, NV, 89701

(775) 687-4325; [dcraig@bizopp.state.nv.us](mailto:dcraig@bizopp.state.nv.us)

**Theme: Managed Growth:**

**Issues:**

During the course of the listening sessions across Pershing County (from Monday, February 23 to Thursday, February 26), many comments were made on community growth and development. At one extreme, some residents felt there was no need for growth (“the community is fine as it is”), while others submitted that their community needed to grow, and felt much more could be done to ensure future growth.

Growth can take various shapes and forms; however, it appeared that there was a lack of understanding on what is meant by growth, and little consensus on the issue of acceptable growth. In addition to a lack of clarity on what growth is and might mean to the community, there was concern expressed on how to accomplish growth. There seemed to be confusion and sometimes frustration on what role elected officials, the Greater Pershing Partnership, and the community at large should play in determining and effecting growth in the community.

Also under the subject of growth, various related issues and challenges were mentioned, for example: lack of clarity on what is meant by economic development, defining the role of tourism in community growth and development, the need to create more jobs, affordable housing limitations, poor civic engagement, lack of entrepreneurial training and development, the need to market the community’s strengths and mitigate its weaknesses, and how to increase funding for community enhancement and growth.

The discussion that follows concentrates on:

- clarifying what is meant by growth, and economic development in particular, and how to reach a consensus on these important subjects;
- the issue of entrepreneurial growth and development; and
- the need for a community-wide marketing plan

**Recommendations:**

Before any meaningful growth can be achieved it is essential to have a common understanding of what is meant by growth, and a good measure of community support and consensus for growth. A professionally-conducted community-wide survey is recommended to determine what residents mean by growth and what they want in the way of growth. Growth is not something that is planned and implemented only by the County Commissioners, the City Council or other leaders in the community. A survey would help to determine the type of growth that the community as a whole wishes to see. The survey should be conducted by an individual or company that is experienced in community surveys; it should involve a well developed and

tested questionnaire; and the results should be scored and analyzed in depth, and a report prepared explaining the results.

On economic development (ED) in particular, a one-day pilot workshop could be hosted to provide a greater understanding of economic development, and how to create it. Initially this workshop would be aimed at the county and city leadership and other generally-recognized community leaders. This same workshop could then be rolled out to various segments of the community, for example, the schools, the business community, the service sector, and the general populace. The objective of this simple approach to explaining economic development is to make everyone in the community aware of the meaning of economic development and what it looks like in rural northern Nevada.

Once there is wide and common understanding on growth and economic development, the next step might be to prepare a strategic plan for community growth and development. The first two steps are essentially informational and consensus building. A strategic plan for growth and development would look in greater detail at the barriers and challenges to growth and development; it would set development goals and objectives for the community, and would recommend a number of initiatives or actions that would lead to the preferred type and scale of growth and development. Such a study should be done by an external professional highly experienced in strategic planning for growth, and community facilitation. The importance of keeping in touch with the community in preparing such a study cannot be overemphasized. The professional will leave the community once the plan is complete, but the residents of the community will be responsible to implement its recommendations.

During the course of the Community Assessment, several comments were made concerning the lack of small businesses in town and the limited opportunities that exist for small business development. Entrepreneurial/small business development can help rejuvenate a small rural community but an appropriate enabling environment is essential. The survey, training and strategic planning referred to earlier should highlight the importance and role of entrepreneurship in community growth and development, but small businesses will not flourish and entrepreneurs will not come and stay unless the environment is right for their growth and development. Again, some research and planning are required. A gap analysis and leakage study might be recommended to identify underserved areas of the local economy. This would involve looking at the strengths and weaknesses in the economy, and the demographics of the community and would ultimately show those areas where businesses might do well. The strategic plan referred to earlier might find that entrepreneurial training is necessary, and there are different ways in which this can be provided. Currently most communities across the nation are facing financial difficulties, but a small business development fund or a local incentives program might be set up to encourage the development of small businesses. The Hometown Competitiveness Program and Main Street Program are two programs that come to mind when thinking about small business development in rural America.

Once the right enabling environment for small business development is in place, a widespread marketing plan would help in attracting entrepreneurs, investors, new residents and visitors to the community. Every community has its strengths and weaknesses. The latter should be mitigated while the former need to be publicized and spread abroad. If a community is uncertain as to its future look and feel, if there is not a common purpose and vision, any effort to promote the community will probably fail. Once there is common purpose and a focus on the future, a good

marketing plan is essential. Again, this is something that should probably be crafted and put in place by external professionals with no personal agenda. It will cost money to design and implement but its effectiveness will be measurable and easy to determine.

**Resources:**

A number of organizations have resources and guidance in the above areas, for example:

Nevada Commission on Economic Development – can provide further advice and guidance on community surveys, community/economic development training, strategic planning, entrepreneurial development and community marketing. Contact Kimberly Elliott, Joe Locurto, Des Craig, Carson City. Tel 1-775-687-4325 [www.expand2nevada.com](http://www.expand2nevada.com)

Rural Community Assistance Corporation: for assistance with facilitation and community surveys. Contact Eileen Piekarz, Reno. Tel 1-775-323-8882 [www.rcac.org](http://www.rcac.org)

Sierra Circle Consulting – for facilitating consensus and collaboration. Contact Patricia R. Tuecke, Reno. Tel 1-775-333-6998 [www.sierracircle.com](http://www.sierracircle.com)

Futures Corporation – for strategic planning assistance. Contact John Luthy, Boise, Idaho. Tel 1-208-345-5995 [www.futurescorp.com](http://www.futurescorp.com)

Small Business Development Center, UNR – for assistance with small business training and advice. Contact Winnie Dowling, Reno. Tel 1-775-327-2334 [www.nsbdc.org](http://www.nsbdc.org)

Heartland Center for Leadership Development - for assistance in small rural community revitalization, including the Hometown Competitiveness Program. Contact Milan Wall, Lincoln, Nebraska. Tel 1- 402-474-7667 [www.heartlandcenter.info](http://www.heartlandcenter.info)

Sirolli Institute - for assistance in small rural community revitalization through small business development and enterprise facilitation [www.sirolliinstitute.com](http://www.sirolliinstitute.com)

McQuinn Center for Entrepreneurial Leadership, University of Missouri – for information on resources available for entrepreneurship development <http://mcquinn.missouri.edu/>

USDA – Rural Development – for business loans and grants and advice on business development. Contact Herb Shedd, Carson City. Tel 1-887-1222

**Theme: Infrastructure: Des Craig**

**Issues:**

Infrastructure can cover a great many issues and challenges. Those mentioned in the Pershing County Community Assessment include:

- improvements to the streets, curbs and gutters in the outlying areas of Grass Valley and Imlay, especially improvements that would enhance public safety for children;
- the need for improved water and sewer facilities, again mainly in the outlying areas;
- providing reliable electrical power to businesses in the industrial park in Lovelock and at Humboldt River Ranch development;
- improved aesthetics in general throughout the City of Lovelock;
- improved solid waste management;
- rehabilitation projects at the hospital and school complex; and
- improving access to broadband internet services;

It was felt that if some or all of these issues could be tackled and improved, the quality of life in general would be enhanced, the community would be more attractive and accommodating, and more visitors and businesses would potentially come to the community.

**Recommendations:**

Community Master Planning is a necessary and vital tool to ensure orderly, cost efficient growth. If Pershing County and the City of Lovelock do not have up-to-date Master Plans, this is highly recommended. Such plans would look at all present and future infrastructural needs rank them in terms of priority and make suggestions on implementation. Such plans would require extensive public participation and input from all the communities within Pershing County and Lovelock. The need for detailed, frequently up-dated infrastructural planning cannot be overemphasized.

There are several grant and loan programs available to assist rural communities enhance their infrastructure (see resources section below). Given a list of priority infrastructure projects, staff within the city, county and school district should be tasked with researching and identifying available funds to carry out the needed infrastructural improvements. Money is available from public and private sources - in some instances, the latter could include local businesses and developers.

There is much discussion today on sources of alternative energy. If the community in Lovelock and Humboldt River Ranch are experiencing inadequate or unreliable electrical power from the established provider, it might be worth considering an alternative energy project for the community. Is there sufficient geothermal activity to encourage development in this area – as in Churchill County? What about solar or wind power? The development of alternative energy sources could lead to a more reliable and greater power supply, and would also contribute to the economic development of the area.

The idea of beautification and improving aesthetics in the community are dealt with elsewhere in this report but improving infrastructure can and will contribute to these objectives.

## Greater Pershing Partnership Community Assessment Recommendations

During the Community Assessment there was an expressed need to clean up certain areas of the community, however, in counterpoint it was noted that there are presently no or inadequate facilities to dump waste. A land fill or system of removing yard, domestic and industrial waste should be given some priority.

The recently passed American Recovery and Reinvestment Act (providing so-called stimulus funding) has considerable funding for the development and expansion of broadband services throughout the country. Local governments can apply for assistance to construct and operate wired and wireless broadband systems, and to provide broadband networks and community support facilities to public safety, schools, libraries, medical and health care providers, community colleges and job-creating strategic facilities.

