

**A STRATEGIC PLAN FOR LYON COUNTY FOR FISCAL YEAR
2018 THROUGH FISCAL YEAR 2022**



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Lyon County Strategic Plan for FY 2018 through FY 2022

Core Values

Integrity, Fiscal Responsibility and Stewardship, Professionalism and Quality, Transparency, Flexibility and Innovation, Efficiency, and Communication

Mission

It is the mission of the government of Lyon County to provide public services to the people of Lyon County in a manner that is accountable and transparent while being effective and efficient stewards of the public's resources.

The government of Lyon County is committed to protecting and promoting the public's health, safety and prosperity while respecting the unique identity and tradition of each community located in Lyon County. By doing so, the government of Lyon County will safeguard and improve the county's and each individual community's quality of life.

Vision

Over the next five years, the government of Lyon County will dedicate itself to sustaining, strengthening, and further advancing the health, safety, and prosperity of the county and of each community located throughout the county.

The government of Lyon County pledges itself to meet the growing demands for new and improved public services as the county continues to grow and prosper through responsible and sustainable fiscal management, sustainable investment in the development of county services and facilities, and in ways that balance the preservation of the county's and each individual community's heritage.

Lyon County Strategic Plan for FY 2018 through FY 2022

Organizational Goals

Priority Goal Area No. 1: *Infrastructure*

- Improving infrastructure for highways in Silver Springs – improving safety of entrances and side roads in order to reduce accidents, completion by December 2019.
- Identify and implement one dedicated funding source for storm drainage in central Lyon County by June 30, 2021.
- Develop Ramsey Weeks corridor to accommodate transportation and business development by November 2020.
- (From 2013) Critical Infrastructure – to ensure that our infrastructure will meet the needs of our constituents today and in the future. The goal is to provide for the maintenance and infrastructure necessary to meet current and future service levels. Divided into Roads, Water, Sewer, Information Technology, Communications, and Buildings and Grounds Management.

Priority Goal Area No. 2: *Public Health and Human Safety*

- Implement Medicaid billing reimbursement for Lyon County Human Services to reduce expenditure of county funds when federal programs pay, with implementation by June 30, 2019.
- Expand Lyon County Human Services to Lyon County Health and Human Services by June 30, 2020.
- To improve public safety, Lyon County will provide two resident Sheriff Deputies for assignment to Smith Valley by 2020.
- To improve public health, Lyon County will assess medical needs of Smith Valley and provide staffing for clinics by 2020.

Lyon County Strategic Plan for FY 2018 through FY 2022

Organizational Goals

Priority Goal Area No. 3: *Economic and Community Development*

- To promote sustainable agriculture and residential presence in Smith Valley, Lyon County will develop and implement a water management plan by 2020.
- Lyon County will work with private and public parties to increase workforce housing in Lyon County by 20 percent in the next five years by 2023.
- Define the process for a new business to open their doors within 90 days of first contact. To be completed by December 31, 2018.
- Reduce unemployment in Lyon County from 8.4 percent to 5.0 percent through the creation of job opportunities by December 2020.
- Countywide broadband coverage by 2022.
- Increase the recreational opportunities for children in Lyon County by 50 percent by the spring of 2019.
- In order to minimize conflicts between agricultural and non-agricultural land uses (specifically residential land uses), the government will explore land use planning best practices for Animal Feeding Operations/Confined Animal Feeding Operations by 2019 that could potentially be applied throughout Lyon County.

Priority Goal Area No. 4: *General Organizational Operations*

- All elected and appointed officials will attend five hours of professional development classes each year.
- Develop commissioner training program by December 31, 2018, including a focus on the Nevada Revised Statutes.

1.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with

those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, strategic plans written for local governments and public agencies, such as a county government or municipality, are impossible to separate from the community and environment in which the organization operates within. As an organization, Lyon County must, as part of its strategic plan, employ actions that improve organizational efficiency and effectiveness while improving public accountability and responsibility in the organization's actions. However, as part of the community in which it operates, the government of Lyon County must also strive to protect the existing culture and community identity enjoyed by the area's residents while expanding and improving their programming and service delivery approaches as the community continues to grow and change as well.

In January 2017, Lyon County contracted with the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, to assist in the preparation and development of a new organizational strategic plan for Lyon County for Fiscal Year 2018 through Fiscal Year 2022. As part of this initiative, the University Center for Economic Development facilitated four initial strategic planning community workshops held throughout Lyon County. The first strategic planning community workshop was held in Yerington, Nevada on February 17, 2017 and the second strategic planning community workshop was held in Silver Springs, Nevada on September 16, 2017. A third strategic planning community workshop was held back in Yerington, Nevada on September 30, 2017 and a fourth and final initial strategic planning community workshop was held in Dayton, Nevada on November 18, 2017. Approximately 100 individuals participated in these four strategic planning community workshops. Workshop attendees consisted of elected and appointed officials who represent both Lyon County and individual communities located throughout the county, Lyon County staff, community residents, business owners, and community and industry leaders.

The four initial strategic planning community workshops provided workshop participants the opportunity to complete a comprehensive organizational and environmental assessment and a Strengths, Weaknesses, Opportunity, and Threats analysis. Workshop participants were further given the opportunity to evaluate the current strategic plan for Lyon County that was last revised in 2013. A separate University Center for Economic Development technical report, UCED Technical Report 2017/18-12, "A Strategic Plan for Lyon County for Fiscal Year 2018 through Fiscal Year 2022: Summary Results of Strategic Planning Community Workshop No. 1", summarizes the work completed by workshop participants during the first four initial strategic planning community workshops held on February 17, 2017, September 16, 2017, September 30, 2017 and on November 18, 2017.

This University Center for Economic Development technical report summarizes the work completed by workshop participants during the second round of strategic planning community workshop held on March 9, 2018 in Yerington, Nevada, on April 21, 2018 in Silver Springs,

Nevada, on April 28, 2018 in Dayton, Nevada, and on May 5, 2018 in Smith, Nevada. Section 2 of this University Center for Economic Development technical report presents a review of the environmental assessment and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis completed during the first round of initial strategic planning community workshops and reviewed during the second round of additional strategic planning community workshops. Section 3 presents a summary of the various core values, the strategic mission and strategic vision statements, and the set of strategic objectives and goals developed by workshop participants during the second round of additional strategic planning community workshops. Section 4 presents a new strategic plan for the government of Lyon County for Fiscal Year 2018 through Fiscal Year 2022.

Faculty and staff from the University Center for Economic Development facilitated a third round of strategic planning community workshops for Lyon County as part of this Lyon County strategic planning initiative. Only one third round strategic planning community workshop was held on Saturday, August 11, 2018 in Silver Springs, Nevada. Attendees and participants of the previous first round and second round of strategic planning community workshops were invited to attend this third round strategic planning community workshop. Workshop participants, having been given a draft copy of this University Center for Economic Development technical report, were given the opportunity to review the draft strategic core values, draft strategic mission statement, draft strategic vision statement, and the draft set of strategic goals and objectives for the government of Lyon County's new strategic plan for Fiscal Year 2018 through Fiscal Year 2022. Approximately 35 people attended the August 11, 2018 third round strategic planning community workshop. The set of core values, the strategic mission statement, the strategic vision statement, and the set of strategic goals and objectives presented in this technical report were revised during the August 11, 2018 third round strategic planning community workshop.