### **Resources:**

Some counties and incorporated cities may have Master Plans and a survey of these would be useful in charting the way forward for Pershing and Lovelock City Master Plans. The City of Fernley has just completed a comprehensive strategic planning exercise. For more information contact Fred Turnier, Community Development Director, Fernley. Tel 1-775-784-9902

The Nevada Association of Counties may also be able to assist regarding county-wide planning processes. Contact Jeff Fontaine, Carson City. Tel 1-775-883-7863

Likewise, the Nevada League of Cities and Municipalities may also be able to assist regarding master planning processes. Contact David Fraser, Carson City. Tel. 1-775-882-2813

USDA-RD: for assistance with infrastructural planning and projects, especially water and waste water. Contact Kay Vernatter, Carson City. Tel. 1-775-887-1222

State and Small Cities CDBG Program: for assistance with infrastructural planning and projects, including streets, curbs, gutters etc. Contact Des Craig, Carson City. Tel. 1-775-687-1812

NDEP: for assistance with water and waste water projects and handling waste in general. Contact Adele Basham, Carson City. Tel. 1-775-687-9488

Nevada Department of Transportation (NDOT), for information on grant financing for street improvements etc. Contact Carson City. Tel. 1-775-888-7000

Nevada State Office of Energy: Renewable Energy & Energy Conservation Task Force:  
<http://energy.state.nv.us/taskforce/default.htm> and [www.nevadarenewables.org](http://www.nevadarenewables.org)

Senator H. Reid for assistance in promoting rural alternative energy initiatives:  
<http://reid.senate.gov>; Carson City, Tel. 1-775-882-7343 ; Washington, DC, Tel. 1-202-224-3542; Toll Free for Nevadans: 1-866-SEN-REID (736-7343)

Humboldt-Pershing Sustainable & Renewable Development Partnership: Contact Sharlet Berentsen, Winnemucca. Tel. 1-775-304-1404. E-mail: [berentsen@wmca.net](mailto:berentsen@wmca.net)

Public Utilities Commission of Nevada: for assistance on broadband stimulus funding, contact Nancy Wenzel, Utilities Hearings Officer, Carson City. Tel. 1-775-684-6180

Public Technology Institute webinars on broadband stimulus funding:  
<http://www.pti.org/index.php/ptiee1/more/466/>



**Ron Radil**

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**Theme: Health & Public Safety**

The major concern regarding Health coming from the listening sessions revolved around the Pershing County Hospital in Lovelock.

There were four sub-themes identified during the listening session regarding Health and Public Safety.

These sub-themes are:

1. Diminishing Services at Hospital.
2. Law Enforcement Presence – outlying areas
3. Volunteer Fire Departments – outlying areas
4. Code enforcement – outlying areas and Lovelock

**Issues**

Health – Diminishing Services at Hospital -

All listening sessions, regardless of location, stated the Pershing County Hospital is an asset to the County and all efforts should be made to keep the hospital functioning and serving the County.

The Pershing County Hospital is an asset not only for the overall health of the community, but also as an asset for economic and community development in the County.

Issues brought forth at the listening sessions affecting the hospital include:

- A declining population resulting in reduced need for certain services. The need for certain services has affected delivery of health care in the County.
- Medicaid reimbursement rates affect the hospital’s operation. Reimbursement rates have declined over time. Medicaid reimburses at a 79% rate before budget cuts, now dropping down to 70%, placing an economic burden business and people.
- Decline in economy, individuals not willing to come in for preventative and elective procedures, and/or small procedures, wait for large items, then need to be shipped out to other hospitals
- Matt and his staff are doing a wonderful job, wondering how in the world the hospital can keep going. Have the helicopter which is a big plus.
- The hospital doesn’t have full services, because of this people in the community leave town for medical services and take their shopping taking money out of town.
- Indian Health Service won’t authorize local visits to Pershing Hospital, they can only go on emergency basis which costs Indian Health Service more, then Indian Health Service
- Future goals for the hospital include: a larger hospital, more doctors, more nurses, and some day a trauma unit
- Hospital upgrade to be state of the art.

- High school students stated their desire for a better hospital.
- There is currently no auxiliary at the hospital to raise funds for the hospital. It seems current fund raising efforts are limited to yard sale proceeds.
- More specialists at hospital, preferably permanent, but would consider on part time basis.

### **Recommendations:**

The hospital in conjunction with the County, City and County residents need to determine the level(s) of service to be provided to meet the health needs of the County.

The hospital should coordinate their services with the Lovelock Indian Colony, as this may lead to other sources of revenue for the hospital.

Efforts should be made to re-create a Hospital Auxiliary or consider the creation of a hospital foundation to accept donations for needed improvements.

### Law Enforcement Presence

Law enforcement presence was brought up in the listening sessions outside Lovelock. Participants in the listening sessions in the outlying areas stated many times they were concerned with a lack of law enforcement presence in their communities.

The school student's perception of some law enforcement issues in their listening sessions can best be described as somewhat negative. Some of this perception may be due to the eternal view of youth regarding law enforcement but the issue of racism being perceived by the students should be addressed by all levels of law enforcement in the County.

As with many rural communities, there seems to be noticeable drug use in the County.

Issues brought forth through the listening sessions regarding law enforcement include:

- Illegal drug use and manufacturing of drugs
- Litter on Grass Valley road, no "no littering signs", clean up needed
- Lack of cooperation on sheriffs part, will not enforce codes
- Need a county ordinance for car abandonment, ticketed, tagged and removed, from right-of- way. They will sit there for four months until they are pieced out.
- Several problems around here, abandoned vehicles, trailers, problems getting them taking care of
- Ditto – trash trailers and junk vehicles need to go, dump site is pathetic overflowing, trash along the roads need to pickup/clean up
- Dump site – need access, card or gate for control, most trash is from Humboldt, don't have to hire someone. Business and stuff, would like a gas station. We live out here because we don't want to live in town. Looking at a Coop, trash on road, speeders and law enforcement need to get them out here.
- Ditto – moved out here to be isolated, having problems related to rural suburbia, maintain, sheriff's office looses them to Humboldt County. If someone spends more time out here might see the problems, and be able to address them.
- Enforcement – law enforcement presence, kids and dogs running around, kids breaking into house, pointed gun at his kids, need a community watch program, and more law enforcement. Deputy does job, but thin, can't cover over IMM miles of roads.
- Figure what is going on with roads, enforce speed limits, county needs to take ownership.
- Dogs and animal control, goes after livestock, if dogs go after my livestock I will shoot them, need to be on leash or fenced

- Mormon Crickets – weather, need to save crop, crickets eat crops, can't get service from State in Valley or Lovelock, somewhat of an orphan
- 24-7 police or deputy sheriff coverage, now all come from Lovelock may get there once per week
- Road conditions, Public safety – Dutchman acres
- Safety of children due to road conditions – Dutchman acres
- Fix roads and enforce codes
- Lack of values, and law enforcement
- Lack of safety, community involvement on fire department never see anyone there
- Roads and lack of law enforcement
- Public safety and road conditions, elected officials only show up when running for office, feel like foster child
- Liability issues, meth labs, law enforcement, get no benefits, public blight, more in Grass Valley than in Lovelock
- Drugs in the County are an issue.
- Graffiti and tagging are issues, particularly in Lovelock.
- Underage drinking.
- Relationship between youth and law enforcement is not viewed as being the best by the youth in the County.

### **Recommendations:**

Pershing County Sheriff's Office is making an effort to provide more law enforcement presence in the outlying areas. This effort is dependent upon available resources.

One possible avenue for increased law enforcement presence for the Grass Valley area might lie in exploring a cooperative agreement between Pershing County and Humboldt County for Humboldt County to provide some law enforcement functions in Grass Valley.

The outlying areas could also work with Pershing County Sheriff's Office to develop and implement community watch programs in their areas. This is a community effort to report violations as they occur.

### **Volunteer Fire Departments**

Listening session attendees regardless of their community spoke highly about the efforts of their volunteer fire departments. Volunteer fire departments were praised in Lovelock and the outlying areas as being responsive to fire calls within respective communities. Listening session attendees regardless of their community spoke highly about the efforts of their volunteer fire departments.

However, the more removed from Lovelock the listening sessions were, it became apparent attendees were concerned with their volunteer fire department equipment and facilities.

Issues brought forth through the listening sessions regarding volunteer fire departments include:

- Need funding for fire department for the last 13 years, we have tried to get funding from Lovelock to better our resources can't get ahead one dime, can't get anything from Lovelock fire department
- Local volunteer fire department, not sure what their needs are, 2 years ago did bring out fire engine. Need to be sure the fire department is supported, get money so they have better equipment, or all the equipment they need.

- Fire department they are right out here if an incident occurs
- Very good all volunteer fire departments, one of the best in the State
- New fire truck and ambulance, busy on highway
- Emergency generator and well in case of power loss can pump water to put out fires
- Love it the way it is, would like to see our own resources for the fire department, the fire station is a single block building 2 car garage, barely room to let fire fighters into vehicles, the engines touch the back wall and front door. Lovelock fire department has the “state of the art” equipment and buildings.
- When we have a call out it is like a Chinese fire drill because the equipment and vehicles are stored all over the community, no single place to store it. Commissioners said everyone had to take EMT course to be on department, then Commissioners complained about costs \$750 per volunteer. Community feels like we are getting the run around
- New fire house, or add onto the existing one
- Fire Department larger facilities, building, washers and dryers
- Build up fire department
- Ambulance service staff can be paid, if county and city are fiscally sound, response time is great now would be better if had full time paid staff

**Recommendations:**

The County should conduct a study of the available resources and facilities for all County volunteer departments. Such a study would aid the creation of priorities for each volunteer fire department.

**Resources:**

Nevada Division of Emergency Management

Frank Siracusa, Chief, Carson City, (775) 687-0300, [fsiracusa@dps.state.nv.us](mailto:fsiracusa@dps.state.nv.us) .

Nevada Commission on Economic Development, Community Development Block Grant (CDBG) program. Des Craig, Carson City, Director, (775) 687-4325, [dcraig@bizopp.state.nv.us](mailto:dcraig@bizopp.state.nv.us)

University of Nevada-Reno, Department of Resource Economics, Tom Harris, Chair, (775) 784-1681, [harris@cabnr.unr.edu](mailto:harris@cabnr.unr.edu) ; the department assists rural communities with strategic planning, regional economics, impact modeling, rural development and operations research analysis.

Code Enforcement

Code enforcement issues were raised throughout the listening sessions, both in Lovelock and the outlying areas.

Junk cars, blighting conditions, and littering are issues throughout the County.

There is also a perception the County is not adhering to its master plan.