This strategic plan, for the government of Lyon County for Fiscal Year 2018 through Fiscal Year 2022 has been developed to direct the county government's efforts in providing public services throughout the county and in each of the county's nine identified communities including, according to Lyon County's current masterplan, Dayton, Fernley, Mason Valley, Mound House, Silver City, Silver Springs, Smith Valley, Stagecoach, and Yerington. This strategic plan emphasizes the important role the county government plays in the protection of public health and human safety and in the provision of public services for each of these nine communities.

2.0 Review of the Environmental Assessment and the SWOT Analysis

Workshop participants who attended the second round of strategic planning community workshops were asked to conduct a review of the environmental assessment and SWOT analysis completed during the first round of strategic planning community workshops. This environmental assessment and SWOT analysis was first completed by workshop participants during the February 17, 2017, September 16, 2017, September 30, 2017, and November 18, 2017 strategic planning community workshops and summarized in UCED Technical Report 2017/18-12, “A Strategic Plan for Lyon County for Fiscal Year 2018 through Fiscal Year 2022: Summary Results of Strategic Planning Community Workshop No. 1”. University Center for Economic Development faculty presented the results of the initial environmental assessment and SWOT analysis. This section presents a review of that presentation and the additional input provided by participants of the second round of additional strategic planning community workshops held on March 9, 2018 in Yerington, Nevada, on April 21, 2018 in Silver Springs, Nevada, on April 28, 2018 in Dayton, Nevada, and on May 5, 2018 in Smith, Nevada.

2.1 Review of the Completed Environmental Assessment

The initial environmental assessment completed by workshop participants during the February 17, 2017, September 16, 2017, September 30, 2017, and November 18, 2017 strategic planning community workshops consisted of eight separate questions. The questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

- Is the community generally supportive or antagonistic toward business interests and growth? ***Mixed attitudes; general desire to maintain the community’s rural tradition and identity; ‘smart and sensible growth’.***
- Is the community generally supportive or antagonistic toward government programs and initiatives? ***Generally antagonistic toward new government programs and initiatives... ‘more programs = more taxes’.***
- What types of programs do residents generally support – redistributive programs or developmental programs? ***Mixed attitudes; some communities support redistributive programs (Silver Springs), other communities will support more developmental programs (Yerington, Smith); some supportive of neither (Dayton).***
- Does the community have a history of public-private collaboration? ***YES! For the county government and for individual communities; 2016 flood response, Silver Springs Airport, Night in the County, etc.***

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- Is the community willing to sacrifice some of its quality of life to either promote or curtail growth? *NO, NO, NO...and NO.*
 - Are the elite members of the community willing to share power with others? *There are definitely elite members of the community and they are not willing to share economic, political, or social power with others.*
 - Are the citizens generally accepting of change, or do they resist it? Examples of both? *General agreement that citizens, regardless of location and regardless of demographic characteristics, are resistant to change in Lyon County; will likely not accept that change once it occurs.*
 - Where do residents and businesspeople stand on issues of environmental sustainability? *Generally supportive of environmental sustainability initiatives. Will NOT be supportive of government led environmental sustainability initiatives. Key issues include WATER (quality and quantity), wildlife management, protection of agricultural activities, and development of infrastructure as it pertains to environmental sustainability.*

Several workshop participants provided additional insight into the completed environmental assessment, with several workshop participants indicating that each element included in the environmental assessment are applicable to the ‘human’ population in Lyon County and that the county’s residential population is, like most people, generally resistant to change. Workshop participants generally agreed that general resistance to change might last for several years after the change has occurred. In regards to the public’s support or antagonism toward redistributive or development programs, one workshop participant noted that it is important for Lyon County to communicate the benefits of different redistributive and developmental programs and to be clear on what each new program may cost the county and individual taxpayers.

As part of the initial environmental and organizational assessment completed by workshop participants during the first initial round of strategic planning community workshops, workshop participants were asked to answer four additional questions, including: (1) What do you like about your community? (2) What do you dislike about your community, (3) What do you like about the organization?, and (4) What do you dislike about the organization? These two questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

- What do you like about your community? Top initial answers included ***rural (heritage and identity), the people, (light) traffic, family, (open) space, sense of community, and small community feel.***

Attendees of the second round of additional strategic planning community workshops generally agreed with the shared answers collected from workshop participants who attended the first round of initial strategic planning community workshops. A number of workshop participants did note that several of these conditions, especially the county’s

rural heritage and identity, the generally light traffic that currently exists throughout the county, and the county's existing sense of community, could all potentially be threatened with additional growth and development. Workshop participants recognized the need for and potential inevitability of additional growth but stressed the importance of trying to balance the need and eventuality of additional growth and development with preserving the county's rural heritage and identity, maintaining public safety on public roads, and maintaining the existing sense of community that exists throughout Lyon County.

- What do you dislike about your community? Top initial answers included ***lack of...(referring to various amenities, retail and shopping opportunities, recreational and entertainment opportunities, etc.), (an increased number of new) people, and the growing threat to existing community identity that already exists.***

Workshop participants who attended the various second round of additional strategic planning community workshops generally agreed to these top answers. Workshop participants further realized the inherent conflict between improving amenities, retail and shopping opportunities, and additional recreational opportunities and mitigating the impact continued growth and development, including population growth, may have on the identity that exists in each of the various communities located throughout the county. Several workshop participants noted that it is vital to the county's economic health to improve existing private sector activities in order to satisfy existing resident demand for private sector services in order to create jobs and to ensure that economic activity is kept within the county. However, workshop participants noted that continued growth in private sector activities may also lead to additional population growth and that continued growth and development may threaten the existing community identity of the county's various communities.

- What do you like about the organization (the government of Lyon County)? Top initial answers included ***good people, employees, commissioners, elected officials, leadership, and services.***

Many of the initial responses to this question focused on the positive assessment workshop participants had of the county government's current elected leadership and the people who comprise the county government's administrative and managerial staff. In general, workshop participants during the second round of additional strategic planning community workshops agreed that the current county government is managed and administered by friendly, accessible, passionate, knowledgeable, and committed people who regularly demonstrate their commitment to serving the public's interest. Workshop participants who attended the second round of additional strategic planning community workshops further agreed that the government of Lyon County has maintained a high degree of professionalism and effectiveness despite a perceived lack of the necessary resources needed to maintain and grow an organization as large and as complex as Lyon County.

- What do you dislike about the organization (the government of Lyon County)? Top initial answers included ***lack of...(resources, additional services, additional outreach,***

etc.), communication, enforcement, adaptability to change, and slow to react and embrace change.

Workshop participants who attended the second round of additional strategic planning community workshops generally agreed that the general ‘lack of...’ resources, additional services, additional outreach, and additional staff was the primary condition that was generally disliked in assessing the government of Lyon County. Workshop participants generally noted that the government of Lyon County has not seen a corresponding increase in additional resources despite significant growth and development throughout the county since the Great Recession. Because of this condition, workshop participants noted that it is important for the county government to explore alternative ways of generating the resources necessary to fund additional services and staff positions as needed in response to continued growth and development. In the meantime, workshop participants did note that the exploration and potential development of alternative financing approaches might force the county to become better able and more willing to adapt and embrace change, an ability that workshop participants noted has historically been lacking in the county government.

The results of the environmental assessment reviewed during the second round of additional strategic planning community workshops were ultimately used by workshop participants to develop a list of new core values, a new strategic mission statement and a new strategic vision statement, and a set of new strategic goals and objectives for the government of Lyon County. These core values, strategic mission and strategic vision statements, and the set of new strategic goals and objectives are summarized in the following sections of this University Center for Economic Development technical report.

2.2 Review of the Strengths, Weaknesses, Opportunities, and Threats Analysis

An overview of the initial SWOT analysis, completed during the first round of initial strategic planning community workshops, was presented to participants who attended the various second round of additional strategic planning community workshops. A comprehensive summary of the initial SWOT analysis is available in the University Center for Economic Development technical report, UCED Technical Report 2017/18-12, “A Strategic Plan for Lyon County for Fiscal Year 2018 through Fiscal Year 2022: Summary Results of Strategic Planning Community Workshop No. 1”. A summary of the additional strengths, weaknesses, opportunities and threats provided by participants who attended the second round of additional strategic planning community workshops is presented here.

- Strengths: Internal and present; characteristics of the organization that give it an advantage over others.

Workshop participants who attended the various second round of additional strategic planning community workshops generally agreed with the initial assessment that the primary strengths of Lyon County, as a local government organization, center around the county’s current group of elected and appointed officials and the county’s current administrative and managerial staff. Workshop participants noted that the county

government currently benefits from strong policy and administrative leadership and that county staff is highly knowledgeable, dedicated and committed, accessible, and friendly. From a community standpoint, workshop participants noted a number of important community strengths in Lyon County including the large amount of open land available for both development and recreational opportunities. The county's central location in northern Nevada, including the significant amount of transportation infrastructure that already exists throughout the county, are primary community strengths that has helped the county recover from the impacts of the Great Recession.

- Weaknesses: Internal and present; characteristics that place the organization in a disadvantage relative to others.

Workshop participants underscored stated weaknesses that the general lack of resources is a primary organizational weakness that inhibits the ability of the government of Lyon to take advantage of emerging opportunities and to meet fully the needs of county residents, visitors, and businesses. While the county's central location and existing transportation infrastructure were identified as community, and possibly organizational, strengths, workshop participants did note that the county's current level of infrastructure may be unable to adequately support future growth as it continues. Workshop participants noted that the county's existing infrastructure in certain areas, including the Dayton area and in Fernley, is already starting to become stressed as the county's population continues to grow. Workshop participants further noted that enforcement of development codes and other applicable regulations will require additional strengthening in the near-term as growth and development continues in the northern and central parts of Lyon County.

- Opportunities: External and future; elements that the organization can exploit to its advantage.

In general, workshop participants generally noted that continued economic development and growth in Lyon County, in neighboring Storey County and Carson City, and throughout all of northern Nevada, will remain a primary opportunity for Lyon County over the next five fiscal years. Coupled with the relatively large amount of available open land for development, the county is in an ideal position to take advantage of continued economic growth, development and diversification in northern Nevada. Because of this strength, workshop participants identified a number of opportunities, including new industrial and manufacturing development, for the central and northern parts of Lyon County as well as a number of opportunities to improve and preserve parts of southern Lyon County.

- Threats: External and future; elements in the environment that could cause trouble for the organization.

Workshop participants who attended the second round of additional strategic planning community workshops generally agreed to the initial list of possible threats identified by workshop participants who attended the first round of initial strategic planning community workshops. Continued growth and development, and the strain that new

growth and development could potentially place on natural resources and county infrastructure and services, is a primary threat that the government of Lyon County will likely have to address over the next five fiscal years. Coupled with the continued threat of overwhelming growth and development is the lack of political certainty and predictability that exists at the federal government and state government levels. Workshop participants generally noted that the government of Lyon County will likely have to become even more self-sufficient in funding the development of new and the maintenance of existing infrastructure as the county's residential population and business sector continues to grow. Workshop participants further agreed that future droughts, fires and other natural disasters could potentially threaten Lyon County's ability to provide future services and to maintain the high level of public safety the county government already provides.

3.0 Development of Core Values, Strategic Mission and Vision, and Strategic Objectives

The majority of the second round of additional strategic planning community workshops held on May 9, 2018, April 21, 2018, April 28, 2018 and May 5, 2018 was spent developing a list of core values, a new strategic mission and vision, and a list of new strategic goals and objectives. This section presents a general summary of the work completed by workshop participants in developing the various elements of Lyon County's new organizational strategic plan for Fiscal Year 2018 through Fiscal Year 2022.

3.1 Development of a List of Core Organizational Values

Core values are the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization's functions and pursuing its strategic mission and vision. Because core values are thought of as universal beliefs, traits, and behavioral norms that everyone within an organization are expected to display, most strategic plans list only four to eight core values.

During the second round of additional strategic planning community workshops, workshop participants, in small groups of approximately four to six participants per group, were first asked to generate a list of no more than eight core values that the group believed are shared and should be shared by all members of the government of Lyon County. Each small group wrote down a short definition for each core value. Individually, workshop participants selected no more than eight core values developed by the other small groups that the individual felt were most shared throughout the organization.

A total of 49 core values were identified by workshop participants who attended the four additional strategic planning community workshops held on March 9, 2018 in Yerington, Nevada, on April 21, 2018 in Silver Springs, Nevada, on April 28, 2018 in Dayton, Nevada, and on May 5, 2018 in Smith, Nevada. The following is a list of each individual core value generated by workshop participants, the definition of that core value, and the number of 'votes' each individual core value received at each of the four individual second round of additional strategic planning community workshops.