Issues brought forth through the listening sessions regarding code enforcement include:

- Roads, subdivisions not claimed as county roads and not to standard, considering a 318 improvement district, resistance, county road or mud road frontage. A lot of places for sale and land, look at roads and problems, decide not to purchase

- dogs, haven't mentioned in awhile, haven't been out in middle of road, dogs in road waiting for death wish
- We just have parcelers, not developers, agriculture and residential don't mingle, smells, dust, fugitive dust, don't co-mingle well. Local government needs to see agriculture, we need to exist as farms and run our business, and there are laws which say you moved to country; deal with it so the issue can be laid to rest.
- Ditto to most comments, water district has become a sign-off on development procedures, could have alleviate some problems. Left out of discussion on planning and zoning, don't build below the high water mark of local irrigation canal.
- County not adhering to master plan to protect neighborhoods
- Lovelock clean up all the junk cars, need an ordinance, need ordinance enforcement
- Absentee landowners who let their places to go hell doesn't clean up junk, weeds are fire hazards

**Recommendations:**

The Pershing County Planning Department is the responsible party for developing and adhering to the County's Master Plan. However, County residents must also be active participants in this process. How the County addresses these needs is up to the County and its residents.

**Resources:**

Montana Meth Project (one of the most successful state meth projects in the country), P.O. Box 8944, Missoula, MT, 59807. Peg Shea, Executive Director @ (406) 721-2538 or (888) 366-6384. [www.montanameth.org](http://www.montanameth.org)

Health Services: Nevada Health Centers, Carson City Administrative Office, 1802 North Carson Street, Ste. 100, Carson City, NV, 89701. (775) 887-1590, contact: Tom Chase. [www.nvrhc.org](http://www.nvrhc.org)

Nevada State Health Division, Nevada Department of Health and Human Services, 4150 Technology Way, Ste. 300, Carson City, NV, 89706. (775) 684-4200; [www.health.nv.gov](http://www.health.nv.gov)

EMT Services: Health Division Internet – Emergency Medical Systems, NV State Health Division, 4150 Technology Way, Ste. 300, Carson City, NV, 89706. (775) 684-4200.

University of Nevada School of Medicine, State Offices of Rural Health @ [www.medicine.nevada.edu](http://www.medicine.nevada.edu) ;

Indian Health Services: Contact Indian Health Board of Nevada: [www.ihbn.org](http://www.ihbn.org)

USDA-RD: Contact Kay Vernatter, Carson City, Tel. 1-775-887-1222

State and Small Cities CDBG Program: for assistance with infrastructural planning and projects, Contact Des Craig, Carson City, Tel. 1-775-687-1812

NDEP: for assistance with water and waste water projects and handling waste in general. Contact Adele Basham, Carson City, Tel. 1-775-687-9488

Nevada Department of Transportation (NDOT), Contact Carson City, Tel. 1-775-888-7000

Nevada State Office of Energy: Renewable Energy & Energy Conservation Task Force:  
<http://energy.state.nv.us/taskforce/default.htm> and [www.nevadarenewables.org](http://www.nevadarenewables.org)

Senator H. Reid for assistance in promoting rural alternative energy initiatives:  
<http://reid.senate.gov>; Carson City, Tel. 1-775-882-7343; Washington, DC, Tel. 1-202-224-3542;  
Toll Free for Nevadans: 1-866-SEN-REID (736-7343)

Public Utilities Commission of Nevada:  
<http://pucweb1.state.nv.us/pucn/PUCHome.aspx?AspxAutoDetectCookieSupport=1>

Main Street Program information: Tim Rubald, Consultant. Rubald & Associates.  
4591 Bigelow Drive  
Carson City, NV, 89701. (775) 790-0035; 2t@charter.net

Information on Public Transportation development: American Public Transportation Association: [http://www.apta.com/media/releases/2004\\_poll.cfm](http://www.apta.com/media/releases/2004_poll.cfm)

### **Theme: Infrastructure: Ron Radil**

Six major themes were developed as a result of the listening sessions. These are:

1. Electric
2. Broadband/Telecommunications
3. Outlying areas – water and sewer
4. Solid Waste Management
5. Schools
6. Hospital

Overall, the listening sessions provided generally positive comments regarding infrastructure, particularly in Lovelock. Issues with infrastructure were reported in the outlying areas of the County.

### **Issues:**

Electric

Issues regarding the current electric system were brought forth in the listening sessions in the outlying areas. There was a concern with adequate power being available, particularly for three-phase power. The need for such power seems to be somewhat limited.

Depending upon the location in Lovelock, there were some issues also expressed with the electric system.

Issues brought forth through the listening sessions regarding the electric system include:

- New energy Valmy power transmission runs across freeway, wind generation possibility on top of ridge, around Oreana

- Wind energy
- Infrastructure, adequate power and telephone isn't available – power put in by Lovelock adequate for residential and commercial – not enough no 3 phase power, Pershing and NV Energy both own the power, no one wants to pick up the responsibility. No local service provider for power; comes out of Fallon
- No local service or office of NV energy
- Nice to telephone, without a toll charge - ATT
- Power issues are with transformers, phasing the power

**Recommendations:**

Local residents will need to work with NV Energy regarding electrical system issues. The County and City can communicate their community needs to NV Energy and this approach should be made on the basis of economic development. Adequate, steady electric power is a necessity for economic development to occur any where in our society.

Broadband/Telecommunications

Issues relating to broadband and telecommunications availability were also limited primarily to the outlying areas.

However, access to broadband and telecommunications should be viewed as an infrastructure issue related directly to economic development. The availability of broadband and telecommunications can provide the infrastructure necessary for anyone to conduct business, regardless of physical location. Such services have been made available to areas that have concentrations of population.

Issues brought forth through the listening sessions regarding broadband and telecommunications include:

- Internet, telephone crossing property not giving service, other than dial up no DSL
- Phone lines are inadequate, have to go to satellite

**Recommendations:**

Outlying areas – water and sewer

Those who attended the listening sessions in Lovelock had no negative comments regarding the water and sewer service they are receiving. Lovelock has been investing to upgrade their sewer collection and treatment facilities in recent years. The City is of the opinion their wastewater treatment facility has the capacity for residential, commercial and industrial growth into the foreseeable future. The status of the wastewater treatment system in Lovelock is an asset for development.

However, the outlying areas expressed concern with both water and sewer issues in their respective communities.

Concerns were expressed regarding the privately owned water company serving customers in Grass Valley. Attendees expressed their desire for the County to take over the operations of the water company.

## Greater Pershing Partnership Community Assessment Recommendations

Attendees in Imlay were appreciative of previous efforts on the part of the County to improve the water and sewer systems in Imlay. However, not all of Imlay is being served with sewer. This may be due to some geographic issues caused by the location of Interstate 80.

Issues brought forth through the listening sessions regarding water and sewers include:

- Take over Water Company by county – Dutchman acres
- Not enough cooperation between city and water district, hook-ups charged per room, not per gallon of usage. Would like to develop motel, however since the water district doesn't provide in the information to the city, need to have better communication, between the water district and city.
- Quality of drinking water very good, quality of provider have a problem
- 168 users on water system Dutchman Acres
- 10 subdivisions – 8 are developed, only 1 with water system
  - Water and sewer throughout the town
- Put in for the grant, have another section of town, that doesn't have water, more land for sale, County is resisting Town of Imlay to complete the second loop.
- Not much infrastructure to support building, supplies come from other areas such as concrete
- Infrastructure, whole town doesn't have access to water and sewer
- New water system, lacking on sewer, have 28 houses on community septic. Water system is asset can bring new business into town

### **Recommendations:**

The issues in Grass Valley with the privately owned water company is one where all the facts surrounding the water company related issues need to be evaluated before a course of action can be developed. This process can best be started by encouraging a dialogue between those who are being served and the water company provider. Working together should result in a positive outcome.

The efforts in increase the provision of water and sewer services in Imlay should continue. The provision of basic infrastructure provides a basis for economic development in the area(s) where such services exist.

### **Solid Waste Management:**

Issues brought forth through the listening sessions regarding solid waste management include:

- Rural blight, trailers junk effects property values
- Safety, roads, water
- Litter on Grass Valley road, no “no littering signs”, clean up needed
- Lack of cooperation on sheriffs part, will not enforce codes
- Need a county ordinance for car abandonment, ticketed, tagged and removed, from right-of- way. They will sit there for four months until they are pieced out.
- Recycle option at the dump. There are citizens in this community who are concerned about the environment. I believe the county should provide recycle containers for those of us who choose to separate our garbage. There should also be a drop-off location for used motor oil.
- Transfer station, needs to be manned, Humboldt county residents dump into dumpsters, secure with key card set up keep Humboldt residents out



## Greater Pershing Partnership Community Assessment Recommendations

- County or City haven't had a community wide clean up
- Disposal site, wood and lumber, pick up for community use, place for stock piling, issue on separating good lumber, 318 district interested in started in 1992, nothing got accomplished. Water rights can be sold any place in state. Would be nice to have an entity to hold the water rights and make some money.

### **Recommendations:**

Community wide clean up days should be done, at least once each year, in Lovelock and the outlying areas. Large dumpsters can be rented for such purposes. There are some costs involved, the cost of the dumpster and some one should really man the times the dumpster is available to prevent unauthorized waste from being placed in the dumpster. Volunteers for this purpose can reduce the costs.

The Grass Valley Transfer Station could be made more secure with a key card system to only allow Grass Valley residents the opportunity to use the station.

The County should also investigate the need and how to implement construction debris sites in the outlying areas, with the knowledge there needs to be sets of controls of such sites.

### Schools

Students attending the High School and those attending the listening sessions in Lovelock and the outlying areas provided positive comments regarding the K-12 education in Pershing County. All participants stated the schools need physical improvements and additional funding would help the overall educational system in Pershing County.

Attendees in Grass Valley stated their preference for having an elementary school in their area.