Yerington, Nevada; March 9, 2018 (14 core values developed)

- (11 votes) **Innovative**: flexible and adaptable to technology or practices
- (10 votes) **Fiscal Responsibility**: maximizing each entrusted dollar
- (10 votes) **Integrity**: honest and respectful to our work and others
- (9 votes) **Efficiency**: quality and consistency with work and resources
- (6 votes) **Transparency**: communication to the public

-
- (5 votes) **Stewardship**: preserve, protect
 - (4 votes) **Committed**: dedicated to the organization and to the people we serve
 - (4 votes) **Community/People**: listen and value input, provide a sense of belonging
 - (4 votes) **Efficiency**: time management, processes and procedures improvement (IT, equipment, roads, better resources), no financial fluff
 - (4 votes) **Professionalism**: objectives and dedicated
 - (3 votes) **Service**: all County Government departments committed to...
 - (3 votes) **Support**: collaboration, all departments...internal and external
 - (2 votes) **Responsive**: being proactive to tasks
 - (0 votes) **Receptive**: open and flexible to all

Silver Springs, Nevada; April 21, 2018 (15 core values developed)

- (7 votes) **Accountable**: no definition provided, fair and objective
- (7 votes) **Integrity**: moral values, do what they say, honesty
- (6 votes) **Fiscal Responsibility**: conservative
- (6 votes) **Two-Way Communication**: good, honest, accessibility, availability
- (5 votes) **Customer Service**: public comes first, respect
- (5 votes) **Trustworthiness**: honest, forthright, integrity
- (4 votes) **Communication**: two way, informative
- (4 votes) **Fiscal**: good stewards, manage resources well
- (4 votes) **Knowledgeable**: competent and capable
- (4 votes) **Teamwork**: public, county
- (3 votes) **Reliability**: walk the talk, performance
- (3 votes) **Responsive**: reasonable reachability
- (2 votes) **Knowledgeable**: professionalism, specialized
- (2 votes) **Transparency**: visible manner
- (1 votes) **Accessible**: open door policy

Dayton, Nevada; April 28, 2018 (9 core values developed)

- (10 votes) **Accessibility**: availability, respectful
- (10 votes) **Integrity**: honesty, working for the people
- (8 votes) **Integrity**: honesty, trustworthy
- (7 votes) **Flexibility**: ability to respond to the 'new normal'
- (6 votes) **Transparency**: respectful, open to input, communicative
- (6 votes) **Quality**: accuracy, consistency, professionalism and committed, fiscal responsibility, intelligence
- (5 votes) **Respectful**: Golden Rule
- (4 votes) **Flexibility**: receptive, teamwork, innovative, openness
- (3 votes) **Transparency**: accessible, sharing

Smith, Nevada; May 5, 2018 (11 core values developed)

- (11 votes) **Integrity**: a mindset of using highest ethical standards, legal and ethical

-
- (7 votes) **Professionalism**: courtesy, taking pride in job, employing highest levels of training
 - (5 votes) **Efficient**: get job done
 - (5 votes) **Transparency**: open process, full disclosure
 - (4 votes) **Honesty**: factual truth
 - (4 votes) **Integrity**: individual responsibility
 - (3 votes) **Accessibility**: available to public, Americans with Disability Act
 - (3 votes) **Respectful of Others**: work for the brand
 - (2 votes) **Fiscal Responsibility**: follow budget/spend within
 - (2 votes) **Transparency**: keep public informed, actions can be scrutinized
 - (1 vote) **Team Player**: cooperate with all

While 49 individual core values were developed by the workshop participants who attended each of the four second round of additional strategic planning community workshops, several of these core values were the same, nearly the same, or had similar definitions. When combined, 12 individual core values remain. Similar to the previously provided summary of core values listed and defined by the participating small groups for each of the four second round of additional strategic planning community workshops, the total number of votes each core value received by individual workshop participants and the definition(s) listed by each individual small group are provided here.

- (71 votes) **Integrity (Trustworthiness, Accountable, Respectful, Honesty)**: honesty, working for the people, trustworthy, a mindset of using the highest ethical standards, both legal and ethical, individual responsibility, respective to our work and others, more value, do what you say you will do, being forthright, being fair and objective, committed to factual truth, using the Golden Rule...treating others like you would want to be treated.
- (27 votes) **Fiscal Responsibility/Stewardship**: maximizing each entrusted dollar, following a budget and spending within a that budget, remaining conservative in spending decisions, being good stewards and managing public resources well, and preserving and protecting public resources.
- (25 votes) **Professionalism/Quality**: being a team player and committed to teamwork, being supportive of collaboration with all departments and external stakeholders, committed to organizational objectives, being courteous, taking pride in the work, employing the highest level of training, being accurate, consistent, professional and committed, being fiscally responsible and intelligent.
- (24 votes) **Transparency**: communicating to the public in a visible manner, keeping the public informed so that actions can be scrutinized, being accessible and sharing information, being respectful and open to input through communication, having an open process and using full disclosure.
- (22 votes) **Flexibility/Innovative**: ability to respond to the ‘new normal’, being receptive, committed to teamwork, being innovative, and being open, being flexible and adaptable to technology or practices.

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- (18 votes) **Efficiency**: quality and consistency with work and resources, appropriate time management, continual improvement in processes and procedures, getting the job done.
 - (17 votes) **Communication**: being good, honest, accessible and available to the public, engaging in two-way and informative communication, being receptive by being open and flexible, and being available and accessible to the public.
 - (12 votes) **Commitment/Dedication**: dedicated to the organization and to the people the organization services, committing to customer services where the public comes first and is respected.
 - (11 votes) **Accessibility**: having an open door policy, being available and respectful.
 - (6 votes) **Knowledgeable**: competent and capable, professional, and specialized.
 - (6 votes) **Reliability and Respect**: ‘walk the talk’, performance-based actions, working ‘for the brand’ or organization.
 - (5 votes) **Responsive**: being proactive, reasonable reachability.

When only those values that received 15 or more votes are kept, the following seven ‘core values’ remain: “Integrity” (71 votes), “Fiscal Responsibility/Stewardship” (27 votes), “Professionalism/Quality” (25 votes), “Transparency” (24 votes), “Flexibility/Innovative” (22 votes), “Efficiency” (18 votes), and “Communication” (17 votes). While five additional values received less than 15 total votes (Commitment/Dedication, Accessibility, Knowledgeable, Reliability and Respect, and Responsive), it is important to note that the definitions for each of these five ‘dropped’ values shared very similar characteristics and definitions with the seven values that received 15 or more votes by workshop participants who attended the four second round of additional strategic planning community workshops.

During the third round strategic planning community workshop held on August 11, 2018 in Silver Springs, Nevada, workshop participants were asked to evaluate each of the seven core values developed by past workshop participants. Workshop participants were asked to answer four separate questions regarding each one of the seven core values developed as part of this strategic plan. These questions, including a brief summary of the answers collected from workshop participants, are presented here.

- Are these the absolute fundamental core values that all employees and representatives of Lyon County are expected to display?

Workshop participants who attended the August 11, 2018 strategic planning community workshop generally agreed that, yes, each one of the seven core values are the absolute fundamental core values that all employees and representatives of Lyon County are expected to display. Workshop participants noted that the core values of integrity, fiscal responsibility and stewardship, and transparency each capture the county’s responsibility

to follow and abide by all applicable federal, state, and local statutes and ordinances and by all internal policies and procedures that the county government has developed.

- Do they convey real meaning?