Issues brought forth during the listening sessions regarding schools include:

- Schools determined to be a great asset for the County.
- School capital facilities need to be improved and upgraded.

### **Recommendations:**

The responsibility for the continued operation and improvements of the schools in Pershing County has always been with the school board and residents of the County and will continue this into the future. Some outside financial assistance may be garnered from the State and with through the federal government, dependent upon the implementation of education funding through the American Recovery and Reinvestment Act, 2009.

### Hospital

Issues brought forth during the listening sessions regarding the hospital include:

- Pershing County Hospital is viewed as an asset for the County.
- Physical plant needs to be upgraded, along with other hospital services.

### **Recommendations:**

The County, City, Hospital Board and residents should all work together to preserve and expand needed services provided by the hospital.

Discussions should be entered into with the Lovelock Colony to determine if providing services to Tribal Members can be done and what types of services should be offered. Such an effort may result in increased revenues for the hospital.

The Hospital Board also needs to explore the possibilities for physical plan improvements and provision of other services as a result of the American Recovery and Reinvestment Act, 2009.

## Transportation

Although not identified as a theme or issue, participants made the following suggestions:

- Railroad, we need to utilize the rail presence, cheaper transportation
- Rail road, highway, water, sewer facilities, small airport, everything is available now, won't cost city anything for quite some time
- Freeway and railroad access are considered economic development advantages

## **Resources:**

Donald W. Reynolds Foundation (community center)  
1701 Village Center Circle  
Las Vegas, Nevada 89134  
Phone: (702) 804-6000  
Fax: (702) 804-6099  
Email: [GeneralQuestions@dwrf.org](mailto:GeneralQuestions@dwrf.org)

State of Nevada Commission on Economic Development, Community Development Block Grant Program, Des Craig – Director. (775) 687-4325

USDA Rural Development, Community Facilities Programs - Kay Vernatter. (775) 887-1222

State Offices of Rural Health Grant Program (SORH) Nevada Office of Rural Health, School of Medicine, Univ. of Nevada, Reno, Caroline Ford, Director, [cford@med.unr.edu](mailto:cford@med.unr.edu) or Keith Clark, Coordinator, [clarkk@med.unr.edu](mailto:clarkk@med.unr.edu), 775-784-4841  
<http://www.ruralhealth.hrsa.gov/funding/50sorh.htm#additional>

United State Department of Agriculture (USDA) Rural Development. Kay Vernatter, Community Programs Director, Nevada State Office, 775-887-1222x28, [kay.vernatter@nv.usda.gov](mailto:kay.vernatter@nv.usda.gov)  
<http://www.rurdev.usda.gov/nv/community/cfg.htm>

Nevada Rural Hospital Partners  
RHP Loan Pool - Low Cost Loan Program, Reno. Steve Boline, Chief Financial Officer, 775-827-4770, [steve@nrhp.org](mailto:steve@nrhp.org)  
<http://www.nrhp.org/index.html>

Nevada Division of Emergency Management  
Frank Siracusa, Chief, Carson City, (775) 687-0300, [fsiracusa@dps.state.nv.us](mailto:fsiracusa@dps.state.nv.us) .

Nevada Commission on Economic Development, Community Development Block Grant (CDBG) program. Des Craig, Carson City, Director, (775) 687-4325, [dcraig@bizopp.state.nv.us](mailto:dcraig@bizopp.state.nv.us)

[Greater Pershing Partnership Community Assessment Recommendations](#)

University of Nevada-Reno, Department of Resource Economics, Tom Harris, Chair,  
(775) 784-1681, [harris@cabnr.unr.edu](mailto:harris@cabnr.unr.edu)

The department assists rural communities with strategic planning, regional economics, impact modeling, rural development and operations research analysis.

State of Nevada, Commission on Economic Development (Water, Wastewater, Solid Waste, Sidewalks, Curbs, Gutters), Community Development Block Grant Program - Des Craig

State of Nevada, Department of Environmental Programs, State Revolving Loan Programs, (Water and Wastewater), Adele Basham & Morris Konowitz

State AB-198 Grant Program (Water Only), Michelle Stamates

USDA Rural Development (Roads, Sidewalks, Curbs, Gutters, Water, Wastewater, Solid Waste) - Kay Vernatter

Economic Development Administration – EDA (Roads, Sidewalks, Curbs, Gutters, Water, Wastewater, Solid Waste, Rail) (job creation a key criteria); call WNDD @ (775) 883-4413

Western Nevada Development District (Roads, Sidewalks, Curbs, Gutters, Water, Wastewater, Solid Waste, Rail), Ron Radil @ (775)883-4413

Nevada Department of Transportation, Sandy Stanio, Manager, Local Government Programs, 901 So Stewart St. Suite 4001, Carson City, NV, (775) 888-7122; [sstanio@dot.state.nv.us](mailto:sstanio@dot.state.nv.us)

Tracy Larkin-Thomason, Nevada Department of Transportation, Assistant Director – Planning, 1263 South Stewart Street, Carson City, NV., 775-888-7240; [tlarkin@dot.state.nv.us](mailto:tlarkin@dot.state.nv.us)

**Kathy Halbardier**

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Genoa, NV, 89411

(775) 848-2864; khalbard@earthlink.net

The community assessment for the Greater Pershing Partnership provided me with an insight to very diverse communities that stretch beyond what the eye can see from Interstate 80. As a member of the assessment team, we were met with tremendous warmth and hospitality. I truly enjoyed exploring the outlying areas of the County as well as seeing hidden gems like the race track, which I got to drive as if I was an experienced Indy 500 driver. There is a tremendous display of innovation in the community as evidenced by the “*Lock Your Love in Lovelock*” program and the number of locks placed on the fence at the only round dome Courthouse in the State of Nevada as well as the United States.

**Theme: Youth Concerns**

**Issues:**

The issues discussed in the Listening Sessions related to the theme of Youth Concerns cover such key areas like jobs, higher education, and career opportunities. The issue of substance abuse was addressed by not only the youth but in other areas of the community. One main issue which was poignantly noted by a young high school student was lack of things to do which this student felt led to poor choices tying back to substance abuse and other negatives amongst the community’s youth. Also tied to lack of things to do was no pool and very limited access to the library. And another area lacking but with great potential are options for the youth to get involved in communication and leadership activities.

Of the above listed concerns, the common themes addressed in the outlying areas with respect to youth were lack of things to do, substance abuse and communication/leadership. Another area of concern for youth is the travel time to get to school and other related activities given the distance these outlying areas have to the main population area of Lovelock.

In one of the sessions, a great insight was provided about the high graduation rate of the students but the fear is that there are no jobs especially as they relate to a career. The access to higher education within the community was an area of confusion given that WNC has a presence in the community but it is the best kept secret. This confusion brings up another area of concern that of communication, which appears to exist in the community of Lovelock as well as in the outlying communities. The access to higher education and training is a concern amongst the adults as well as the students expressing the concern that even if they had access to advanced education where are the jobs that would reward and utilize these skills with a commensurate pay scale.

**Recommendations:**

One recommendation would be to increase opportunities for the youth through the NxLevel program. This program could be taught in the schools to build the entrepreneur spirit at the grass roots level. Despite the high graduation rate, many of the students do not want to or will not be able to afford higher education. Programs such as NxLevel allow for economic development and diversification opportunities to happen at the ground level. This program could be made available through the Nevada Small Business Development Center and could be adapted to the high school curriculum as it has been done at the University level through UNLV.

The Boys and Girls is another opportunity to engage the youth of Lovelock and the Greater Pershing County. In Douglas County, the community raised funds to start a summer Boys and Girls Club program through the school system using one of the schools during the summer for activities which has blossomed into year round activities. The community and the parents raised the monies through a series of fund raisers and donations yielding enough money to facilitate program and activity development. The Boys and Girls Club in Carson City has expanded and is getting ready to move into a new facility built for their program. It will be positioned on land that will house the Recreation Center owned by Carson City. This co-location of these activity centers will provide for other activities including much in the way of sports with a basketball court and tennis courts.

In addition, the Downtown Consortium in Carson City is looking to build out greenhouses at the new location of this Boys and Girls Center which they hope could be learning centers for the kids in the community. The Consortium is hoping to bring an educational component to the high school related to agriculture and growing of food crops. The courses could be an expansion of either or both of the Cooperative Extension Master Gardener course and the offering through the College of Ag at UNR. With the offerings from UNR, students could get a head start on credits for their Bachelor's degree.

Two other components to talk about with regard to education are to expand the presence and associated offerings of Western Nevada College as the Lovelock community and the Pershing County is in their service area. With the continued development of the distance learning capacities throughout the UCCSN system, more course offerings at all levels and in all disciplines whether it is college bound or technical learning could be offered at the various locations where the listening sessions for the Community Assessment were held. This program may require further dollars spent on videoconferencing/distance learning infrastructure in those locations. However, the other benefit of building out this infrastructure could also help with providing broadcasting to these outlying areas of the Commission's monthly meetings enhancing the outreach and communication efforts of the Commissioners in supporting the outlying areas. Another resource in the area of education and leadership is found in two areas of the University. One is the Extended Studies Department at the University of Nevada Reno. Jim McClenahan offers programs in leadership development and is very innovative in customizing the existing programs to fit a certain audience and/or community including a Kids University during the summer. In addition, the Department of Cooperative Extension is developing a rural leadership program. Again the goal would be to look at the proposed program and see how it might be evolved to focus on youth and possible interaction with the adult program.

In the area of physical activities, a lot of discussion was on athletic/recreational activities for the youth. Much discussion focused on not only a pool but a year round facility. There are two communities that are having success in the development of athletic/recreational activities which are Wells and Douglas County. Wells is looking to rebuild their pool after the destruction from the earthquake that struck their community in 2007. The City of Wells has been successful in applying for State and Federal funds to help in the rebuilding of their recreational facilities focusing on the pool. Douglas County has a very successful indoor/outdoor pool facility serving the youth, the adult community and the seniors. Both facilities and their processes will serve as good models for the Lovelock and Greater Pershing Partnership.

One last suggestion involves a unique opportunity for the library and its services. To expand services within a small community within Douglas County, a group of citizens have established a

Community Library Program. This group has collected books ranging from fiction to non-fiction including self-help books and house these materials in a retail location for lending out to residents. This concept could be a project for the youth to take on to manage thereby helping to development both managerial, entrepreneurial and leadership skills.

**Resources:**

NxLevel for Youth  
Kathy Carrico  
NSBDC Director of Training  
775-784-1717  
[www.nsbdc.org](http://www.nsbdc.org)

Boys and Girls Club  
Jojo Townsell  
Carson Valley Club, Douglas County 775-443-7642  
Western Nevada contact Hal Hansen 775-882-8820

Western Nevada College  
Helaine Jesse  
Vice President of Institutional Advancement  
Carson City Campus, 775-445-3240  
[www.wnc.edu](http://www.wnc.edu)

Jim McClenahan  
Extended Studies  
University of Nevada, Reno  
775-784-4046  
[www.unr.edu/extendedstudies](http://www.unr.edu/extendedstudies)

Kirk Chiapella  
Carson Valley Swim Center  
1600 Hwy 88, Minden NV 89423  
775-782-8840  
[www.cvswim.com](http://www.cvswim.com)

Jolene Supp, City Administrator  
City of Wells  
P.O. Box 366  
1279 Clover Avenue  
Wells, NV 89835  
775-752-3355 office  
775-752-3419 fax  
[wellscityhall@wrecwireless.coop](mailto:wellscityhall@wrecwireless.coop)

Community Library Program  
Greater Genoa Business Association  
Linda Birdwell  
P.O. Box 226  
Genoa NV 89411-0226  
775-782-8696  
[www.genoanv.com](http://www.genoanv.com)

Greenhouse Project  
Carson City Downtown Consortium Action Group  
Karen Abowd  
775-232-8626  
Email: [karenabowd@msn.com](mailto:karenabowd@msn.com)  
[www.downtowncarsoncity.com](http://www.downtowncarsoncity.com)

University of Nevada, Reno  
Cooperative Extension  
JoAnne Skelly, Extension Educator  
Junior Master Gardner Program, 775-887-2252  
Carl Dahlen, State Leadership Specialist, 775-782-2166  
Steve Lewis, Extension Educator  
Leadership Douglas County Program, 775-782-9960

**Clint Koble**

Executive Director - Nevada Rural Development Council  
P.O. Box 3926  
Carson City, NV, 89702  
(775) 546-3198; [nrdc@gbis.com](mailto:nrdc@gbis.com)

The community assessment for the Greater Pershing Partnership was a great experience for me. I had the opportunity to meet many civic-minded and engaged citizens and I also got to visit Grass Valley for my first time, despite living in Nevada since 1985! I also enjoyed the hospitality that everyone showed me and the rest of the resource team that completed the community assessment. It was very obvious that citizens in every community expressed pride in their individual communities, despite the challenges. I was born and raised in a very rural community and Pershing County brought me “back to my roots” with its agriculture base and everybody’s appreciation of the environment. My hope is that residents of Pershing County become more engaged in government as they deal with change to design a better, more prosperous future.

**Theme: Managed Growth:**

This was a major theme that the resource team saw and heard in every community in Pershing County. It is a theme that current officials are grappling with in both the City of Lovelock and the Pershing County Commissioners. It has been a major theme for a considerable time that has often divided the community of Lovelock while leaving residents of the outlying communities feeling frustrated as well.

**Issues**

The resource team determined many issues to confront under the Managed Growth theme. These include the perception that Pershing County is not business friendly, economic development has not been defined, the communities are not selling their potential strongly enough, lack of civic engagement, the role of tourism, job creation, entrepreneurial growth, and generational transfer. It is not a surprise that there were approximately 600 comments that related to these issues.

Comments under Challenges included the lack of 3-phase power in areas, serious anti-growth attitudes that impede growth, badly needed facelifts in virtually every community to attract new businesses and residents, this community is divided, has no consensus on economic development, and has a difficult license process. Overall, comments tended to accept that some growth was needed just to survive; therefore there is something positive to build on.

There were many assets listed for Managed Growth which indicates that some communities are positioned for growth. These included available water, transportation links in Lovelock (rail, highway and airport), and available work force, adequate to improved infrastructure, good schools, safe communities, and a good hospital in Lovelock, good road structure, attractive tax structure, renewable energy opportunities, and opportunities for growth. With this many assets



growth is possible in Pershing County. Some communities lack the resources other communities have but they have their own qualities that have brought people to live and work in the area.

Projects or accomplishments in the short-term included a combination gas/convenience store in all the outlying communities, cleaning up most communities within Pershing County – getting rid of rural blight, fill in downtown Lovelock, and renewable energy projects. Long-term accomplishments wanted slow and steady growth, a golf course, more entertainment and shopping selections, and a 40-mile Desert Interpretive Center.

Despite all the challenges to Managed Growth in Pershing County, there were even more solutions. There is a country spirit that “we can solve our problems.” As one city council member stated: We have all the right pieces, we just have to put them together!

Before I give some recommendations, I would like Pershing County residents to continue to dwell more on its resources and accomplishments than its challenges. A positive attitude and good communication will help communities grow and prosper. This has to happen on a community and county level. There have been accomplishments that residents of Pershing County can be proud of: improvements to the downtown corridor that include sidewalks and curb & gutters, the sewer plant is ready for expansion, a new water system was installed last year, a NxLevel Entrepreneurship Class was offered last year, and a new race track was built with volunteer labor. It appears that residents of Lovelock can come together to build great things. However, this level of accomplishment did not happen in outlying communities. The lesson is to build on the racetrack project. Use those same resources to help grow each community or build each facility with or without volunteer help. If a consensus can build a race track it can build other good things for the community also.

### **Recommendations**

With all of the Managed Growth issues, it is a challenge just to get started. There are a number of things that the communities in Pershing County may want to consider:

1. Decide who is going to be in charge of economic development. If the E-Board is going to pick an economic development director then it should happen as soon as possible. The economy may start to turn around within a year and it would be good to have the human resources in place to take advantage of economic opportunities. In addition, it will take some time for a new person to learn what the needs are in each community within the county. The same recommendation would apply if Pershing County were to hire a County Manager/Economic Development Director that I recommended under the Communications theme. It is important to move as quickly as possible on filling this position.
2. Outline the responsibilities of this position in addition to addressing how this position may assist in economic development in the outlying communities in order to fulfill expectations. The amount and sources of funding for this position should also be made public so citizens know how this position is funded. Funds could come from the City of Lovelock, Pershing County, and the Nevada Commission on Economic Development to fund this position.

3. Define economic development and managed growth for this position before it is filled. It will be detrimental if the new position seeks large companies to relocate to Pershing County when residents desire small to medium sized companies. In the listening sessions we heard that managed growth should be slow but steady and that recruitment of companies should include mostly small to medium sized companies. A more complete definition of economic development is required however. The resource team heard comments to improve the business climate and to enhance the entrepreneurial attitude of the community. These are important aspects in defining economic development but by no means are they the only terms to define. The City of Lovelock and the Pershing County should request more participation in their monthly meetings to define this. With advanced publicity this could be addressed in several monthly City and County meetings. My recommendation is for the community to define this and not the person filling the new position. Community ‘buy in’ is crucial for consensus and support or there will be continued differences between what elected officials want and what the citizens want.
4. The City of Lovelock and Pershing County should make a definitive position on economic development and incorporate in their Master Plans. While both Master Plans currently list Fostering Economic Development as a Guiding Principle, more specific positions and definitions of economic development may be incorporated. This may provide more direction and the mandates necessary for new elected officials to continue economic development issues such as funding, incentives etc. It may also communicate to all residents of Pershing County the commitment to economic development by elected officials. This may also prevent confusion or obstruction in new economic development initiatives with the Master Plans of the City and County.
5. Continue building the entrepreneurial environment in all communities in Pershing County. Offering an NxLevel class last year was a good start but that’s exactly what it was. More NxLevel classes should be offered and they should be promoted heavily. Until the community participates in these classes, the entrepreneurial environment may be slow to change for the positive. Consider shopping local programs and incentives for new businesses, however small they are. Make sure the license process is as smooth as it can be regarding the necessary forms and where to send them. The current business relocation packet could be updated with more information for new and relocating businesses. The new economic development position should work with every new and relocating business to make the relocation and licensing requirements as easy as possible.
6. Determine the relationship between tourism and economic development in Pershing County. While the two initiatives need to work closely together, they need to remain separate. The State of Nevada just turned down an initiative to combine these two departments; it would not make sense to do otherwise in Pershing County. However, the two departments should be required to work as ‘separate but partners’ for Pershing County. Instead of competing with one another for funding or initiatives, both departments need to share costs and or services whenever financially prudent. It is possible to share an office and maintain autonomy; the communication between the two would increase substantially. If there is a non-working relationship between the two departments, then it needs to be resolved or different leadership should be considered. Small towns cannot afford to have their departments work against each other. A

consensus of what economic development and tourism are for Pershing County needs to be reached and then both departments need to be supporting each other. I cannot imagine two departments within the County or City competing with each other while maintaining the graces of the leadership.