Several workshop participants, representing a number of the individual communities located throughout Lyon County, indicated that each of the seven core values are a reflection of each individual community's core values and that, yes, each core value does convey real meaning. Workshop participants noted that the core values of professionalism and quality and efficiency each underscore the expectations that individuals throughout the county have for all representatives of the government of Lyon County. Several workshop participants noted that it is important for all representatives of the government of Lyon County to demonstrate a degree of loyalty to the organization's goals and objectives, a degree of professional discretion, and an ability to demonstrate a high degree of competence in carrying out their official responsibilities.

- Do they define specificity?

Workshop participants provided a mixed set of responses to this evaluative question regarding each of the seven core values identified in this strategic plan. While workshop participants generally agreed that each core value was properly defined, several workshop participants noted that no impact(s) or consequence(s) for violating any one of the core values are included in this strategic plan. Workshop participants that noted a lack of impact(s) or consequence(s) for violating any one of the core values did not, however, provide any suggestion on what impact(s) or consequence(s) should be included. Workshop participants simply noted that each one of these core values are representative of the community's larger expectation for each representative of the government of Lyon County.

- Are they repetitive?

Workshop participants generally agreed that the seven core values included in this strategic plan, when the definitions provided by previous workshop participants are taken into account, are not repetitive. A few workshop participants did indicate that the core values of transparency and communication maybe a bit repetitive but did not recommend that one or the other be eliminated based upon the unique definitions for each core value developed by previous workshop participants.

3.2 Development of an Organizational Strategic Mission Statement

A strategic mission statement typically describes the organization's present identity. Key elements of a properly developed strategic mission statement include direction on day-to-day activity and a foundation for future decision-making. Typical strategic mission statements focus on highlighting what makes the organization unique and competitive relative to other organizations.

During the second round of additional strategic planning community workshops, workshop participants were asked to develop a draft strategic mission statement for the government of Lyon County in small groups of four to six attendees. As a small group, workshop participants were asked to develop their draft strategic mission statement by including a description of Lyon County's cause (Who are we? What is our purpose? Where do we operate?), Lyon County's current actions (What do we do?), and the impacts the government of Lyon County has across the county and in the county's individual communities. After each group completed writing their draft strategic mission statement, each statement was individually assessed.

Ten separate strategic mission statements were developed and are presented here along with the accompanying assessment completed for each individual statement. The actual draft strategic mission statements produced by each individual group are in bold.

Yerington, Nevada; March 9, 2018 (4 draft strategic mission statements developed)

- **Lyon County is committed to providing quality and efficient services and support in promoting health, safety and prosperity to our communities.**

During the evaluation of this draft strategic mission statement, workshop participants noted that they struggled in defining what the government of Lyon County is and, instead, decided to focus on service provision. Several workshop participants noted that the degree of diversity between the various communities located throughout the county means that a degree of differentiation in the types of services provided to each individual community by the county government might be required. While the county government may provide different types and levels of services to different communities located throughout Lyon County, workshop participants generally agreed that there is a universal demand that service quality and availability be high in every community the county government serves.

- **Lyon County will continue to provide and strengthen essential services to enhance the quality of life for now and the future, to meet the needs of our diverse community.**

Workshop participants generally agreed that 'quality of life' is defined differently in each of the various local communities located throughout Lyon County. Because of these varying definitions of 'quality of life', the county government must tailor service packages and service delivery to the specific needs of each individual community. In some cases, the government of Lyon County can work with other local government partners, such as the City of Fernley and the City of Yerington, in developing and delivering services that enhance the quality of life for the residents of those communities. In other communities, such as Dayton, Smith Valley, and Silver Springs, the government of Lyon County may work more directly with individual citizens, residents, property owners, business owners, and other key stakeholders to develop and deliver public services that will enhance the quality of life for the residents of these communities.

- **To provide mandated government services without sufficient resources in order to meet citizen expectations.**

In evaluating this mission statement, workshop participants noted that the government of Lyon County rarely has the resources needed to provide all the mandated government services the county government is expected to provide. Furthermore, workshop participants indicated that, since the Great Recession, the county government has seen a notable increase in the demand for new and expanded services in a variety of service areas including public health and human safety, infrastructure and transportation services, development and planning services, and recreation services. Workshop participants noted this increased demand for new and expanded public services will likely continue for the near future as the county and its various individual local communities continue to grow and as new development contributes to increased population growth.

- **To serve residents of Lyon County by providing general public safety, a social safety net, and infrastructure in order for communities and individuals to be successful.**

When asked whether the county government provides services to just residents, a number of additional ‘consumers’ of the county’s services were identified by workshop participants. Workshop participants noted that businesses, state agencies, city and municipal governments, schools, land owners who do not live in the county, and even visitors to the county all consume general public safety and infrastructure services and, in some cases, also require some access to the social safety net that the government of Lyon County provides. Workshop participants noted the definition of ‘successful’ might also vary from one community to another and that the government of Lyon County should work with key partners, such as city and municipal governments in Lyon County, the Lyon County School District, and various state and federal government agencies, to determine what levels and types of public services are needed in each of the individual communities located throughout the county.

Silver Springs, Nevada; April 21, 2018 (2 draft strategic mission statements developed)

- **To support the needs of our diverse county by providing quality services, promoting health, safety and prosperity in a fiscally responsible manner.**
- **To provide services that enhance the safety, health and economic well-being of the people of Lyon County.**

In evaluating both draft strategic mission statements, workshop participants were asked to identify the types of services the county government is expected to provide, who, specifically, the county government serves, and what the specific needs of the people the county serves are. In identifying the types of services the government of Lyon County provides, workshop participants identified a number of public services including child services, law enforcement (Public Defender, District Attorney, courts, Sheriff), parks and recreation, public safety, ambulance, library, senior services, road maintenance of county roads, planning (land use), building permits, and code enforcement.

In identifying the people the county government serves, workshop participants identified county employees, the homeless, residents (owners and renters), non-residents (visitors, tourists), business owners, workers, and members of the military. Workshop participants

identified a number of specific needs for each type of person the county government serves including administrative and managerial functions, emergency medical services (EMS), access to healthcare, clean and safe drinking water, flood protection and control, fire protection, crime prevention and control, natural resource management, child protective services (CPS), voter registration, affordable public transportation, employment, and housing.

Dayton, Nevada; April 28, 2018 (2 draft strategic mission statements developed)

- **Lyon County will support the needs of the stakeholders by providing exemplary services for each diverse area of the county.**
- **Accountable and responsible for the health, safety and prosperity of all people in Lyon County by providing the financial services needed in a fiscally responsible manner.**

In evaluating each of these mission statements, a number of workshop participants noted the government of Lyon County has a number of responsibilities when providing for the needs of its citizens and that the government of Lyon County might need to develop and employ different approaches in service development and delivery for each community. Workshop participants were asked to identify the various needs of the county's constituents and to identify the various stakeholders that the county must work with and provide services to in each of the various communities located throughout the county. Workshop participants identified a number of needs that the county government must provide services for including general public safety, clean and drinkable water, traffic control, fire protection, infrastructure, general welfare and morale, general improvements in the quality of life, living facilities, retail and professional services through economic development, growth planning, development planning, and flood control. Key stakeholders identified by workshop participants included 'outside' service providers, business owners, 'recreators' including anglers and hunters, citizens of Lyon County, citizens of other communities and counties outside Lyon County, visitors, residents, workers and the area's workforce, police and fire, medical practitioners, the Lyon County School District, and the Hospital District.