7. Economic development and agriculture must work closely together in Pershing County. This can only enhance managed growth. Agriculture would benefit from small to medium Ag-related businesses relocating to Pershing County. This would also benefit economic development because the new jobs and diversified industries would result in a stronger tax base; more houses built in town, more kids in schools, and a stronger entrepreneurial environment. The importance of agriculture cannot be overlooked by the new position in economic development and how it impacts managed growth. Agriculture is a strength in Pershing County that cannot be ignored. As a core driver of economic development it needs to be recognized stronger in the Master Plans of the City and County.
8. More preparation and positioning needs to be done to kick-start the hopes of managed growth. If a new business owner comes to most communities in Pershing County he/she would see cases of rural blight, empty lots, lack of businesses and services, and citizens complaining about how the City and County are doing their level best to run off businesses from relocating to communities in Pershing County. All of these issues need to be addressed in a major effort. Without the commitment by the County, Tribe, and communities in Pershing County to change this situation drastically, there will be little change in entrepreneurship environment, little change in hope, and perhaps little change in growth. Without addressing these major issues, the theme of Managed Growth may never materialize. To start, it was good to brand Lovelock with Lover's Lock; it was a conscience attempt to capitalize on a niche and it has worked. The problem with branding however is that sometimes it limits your appeal. I'm not suggesting the abandonment of the current theme; I believe something else needs to be added that will appeal to economic development and managed growth year-round instead of promoting an annual event. The resource team heard much about rural blight and the need for beautification wherever it went in Pershing County. It was reminiscent of another community that wanted business development but was plagued by a community with badly needed face lifts and cleaning up. As many citizens of that community asked: "Who wants to come to a community that looks like it lacks community pride?" Virtually every community the resource team visited in Pershing County was demanding cleaning up and beautification of their community. Leadership by the Tribe, City of Lovelock, and Pershing County need to take notice but more than that they need to take action quickly and with a commitment to succeed. An inventory of met and unmet business services should be compiled by the GPG to identify opportunities for local entrepreneurs and potential businesses looking to relocate to Pershing County.
9. The assets and quality of rural life in Pershing County communities needs to be promoted strongly whenever possible. There are many residents in each community that love their community. The most inspiring comment I heard was: "I love this town, I always have. I will always love this lady." Pershing County is full of good people, wonderful sunsets, and communities that harbor a great rural lifestyle. Tourism and economic development need to play on these qualities together; it is great for people to visit Pershing County but

it would be even better if some of these visitors decided to move to Pershing County. There are tremendous assets and resources in Pershing County, wide-open spaces, water, infrastructure, good schools and a good hospital, a stable core economic developer in agriculture, and many opportunities to fill. Lovers Lock should not be just for lovers!

10. A consensus on growth has to be reached. The resource team was told of many anti-growth sentiments in Pershing County; yet few if any showed up to listening sessions. Regardless of how few or how many of these sentiments exist, a consensus needs to be reached as to the direction of growth in order for most Pershing County residents to buy into growth initiatives. Most citizens commented that some growth was needed just to survive; I believe it is uncontrolled growth that people fear. By defining economic development and managed growth, I believe most residents will buy into growth as long as these definitions and initiatives are well communicated and practiced. While it may not be practice to include the definition of economic development in city and county Master Plans it may assure residents if managed growth is spelled out for them.
11. Renewable energy projects were issues also expressed under Managed Growth. Fallon just opened the largest geothermal plant in the world with many more planned for the future. These opportunities need to be assessed by Pershing County and the new economic development position could take this seriously.
12. A nine hole xeriscape golf course should be reconsidered to help drive economic development and improve the quality of life in Pershing County. The City of Lovelock is the only incorporated city in Nevada that does not have a golf course. Adding such an amenity could be an important step in attracting new businesses, retirees, and residents to Lovelock and Pershing County while providing additional jobs. With advancements in xeriscape and the lower cost of construction due to the current depressed economy, now might be the right time to build a golf course. A committee should be commissioned to look into the feasibility of building a nine hole xeriscape course. If the community can band together and build a race track why can't it build a golf course? I believe the pioneer spirit of "we can do it by ourselves" exists to get the job done. This could be a tremendous volunteer showcase for Lovelock and Pershing County. With a location near the race track, this would speak volumes about the fortitude of people in Pershing County. By using its native surrounding, a xeriscape golf course may be a perfect fit for the community and the state of Nevada. This would also be a great lesson in civic engagement that was also mentioned under the theme of Managed Growth. With the City of Lovelock and Pershing County behind this project, there may be considerable buy in from residents and volunteers.
13. Job creation was an obvious issue under Managed Growth, particularly the youth and those that want to retain the youth in their community. This may be the ultimate goal if most of the above strategies are put into place in Pershing County communities. It will take effort, coordination, and the desire to keep the dream alive by local champions that stay committed to their dreams and their community.
14. Housing stock was mentioned several times; there appears to be a consensus that all available housing is low-income housing only in Lovelock. Elected officials may want to consult with several of the housing authorities within the state for advice.

## **Resources**

Nevada Small Business Development Center: Winnie Dowling, Deputy State Director. (775) 784-1717; [wmoore@unr.edu](mailto:wmoore@unr.edu)

NxLevel Entrepreneurship Program: Kathy Carrico, State Director. (775) 784-4337; [kcc@unr.nevada.edu](mailto:kcc@unr.nevada.edu)

Nevada Commission on Economic Development: Joe Locurto, Rural Economic Development Director: (775) 687-4325; [jlocurto@bizopp.state.nv.us](mailto:jlocurto@bizopp.state.nv.us)

USDA Rural Development: Herb Shedd, Director of Business and Cooperative Programs: (775) 887-1222; [herb.shedd@nv.usda.gov](mailto:herb.shedd@nv.usda.gov) ; see Herb regarding Renewable Energy also.

Nevada Commission on Tourism: Larry Friedman, Deputy Director of Sales and Industry Partners; (775) 687-4322; [lfriedman@travelnevada.com](mailto:lfriedman@travelnevada.com)

Farm Bureau: Doug Busselman: Executive Vice President, NV Farm Bureau. (775) 742-6245. [dbusselman@aol.com](mailto:dbusselman@aol.com)

Nevada Office of Energy: Pete Konesky: Transportation, Fuels and Energy Specialist. (775) 687-9704; [pkonesky@dbi.state.nv.us](mailto:pkonesky@dbi.state.nv.us)

Xeriscape Gold Courses: [www.gcamerica.org/pamphlets/pamphlet\\_golf\\_course.html](http://www.gcamerica.org/pamphlets/pamphlet_golf_course.html)

Nevada Job Connect: [www.nevadajobconnect.com](http://www.nevadajobconnect.com) ; offices in Fallon, Sparks, Reno, Carson City, Winnemucca and more.

**Theme: Communication: Clint Koble**

**Issues: Lack of Communication and Building Consensus**

Communication was identified in the resource team's Preliminary Report as a major issue because citizens commented often about the lack of communication in almost every listening session. In addition, every community mentioned the lack of communication in some form or another. The strongest comments exhibited by citizens were directed towards city and council government while their most positive comments were directed within individual communities. While that scenario may not be unlike many places in rural America, it must be noted that the negative comments were quite strong and in high numbers. There were also criticisms of disengaged citizens that didn't attend city and county meetings that has led to misinformation. Citizens in outlying areas complained of little access to county officials that further exacerbated the communication problem. For example, residents of Grass Valley felt it was impractical to attend County Commissioner meetings held in Lovelock, over 60 miles away and at 8:00am in the morning. Attending meetings that lasted after lunch at that distance would take an entire day from someone's schedule and is not conducive to citizens engaging with their government. Residents complained that officials only showed up for elections and didn't spend enough time to learn of their community's problems leaving them to feel ignored. These feelings are leading to some wanting to form their own General Improvement District out of frustration with their current government. Other comments complained of a lack of cooperation or communication between the City of Lovelock and the Water District. We also heard comments that there wasn't enough communication between the Lovelock Paiute Tribe and the City of Lovelock, "no joint meetings".

There were other aspects of communication, namely misperceptions. The resource team members would hear one story from citizens regarding an issue and then hear an entire different perspective from county officials. Many citizens complained that the city and county governments weren't "business friendly". Yet, officials from those governments expressed a strong interest in growth and economic development. It is evident that not everybody is "getting the straight skinny" on these issues. Regardless of whether public perceptions are real or misperceived, they have to be dealt with in order for communities to move forward.

Interestingly, a fair number of residents complained of uninformed citizens and the lack of communication has led to negativity within the communities. This may be related to the "lack of access" that residents feel in the outlying areas. For those that live in Lovelock and do not attend city council and county commissioner meetings, it is a loss for that community as well.

On a positive note, there seemed to be agreement in the outlying areas that there was some good communication within communities. The resource team received comments that there was great communication between the Advisory Boards and local citizens in Grass Valley. Comments from the Tribe supported good communication within the Tribe.

Another strong issue dealt with consensus building. The resource team heard comments like "the need to mend a divided community", "lack of a consensus of what economic development is or should be", or a "lack of consensus on growth and change issues". One citizen said: "We can't seem to get everyone to pull together". A city council member said: "We have all the right pieces; we just have to put them together."

A lack of communication between governments and its citizens is a double-edged sword in order to fix the problem. What is needed is leadership from elected officials to consciously better communicate and for the citizens to take initiative and responsibility to become engaged. Consensus building will require more citizen engagement and more transparency from elected officials or nothing constructive will change regarding this issue. A challenge in Pershing County is often the sheer distance between communities in order for elected officials to reach their constituents. Until these challenges are overcome they will continue to persist at the expense of the county, its communities and its citizens. In all of the communities we visited, the desire for a strong, effective government that communicated well with its citizens was stressed repeatedly. This was also dittoed by the high school students, the future leaders of Pershing County.

### **Recommendations**

My recommendation is to treat the communication problem as a leadership problem on the part of public officials and a civic responsibility problem on the part of citizens. In addition to addressing these issues, I will recommend a new position within Pershing County that may help resolve many of these problems as well as improving other aspects of Pershing County.