Smith, Nevada; May 5, 2018 (2 draft strategic mission statements developed)

- **We the government of Lyon County will support the needs of its diverse residents by providing necessary services to promote health, safety and prosperity while respecting the unique lifestyles of its communities in a fiscally responsible manner.**

Workshop participants identified a number of general county needs including housing needs, infrastructure needs, medical care services, and general education services. Workshop participants further noted that developing and delivering services in each of these general areas requires the county government to partner with various state and federal government agencies and other local and county-wide agencies and organizations including city and municipal governments, the Lyon County School District, and existing special districts. Control over development, road maintenance, visible law enforcement,

emergency response, county staffing, medical services, natural resource management, planning, land use, zoning, and code enforcement were specific needs identified for the Smith Valley area by the workshop participants who attended the May 5, 2018 strategic planning community workshop held in Smith, Nevada.

- **The elected government of Lyon County exists to preserve and protect the quality of life of its residents through managing growth while preserving its unique rural culture.**

For the residents of Smith Valley, workshop participants noted that the preservation of prime agricultural land is a primary concern and that the county government should not adopt any zoning changes that would threaten the existing character of Smith Valley. Workshop participants also noted that the government of Lyon County is expected to meet the demands for services based on population and age including improved medical care facilities, improved senior services, and improved public transportation. Workshop participants further noted that ‘quality of life’ in Smith Valley should be defined as preserving the night sky, preserving the area’s peace and quiet, maintain high levels of access to public lands, protecting the area’s clean air, maintaining high levels of public safety, maintaining low population density levels, and accepting the customs and cultures of Smith Valley’s rural heritage.

In general, workshop participants were generally satisfied with each one of the ten draft strategic mission statements that were initially developed by each one of the small groups and by the workshop participants that attended and participated in each of the four second round of additional community workshops. Workshop participants generally agreed that each of the draft strategic mission statements spoke to a specific strength of the government of Lyon County and to the various expectations the county’s residents, citizens, visitors, business owners, and other key stakeholders have when it comes to the county’s role as a provider of public services and in the preservation and protection of public health and human safety. Workshop participants further noted that the county government has a responsibility to provide both mandated government services and to be an active partner in shaping the growth and development patterns of each local community located in Lyon County.

Workshop participants who attended the third round strategic planning community workshop on August 11, 2018 held in Silver Springs, Nevada provided only minor editorial revisions to the strategic mission statement presented in the following section of this University Center for Economic Development technical report. Several workshop participants who attended this single third round strategic planning community workshop commented that the strategic mission statement developed for the county government’s new strategic plan for Fiscal Year 2018 through Fiscal Year 2022 appropriately emphasizes the relationship between the county government and its residents, property owners, business owners, individual communities, and other stakeholders.

Workshop participants generally agreed that the strategic mission statement developed for the government of Lyon County adequately focuses on constituent needs and that the mission statement is based upon the county government’s core competencies. Several workshop participants further agreed that the mission statement generally motivates and inspires various

stakeholder commitment, that the mission statement is appropriately detailed, and that the mission statement is both clear and easily understood.

3.3 Development of an Organizational Strategic Vision Statement

An organizational strategic vision statement should describe the general direction of where the organization is headed and, more generally, what the organization eventually wants to achieve by the end of the strategic plan's five-year planning horizon. While falling short of providing day-by-day instruction, the strategic vision statement should provide a general overview of the desired course and direction that the organization has charted. An effectively worded strategic vision statement should be graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. The strategic vision statement is a criteria to evaluate day-to-day activities and short-term decisions. Ultimately, day-to-day activities and short-term decisions are evaluated in how they directly contribute to the achievement of the desired course and direction illustrated in the strategic vision statement.

Participants who attended the four second round of additional Lyon County strategic planning community workshops were asked to complete four separate steps as part of the development of a draft strategic vision statement for the government of Lyon County's new strategic plan for Fiscal Year 2018 through Fiscal Year 2022. First, as an individual, workshop participants were asked to answer two questions, including: (1) What will the government of Lyon County and Lyon County as a community look like in five years?, and (2) What are your personal hopes and aspirations for the government of Lyon County and for Lyon County as a community? Second, in small groups of four to six individuals, workshop participants shared their results and identified the most important themes for the government of Lyon County and Lyon County as a community identified during the first step. Third, in small groups of four to six individuals, and based upon the results of the first and second steps, workshop participants were asked to develop their own draft strategic vision statement for the government of Lyon County. Fourth, and finally, each individual strategic vision statement was evaluated in the same way the draft strategic mission statements were evaluated.

Figure 3.1 presents a word cloud of the responses to the two initial questions individual workshop participants completed in the first step of developing a strategic vision statement, including: (1) What will the government of Lyon County and Lyon County as a community look like in five years?, and (2) What are your personal hopes and aspirations for the government of Lyon County and for Lyon County as a community?

Individually, workshop participants identified a number of individual hopes and aspirations for the next five years for both the county government and for Lyon County as a community. Workshop participants noted that they felt the county government, with increased public resources, would be able to match the demand for new public services created by continued growth and development with an increased level of public services provided by the county. Several workshop participants noted that the county and the county's individual communities will likely continue to experience significant growth over the next five years and, because of this growth, the county government will have to invest in expanding public services and maintaining

public infrastructure. Several workshop participants further noted that continued growth should be properly planned and managed and that services provided by the county should be designed and delivered in such a way that they are sustainable and directly tied to growth as it occurs.

Figure 3.1 – What will the government of Lyon County and Lyon County as a community look like in five years? What are your personal hopes and aspirations for the government of Lyon County and for Lyon County as a community?



The second part of the visioning exercise asked workshop participants to identify common themes with other workshop participants who were part of their small group. Figure 3.2 presents a word cloud of the responses produced by the various individual groups of four to six participants for the second part of the visioning exercise completed during all four second round of additional strategic planning community workshops.

Similar to the responses collected for the first part of the visioning exercise completed by workshop participants, workshop participants identified a number of shared and common themes among the answers generated during the first part of the visioning exercise. Workshop participants, again, generally focused on the hope and belief that the county government will be able to meet the increased demand for new and additional public services with new and expanded public services provided by the county government. Workshop participants generally agreed, again, that each individual community located throughout Lyon County will likely continue to grow as Lyon County and northern Nevada continues to recover from the Great Recession. However, workshop participants did note that the level and intensity of growth will likely vary from one part of the county to the next, with the most intense levels of new growth occurring in the northern and central portions of Lyon County. As a result of this uneven

Workshop participants generally agreed that there would likely be periods over the next five years where the county government will become overwhelmed in mitigating the impacts of natural disasters, attempting to maintain well-kept facilities and infrastructure, reduce crime, and increase human services support. Workshop participants noted that it will likely become increasingly important for the county government to ‘break’ organizational silos and walls that may organizationally separate various county government departments. By breaking these organizational silos and walls, workshop participants believed that the county government would be able to leverage internal resources in order to address short-term periods of organizational stress. While workshop participants generally agreed that the ability to leverage internal resources does not formally exist currently, the county’s current management, including the County Manager’s office and individual department leaders, already encourage departments to collaborate as needed.