“The future depends on what we do in the present” is a great challenge to current leaders in Pershing County. It requires good judgment, justice or fairness, decisiveness, initiative, dependability, tact, integrity, unselfishness, courage, knowledge, loyalty, enthusiasm – energy, willingness to improve your abilities, and communication. I believe that the current leaders of Pershing County and the City of Lovelock possess these traits, otherwise they would not have taken the initiative to get elected and serve their communities nor would they have asked for self-improvement by soliciting a community assessment. They have demonstrated that they do want to hear from their constituents. The citizens gave many of their comments during the community assessment, so Pershing County is off to a good start in improving the state of communication and consensus building between government and citizens. The city and county officials also expressed the desire for economic development; therefore they are record as being in favor of it.

There are a number of actions that leaders could implement to improve the communication within Pershing County. County officials should consider surveying their constituents about a good time of day for their monthly meetings. This could easily be done by a short survey that might go out with utility bills or some other form of mass mailing. Getting to Lovelock by 8:00am can be a hardship for people in the outlying areas and this challenge should be addressed. In addition, county officials should consider rotating the location of their monthly meetings to include the communities of Humboldt River Ranch, Imlay, and Grass Valley at least once per year. County officials should consider extending the length of public comment when at these locations to take in more comments and encourage participation. Why travel 60+ miles to only hear 5 minutes of public comment when there may be more citizen engagement than 5 minutes will allow? While at these meetings, county officials should take the time to “see for themselves” what some of the challenges are identified by citizens or their own planning commission boards by arriving early and looking at the community to see things first-hand. Recognition is often half the effort required to fix a problem or show a community that you care and this added attention may go a long way in solving the communication problem.

To boost participation at its meetings, the City Council may encourage citizens to attend by a proactive campaign to ask citizens to attend while stressing the importance of civic engagement, improving the community, and the need to hear community voices. The more the City Council stresses civic engagement the better the job it does in knowing what the community issues are. There have been previous suggestions to include a student representative at City Council meetings and this should be considered. There are students that do want to get involved as evidenced by the strong showing of the high school leadership class that attended the Town Hall Meeting on February 26, 2009. Every city council person should actively solicit every citizen they come into contact with to participate in city council meetings and stress the importance of each individual citizen. Or ask each citizen they come into contact with why they aren't participating; that may be an educational experience as well.

Both City and County governments may look into leadership and communication training for their respective employees. There may be strategic planning and leadership or capacity development funds in CDBG or Rural Economic Development through NCED available for staff training. Every organization desires staff that understands their mission and communicates it effectively. There are leadership experts currently working with city and county governments to improve communication inside and outside their respective organizations and I will list them in my resources. City and County can schedule their own Town Hall Meetings during their annual budget process to hear from their constituents to better plan for the future. Having at least one or several joint meetings a year with the City, County, and Tribe that are open to the public may significantly improve communication. Completing a re-assessment in 3 to 5 years may also help both City and County with goals, objectives and strategies; in addition, a re-assessment will communicate the successes and failures of current strategic plans.

I want to address the perception that the City and County are not "business friendly." This is a serious communication issue within all of Pershing County; we heard many comments about this in every community. I don't believe this is the case. None of these officials have run on a platform to discourage business. Regardless of the merit of citizen claims that City and County are not business friendly, this problem has to be corrected or it will be difficult for the county and all of its communities to move forward with economic development. Imagine the difficulty in trying to relocate businesses to the communities when its own citizens warn them "that this is not a business friendly place to be in". All the players have to be on the same page in communicating whatever economic and business environment the City and County are trying to create. This includes the staff and or members of the City, County, Greater Pershing Partnership, E-Board, and Tourism. Without the support and communication of all those players, this perception will continue to be a detriment to economic development and business development. Through meetings, newsletters, memos, newspaper coverage etc. this can be changed. If there are misperceptions out there it should be the duty of the City and County to change them by effective, positive communication. Pershing County will also have to more effectively structure and communicate its approach to economic development in order to make it more effective. What should citizens and residents of Pershing County residents do to improve communication? First of all, **SHOW UP FOR CITY AND COUNTY MEETINGS!** On more than one occasion, the resource team heard that "nobody goes to City Council meetings." I personally attended a City Council meeting on February 17, 2009 and I was the only person there from the public. I believe this seriously adds to the problem of communication between government and its constituents. Residents need to decide if they want their community to succeed or not. A few people cannot decide the fate of your community. Citizens have a responsibility to be engaged



in their community. They owe it to their elected officials to communicate their needs and desires. A presidential task force on rural development in 1970 warned: “that if a community lacks leadership, if it lacks social concern, and if it is not convinced that it should become a better place to live, then perhaps it shouldn’t.” That is a profound statement on the responsibility of leaders and citizens within a community and it has to be addressed. It is difficult for government officials to build consensus when nobody shows up. There appear to be strong voices in Pershing County but instead of voicing their opinions in public they appear to be voicing them behind the scenes. This does little to create trust and transparency of government within the community. Officials need to encourage citizens to voice their opinions in public.

There are other ways for citizens to improve communication with their government. Writing letters to the editor, sending letters to elected officials, signing petitions, inviting officials to speak at local organizations, encouraging more candidate nights during elections, reading the newspaper articles covering government meetings, calling and personally asking elected officials for a clarification on a controversial issue, requesting more Town Hall Meetings, emailing officials with comments or questions, joining the Greater Pershing Partnership, getting on newsletter lists, forming coffee shop groups etc. The bottom line is to get involved in some way or fashion to get the facts and to discuss them. No matter how much public opinion exists, it must be heard by government in order to build a consensus and have a united community. Opinions may not carry much weight if they are not heard, regardless of the format citizens choose to communicate.

#### Recommendation for new position in Pershing County:

Considering the size of Pershing County and the distance county commissioners have to travel to respective communities, I believe it will always be challenging for part-time commissioners to spend considerable time in the outlying areas. In addition, there are challenging economic issues and requests for more economic development within all parts of the county. I believe the position of County Manager could help solve or improve many of the issues currently facing Pershing County. If the person filling this position had experience with economic development they could work closely with the City of Lovelock and the Greater Pershing Partnership in helping foster economic development. This position could be instrumental in creating a better business environment that was identified during the community assessment. In addition, this position could add efficiency and more strategic planning assistance to Pershing County in the form of goal setting, objectives and strategies. This position could spend more time with the Nevada Commission on Economic Development and the Northern Nevada Development Authority in business recruitment efforts. More grant writing efforts may also be a part of this position that can further help the county in areas other than economic development. Ideally this position could be split 50% between County Manager and 50% Economic Development Director. Above all, I believe this position could go a long ways in helping solve or reduce the communication problem that exists in Pershing County today. This position would be able to spend more time in the outlying communities and communicate county and economic development policies, efforts and successes. The outlying communities would have an ally within their county government in developing their economic development goals and objectives. Lastly, this position could help tremendously with code enforcement which greatly affects other issues throughout the county such as Community appeal/Beautification. I’m convinced there are many benefits to solving the communication issues in Pershing County by the creation of this position.

In closing, I would like to remind residents of Pershing County of the quote we received at the Town Hall Meeting: “All of the pieces are here; we just need to put them together.” Perhaps this new position could make it happen.

## **Resources**

University of Nevada Cooperative Extension:

Marlene Rebori: (775) 784-4848; [mreborit@unr.edu](mailto:mreborit@unr.edu) ; Leadership specialist. Programs: Engaged Leadership for government, advisory boards, and citizens.

Steve Lewis: (775) 782-9960; [lewisst@unce.unr.edu](mailto:lewisst@unce.unr.edu); Leadership specialist. Programs: Leadership Douglas County.

Carl Dahlen: (775) 230-0075; [Dahlen@unce.unr.edu](mailto:Dahlen@unce.unr.edu); Leadership specialist. Programs: Leadership assessments, leadership programs.

Dan Nelson: (775) 289-4459; [nelson@unce.unr.edu](mailto:nelson@unce.unr.edu); Leadership specialist. Programs: Leadership programs.

Matrix Leadership: Jojo Myers: (775) 230-9007; [jlm@matrixleadership.net](mailto:jlm@matrixleadership.net); Programs: Leadership, Management & Development for private firms, cities and counties.

Hometown Competitiveness Program: Des Craig, Community Development Block Grant Program, Nevada Commission on Economic Development. (775) 687-4325  
[dcraig@bizopp.state.nv.us](mailto:dcraig@bizopp.state.nv.us)

NACO: (775) 883-7398; [www.nvnaco.org](http://www.nvnaco.org) ; Education & Training Programs: Certified Public Official Program.

NV League of Cities: (775) 882-2121; [www.nvleague.org](http://www.nvleague.org) ; Training programs.

International Economic Development Council: [www.iedconline.org](http://www.iedconline.org) or contact Rob Hooper at the Northern Nevada Development Authority @ (775) 883-4413).

Kellogg Foundation: [www.wkkf.org](http://www.wkkf.org) ; Program: Kellogg Leadership for Community Change.  
Nevada Rural Development Council: [nrdc@gbis.com](mailto:nrdc@gbis.com) ; Clint Koble @ (775) 546-3198.  
Programs: Developing a menu of leadership programs for rural communities.

**Joe Locurto**

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Pershing County can pride itself with having numerous assets and resources available to draw upon as it moves forward in planning and implementing its community and economic development goals. Many of these assets and resources are related to physical infrastructure such as community facilities, transportation access, schools, hospital and a rural setting.

However, during the Listening Sessions held in Lovelock, Imlay, Humboldt River Ranch and Grass Valley, the asset most mentioned was the people. The people, young and old, who have chosen to live in Pershing County's various communities and their willingness to contribute their talents and enthusiasm to help create a better quality of life for all.

I was impressed with the spirit of the citizens who attended the various Listening Sessions and the town hall meeting in Lovelock. It was their opportunity to participate and share their thoughts and aspirations with their neighbors. I suspect this same spirit will help move Pershing County forward in accomplishing its community and economic development endeavors.

I will do my best to provide recommendations for some of the major themes that were revealed during the listening sessions and supply some resources to assist in meeting these themes. Before I do though, I'd like to start with a few thoughts from Robert Ady from a *Forbes* magazine article.

Mr. Ady is the founder of Ady International and during his 35 year career he has identified prime locations for more businesses in the United States than any other person. He is considered an expert on global competition and business location needs. Through his experience, he has discovered that there are three main criteria questions that rise above all others in evaluating whether or not a community is prepared for new investments; be it start up businesses, expanding existing businesses, relocating businesses or new public facilities.

The first questions is; "*Is anyone in charge?*" - There has to be a leadership team in place in the community that can readily assist with any business or public facility project. This can be the local economic development organization, chamber of commerce, local/ regional government or public/private sector groups.

Secondly; "*Do they know their product?*" – A community has to have a complete and thorough understanding of its "product" – its economic and demographic characteristics. This includes up-to-date data on the community, its businesses and its local characteristics.

Lastly; "*Is history important?*" – How does a community's past relate to its plans for the future? The past and plans for the future should not conflict with the potential future investment or success will be impaired.

Concerning my resource recommendations: By far the best resource is the people of Pershing County who voiced their desire for positive change during the various listening sessions.

## **Theme: Communication**

### **Challenge:**

Although the participants at the Listening Sessions had praise for the people, facilities and lifestyle as assets, they overwhelmingly brought up the apparent lack of communication within the county as an issue. This lack of communication appeared to be the greatest stumbling block to progress in the county. As one Listening Session participant put it: “The challenge is the lack of communication and leadership, everything else falls underneath it.”

The lack of communication noted by Listening Session attendees involved all the important entities including the County government, City government, Greater Pershing Partnership and Colony Tribal government. Also noted was a lack of communication among the citizens within the communities concerning important issues and poor citizen attendance at county, city and board meetings.

Listening Sessions also included comments such as “the elected officials only show up when they are running for office”; “there are many little groups vying for attention, power and money” and “there is more going on for personal gain versus the good of the community”.

### **Recommendations:**

Whether or not the comments heard concerning communication are totally accurate, the important thing is that there is a *perception* they are accurate. Sometimes perception is stronger than reality.

Having identified the lack of communication as an issue limiting progress in Pershing County, the solution seems obvious; open up communications. The participants at the Listening Sessions have already begun the process of opening up communication and now it is a matter of becoming organized to maintain open and accurate communications, ultimately leading to decisions and actions for the common good. There are always “champions” in any community willing to volunteer their time to a worthy project. Sometimes they only need to be asked to do so – or just ask to do so.

One way to enhance communication is through scheduled governmental and community meetings. Poor attendance at meetings might not be a sign of lack of interest but rather time schedules that inhibit public participation. Elected officials and community board leaders should be receptive to the people in scheduling public meetings. If meetings are held during normal working hours, public participation will be limited. Meeting times and/or frequency could be changed if required. County Commission and other county-wide jurisdictional boards should also consider holding meetings at various locations throughout the county on a rotational basis. This will also help create better communications by involving more of the citizens of Pershing County.

On a local level, small groups of citizens could form action committees and advisory committees to research, seek solutions for and address local issues. These small committees should have broad representation and only exist to address a particular issue. Their activities could be brought before the larger County Commission, City Council, Advisory Boards and other public boards and commissions for further action. There could also be cross membership on various boards and

committees to have a representative voice. Communications between communities could be accomplished by forming a board that would have representation from all Pershing County communities to share ideas and address common issues.

Remember: With communication, comes leadership and responsibility.

**Resources:**

The Heartland Center for Leadership Development

Milan Wall, Co-Director

[info@heartlandcenter.info](mailto:info@heartlandcenter.info) ; [www.heartlandcenter.info](http://www.heartlandcenter.info)

Regarded as the leader in rural community issues, the Center has numerous useful links on its web site. Offers a broad spectrum of programs such as workshops for community and neighborhood leadership groups through multi-year projects assessing the impact of national community development models. Publishes a newsletter, booklets, and guides on effective strategies for renewing community leadership, community and economic development, and community survival including: Clues to Rural Community Survival and Workbook, Schools as Entrepreneurs, Helping Small Towns Survive, Building Local Leadership, Five Strategies for Active Economic Development, Ten Ideas for Recruiting New Leaders.

University of Nevada Cooperative Extension

Engaged Leadership Program

Contact: Marlene Rebori

[reborim@unce.unr.edu](mailto:reborim@unce.unr.edu)

775-784-4848

<http://www.unce.unr.edu/about> OR

University of Nevada Cooperative Extension

Pershing County

P.O. Box 239

810 Sixth Street

Lovelock, NV 89419-0239

Phone: 775-273-2923

University of Nevada Cooperative Extension developed and implemented an Engaged Leadership program to assist chairpersons and Community Action Board members in their efforts to create and sustain effective boards. This program is a custom-designed, six-session training and support to provide members with relevant information, hands-on practice, homework assignments and personal coaching. Cooperative Extension also has many other programs for rural community and economic development.

Kay Vernatter  
USDA Rural Development  
1390 South Curry Street  
Carson City, NV 8706  
775-887-1222 ext 28  
[Kay.vernatter@nv.usda.gov](mailto:Kay.vernatter@nv.usda.gov)

## **Theme: Infrastructure**

Several overriding items were identified in the community meetings as it relates to infrastructure:

- Broadband Access – Reliable
- Hospital
- Airport
- Water Systems
- Wastewater Disposal Systems
- Solid Waste Streams
- Industrial Park

Available and reliable infrastructure is a key component to economic development for all of the communities which were visited. Pershing County is in a state of change with the down turn in mining within the County, however there are growth opportunities which were identified with Agriculture value added opportunities and renewable energies. Many times during the listening sessions the resource team heard we want small companies to look at Pershing County for relocation or to grow from within. All companies rely on the availability of internet to do business (purchases, sales, marketing, etc.) Hospitals also rely heavily on the internet.

It is worth exploring for Grass Valley the creation of a General Improvement District which would oversee water, wastewater, and solid waste systems. Public bodies have more opportunity for funding of infrastructure than private utilities; such as USDA Rural Development, and the State AB198 Grant programs.

The City of Lovelock and the Lovelock Meadows Water District should be proud of the investment which they have made in the water and wastewater systems which support the City and outlying area. For the end users (customers) both entities have maximized the available funding resources for their infrastructure.

The Pershing General Hospital District is a key economic base to the community, in a recent study completed by John Packham, Elizabeth Fadali and Dr. Tom Harris of the Center for Economic Development at UNR dated March 2009 evaluated the economic impact of the local health care system on the Pershing County Economy. This report tied local business and industry growth and attracting retirees, and generating jobs and payroll to available health care. By having health care services locally can lower health care costs for business and their employees.

The challenge it to recapture the “leakage” of health care dollars which are leaving the community. This may be due to the local hospital not having all the services available which

local health consumers need. It is estimated that the health care sector in Pershing County consists of 166 jobs (overall) with a payroll impact of \$7,587,291 (based on the report.) The community and hospital district must work together to ensure a viable hospital facility remains in Pershing County. The creation of a foundation at the hospital may lessen some of the financial impacts which the hospital board faces by the foundation holding annual fund raising drives. The Board of Directors should look at “added value” opportunities with other rural hospitals – are their services which aren’t being provided in Winnemucca, Fallon, or Reno that the Pershing Hospital can capitalize on?

## **Broadband**

USDA Rural Development, Harry Hutson, General Field Representative 775-887-1222, [harry.hutson@wdc.usda.gov](mailto:harry.hutson@wdc.usda.gov) for telecommunications and broadband access, this also includes the community connect grant for communities without access or less and 200kbs upstream and down stream. This grant can provide up to \$1MM in available funding and include a community center.

## **Water, Wastewater, Solid Waste, Streets, Sidewalks, Curbs and Gutters:**

USDA Rural Development, Kay Vernatter, CP Director, 775-887-1222 ext 28, [kay.vernatter@nv.usda.gov](mailto:kay.vernatter@nv.usda.gov)

State of Nevada, Commission on Economic Development, State and Small Cities CDBG Program, Des Craig, Director, 775-687-4325 [dcraig@bizopp.state.nv.us](mailto:dcraig@bizopp.state.nv.us)

Nevada Department of Environmental Protection Financial Assistance Programs Adele Basham, 1-775-687-9488, [abasham@ndep.state.nv.us](mailto:abasham@ndep.state.nv.us)

## **Airport and Industrial Parks**

State of Nevada, Commission on Economic Development, State and Small Cities CDBG Program, Des Craig, Director, 775-687-4325 [dcraig@bizopp.state.nv.us](mailto:dcraig@bizopp.state.nv.us) (industrial parks)

USDA Rural Development, Herb Shedd, 775-887-1222 ext 19 [herb.shedd@nv.usda.gov](mailto:herb.shedd@nv.usda.gov) – Rural Business Enterprise Grant program, if a business was to locate in the industrial park or airport and electric or infrastructure was needed to support that business. The owner of the industrial park (public body) could apply for grant to bring in the infrastructure

USDA Rural Development, Kay Vernatter 775-887-1222 ext 28 [kay.vernatter@nv.usda.gov](mailto:kay.vernatter@nv.usda.gov) – Community Facility Loan programs can be used for infrastructure, hangers (publically owned), and airport terminals. Eligible applicants – public bodies, tribal organizations, and not-for-profit corporations.

## **Hospitals**

Create a hospital auxiliary which is responsible for fund raising, major capital items (equipment) and capital for expansion. Boulder City Hospital has a very active auxiliary and can be reached at:

Wendy Kyser, Director

999 Adams Blvd., Suite 106 (actual)

901 Adams Blvd. (mailing)

Boulder City, NV 89005

Phone: (702) 293-0214

Fax: (702) 293-0587

E-Mail: [wkyser@bouldercityhospital.org](mailto:wkyser@bouldercityhospital.org)

John Packham, Director of Health Policy Research, University of Nevada School of Medicine.