- **Recovery to meet growth demands in economic stability and prosperity. Improve current services and enhance them through education.**

Workshop participants generally agreed that the county government has not restored all the lost capacity that was lost during the Great Recession. While workshop participants generally agreed that the full restoration of lost capacity is a shared desired goal for the next five years, workshop participants noted that the process of restoring that lost capacity has been difficult given the limitations placed on the county government by state law in generating the public revenues and resources needed to restore the lost capacity and expand existing services the county government provides. Several workshop participants noted that even if the county were to stop growing, it would take several years for the county government to restore previously cut services and simply catch up to the demand for public services and infrastructure improvement and maintenance that exists today. Workshop participants noted that, as part of the county’s new five-year strategic plan, the county government should make the restoration of lost capacity and getting ahead of the current growth curve in Lyon County a primary objective and part of the county’s new strategic vision.

- **Lyon County will be a safe environment where individuals and businesses thrive in the most desirable county in the nation!**

Workshop participants defined ‘desirable’ in several ways. Providing quality infrastructure that supports public health and safety, having a stable county government, providing high quality education, and providing a generally high level of quality of life are ways in which workshop participants defined ‘desirable’. Several workshop participants noted that this vision is only possible if all parts of the county government commit to improving communication with the public and other stakeholders while also holding the public and other stakeholders accountable for their role in making Lyon County, as a community, ‘desirable’. While several workshop participants noted that this communication should be part of a larger branding effort, workshop participants did note that becoming too desirable could threaten the existing community identity that already exists throughout the county. A ‘smart, sensible and planned pace’ of growth is needed in order to ensure that individuals and businesses can thrive in Lyon County but that the

county's existing identity, and the identity of each individual community located throughout the county, is not threatened.

Silver Springs, Nevada; April 21, 2018 (2 draft strategic vision statements developed)

- **The government of Lyon County will enable and facilitate communities where people want to live, work and play. Sustainable communities with investment.**
- **Lyon County will be fiscally solvent and a great and safe place to live, work and play. Lyon County will move forward to financially providing for managed growth and prosperity and a great place to live, work and play.**

In evaluating each of the two vision statements developed by workshop participants who attended the April 21, 2018 strategic planning community workshop held in Silver Springs, Nevada, workshop participants noted the importance of creating communities where people want to live, work and play. Both draft vision statements emphasized the important role the public believes the county government plays in developing communities where people want to live, work and play, especially through the provision of public services and through the improvement of infrastructure and public facilities. However, workshop participants did note that the county government will have to strive to provide these services and improve public infrastructure and facilities in a fiscally responsible way, meaning that existing residents, businesses and taxpayers in general should not be left to solely bear the associated costs of new services, new infrastructure, and new facilities.

Dayton, Nevada; April 28, 2018 (2 draft strategic vision statements developed)

- **Lyon County will provide sustainable, planned growth that protects resources and enhances quality of life.**
- **Development of a sustainable tax structure that supports essential services with retail and industrial resources while protecting all natural resources, through long-term planning and communication and coordination of the whole of Lyon County.**

In defining quality of life, workshop participants listed a number of key characteristics that the county government should strive to protect, including visibility of the night sky, accessible natural resources, accessibility of open spaces, quality infrastructure, friendly and neighborly people, and general availability of needed natural resources and recreational opportunities. By identifying these key characteristics, workshop participants identified a number of areas that the county government could potentially focus on. Central to both draft vision statements is the strong desire that the county government commit to long-term planning in order to manage growth and mitigate the potential negative impacts of future growth and to do so in a fiscally responsible and sustainable manner.

Smith, Nevada; May 5, 2018 (2 draft strategic vision statements developed)

- **Our wishes for slow and moderate growth that can be assimilated in existing communities, that developers provide parks, schools, and infrastructure, and that the County avoids overtaxing the water supply and to protect agriculture.**
- **Over the next five years, the government of Lyon County will balance preservation of rural lifestyles and quality of life with managed growth industry, retail, and housing in response to the wishes of its individual communities.**

Both vision statements developed by the individuals who attended and participated in the strategic planning community workshop held in Smith, Nevada on May 5, 2018 emphasized the desire to maintain the current identity that exists in Smith Valley. Workshop participants generally agreed that the county government must commit to managing growth through smart planning initiatives that, while not stifling growth, supports sustainable and reasonable growth that meets the demands of current and future residents while protecting the local community's character, identity and existing economic base. Workshop participants also noted that the county government should work collaboratively with developers and other key stakeholders to ensure the various public services, infrastructure and facilities are properly developed and maintained over the long-term.

Workshop participants generally supported the various themes touched upon in each of the nine draft strategic vision statements developed by each of the individual small groups that participated in each of the four second round of additional strategic planning community workshops. Most importantly, in one way or another, each of the nine draft strategic vision statements touched upon the importance of sustaining county government services and matching service demand with service delivery levels in ways that are financially stable over the long-term. Several of the draft strategic vision statements also noted that the government of Lyon County has a vital role in maintaining and improving the quality of life that area residents, visitors, and businesses enjoy in each of the county's various communities. Workshop participants generally concluded that each of these important themes should be included in the government of Lyon County's final strategic vision statement for its new organizational strategic plan for Fiscal Year 2018 through Fiscal Year 2022.

Similar to the input received from participants who attended the August 11, 2018 single third round strategic planning community workshop regarding the strategic mission statement, most of the input received regarding the strategic vision statement was editorial in nature and the suggested editorial changes were minor. A few workshop participants noted that, similar to the strategic mission statement, it is important for the government of Lyon County to work within existing statutory requirements. Several workshop participants did note that the strategic vision statement developed during previous strategic planning community workshops adequately emphasized the process by which the county government establishes and maintains its relationship with stakeholders and each community located throughout Lyon County.

3.4 Development of a Set of Strategic Goals and Objectives

According to the US Department of Agriculture Rural Development's Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be **s**pecific, **m**easurable, **a**ttainable, **r**elevant, and **t**ime framed. A *specific* goal is a goal that clearly states what should be achieved and where efforts will be focused. A *measurable* goal is one that provides a plan to track and assess progress made in achieving the goal and establishes milestones that are achieved during the strategic plan's implementation. An *attainable* goal is one that takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who attended each of the four second round additional strategic planning community workshops were given the opportunity to first develop a list of SMART goals for Lyon County for the new organizational strategic plan covering Fiscal Year 2018 through Fiscal Year 2022. In small groups of approximately four to six individuals, workshop participants developed no more than five SMART goals as a small group and then, as an individual, selected five SMART goals from other groups that they were most interested in achieving over the next five years. The following is a list of the SMART goals developed by the various small groups and the number of individual votes each individual SMART goal received. The participating small groups and workshop participants developed 37 separate strategic goals.

Yerington, Nevada; March 9, 2018 (13 draft strategic goals developed)

- **Lyon County will work with private and public parties to increase workforce housing in Lyon County by 20 percent in the next five years by 2023. (8 votes)**
- **Implement Medicaid billing reimbursement for Lyon County Human Services to reduce expenditure of county funds when federal programs pay, with implementation by June 30, 2019. (8 votes)**
- **Identify and implement one dedicated funding source for storm drainage in central Lyon County by June 30, 2021. (7 votes)**
- **Expand Lyon County Human Services to Lyon County Health and Human Services by June 30, 2020. (5 votes)**
- Increase the education of vocational study or training from 8 percent to 20 percent in Lyon County by 2023. (4 votes)
- Double public safety staffing within five years to meet national standing by 2023. (4 votes)

-
- Complete significant investment in infrastructure and capital projects; 1-2 years: infrastructure capacity analysis; 1-2 years: water, sewer, storm drainage, road modeling; 3-5 years: other utility capacity availability; 1-3 years: EOC operational capabilities; 1 year: connection fees, user fees, etc.; 3-5 years: schools, higher education. (4 votes)
 - Restructure and consolidate criminal justice and public safety resources to reduce total overall operational costs by 5 percent for all of central Lyon County by June 2020. (4 votes)
 - Improve ease of doing business in Lyon County; 6-12 months: satellite offices/locations to heavy users; 2 months: Title 15; 1 year: online access, web-based, FAQ's; 2-3 years: standard operating procedures in place and training; 1-2 years: fee structure established that is appropriate to services. (3 votes)
 - Strengthen financial position of Lyon County; 2 years: SAD's, GID's, Enterprise Funds. (2 votes)
 - Lyon County will reduce the percentage of the workforce that leaves the county for employment by 10 percent, by working with public and private parties to increase job opportunities within the county by 2023. (2 votes)
 - Increase affordable housing inventory in central Lyon County and Fernley by 200 units (or as needed based on further analysis) by June 30, 2022. (2 votes)
 - Lyon County will establish public and private partnerships to increase funding to establish flood control in three distinct parts of the county by 2020. (0 votes)

Silver Springs, Nevada; April 21, 2018 (9 draft strategic goals developed)

- **Define the process for a new business to open their doors within 90 days of first contact. To be completed by December 31, 2018. (7 votes)**
- **All elected and appointed officials will attend five hours of professional development classes each year. (7 votes)**
- **Develop commissioner training program by December 31, 2018, including a focus on the Nevada Revised Statutes. (6 votes)**
- **Increase the recreational opportunities for children in Lyon County by 50 percent by the spring of 2019. (5 votes)**
- Define the process for code compliance by December 31, 2018. (4 votes)
- Hire a company to find more businesses to recruit to Lyon County for the next five years. (3 votes)

-
- To acquire property and develop four regional parks by 2023. (3 votes)
 - To decrease the unemployment ratio in Lyon County to less than the statewide rate in 5 years. (2 votes)
 - Increase access to affordable and attainable housing units by 20 percent by 2023. (2 votes)

Dayton, Nevada; April 28, 2018 (8 draft strategic goals developed)

- **Improving infrastructure for highways in Silver Springs – improving safety of entrances and side roads in order to reduce accidents, completion by December 2019. (8 votes)**
- **Reduce unemployment in Lyon County from 8.4 percent to 5.0 percent through the creation of job opportunities by December 2020. (7 votes)**
- **Develop Ramsey Weeks corridor to accommodate transportation and business development by November 2020. (5 votes)**
- **Countywide broadband coverage by 2022. (5 votes)**
- Development of a plan for public transportation by December 2018 for Silver Springs and for throughout the entire county by December 2021. (4 votes)
- Develop a method of communicating county services to the population by June 2019. (3 votes)
- Move 5 percent of the county non-maintained roads to county maintained per year for each year between 2019 and 2022. (2 votes)
- Increase countywide senior center hours to include weekends by the end of 2019. (0 votes)

Smith, Nevada; May 5, 2018 (7 draft strategic goals developed)

- **To promote sustainable agriculture and residential presence in Smith Valley, Lyon County will develop and implement a water management plan by 2020. (9 votes)**
- **To improve public safety, Lyon County will provide two resident Sheriff Deputies for assignment to Smith Valley by 2020. (5 votes)**
- **To protect agricultural designation for land use in Lyon County, the government will develop special land use permits for AFO/CAFO by 2019. (4 votes)**

-
- **To improve public health, Lyon County will assess medical needs of Smith Valley and provide staffing for clinics by 2020. (4 votes)**
 - Balance aquifer demand with aquifer supply by December 2018 and maintain ongoing balance upon achievement. (3 votes)
 - Continue and expand use of public-private partnerships to maintain community services in Smith Valley. (3 votes)
 - Improve delivery of medical services by providing rotating healthcare providers to Smith Valley Clinic. (2 votes)

A number of the draft strategic goals developed by workshop participants who attended each of the four second round of additional strategic planning community workshops touched upon similar themes, ranging from public infrastructure to economic and community development to the improved provision of public health and safety services to internal organizational issues. Focusing on maintaining, improving and expanding public infrastructure was specifically noted by several workshop participants during each of the four second round of additional strategic planning workshops as a remaining priority area. Specifically, workshop participants noted that the critical infrastructure action step, from the current Lyon County strategic plan developed in 2013, and the accompanying strategic goal for this strategic action step should be incorporated into Lyon County's new five-year strategic plan for the period between Fiscal Year 2018 through Fiscal Year 2022. This 2013 action area and goal was stated as:

- **Critical Infrastructure – to ensure that our infrastructure will meet the needs of our constituents today and in the future. The goal is to provide for the maintenance and infrastructure necessary to meet current and future service levels. Divided into Roads, Water, Sewer, Information Technology, Communications, and Buildings and Grounds Management.**

While each of the 37 individual strategic goals developed across all four second round of additional strategic planning workshops should receive some degree of attention, the government of Lyon County will always face a resource constraint. The purpose of having individual workshop participants vote for individual goals is to help the government of Lyon County, as part of its new five-year strategic organizational plan, focus scarce resources on the achievement of strategic goals and objectives that have the greatest possibility of helping achieve a larger agreed upon vision and purpose.

The 16 highest voted upon strategic goals, including the infrastructure action step and accompanying goal from 2013, listed and highlighted above in bold, should serve as the basis for a new set of strategic goals and objectives for the government of Lyon County and its new strategic organizational plan for Fiscal Year 2018 through Fiscal Year 2022. As these priority goals are achieved, the government of Lyon County may choose to pursue the achievement of the additional goals listed above but not initially selected as most critical by workshop participants.

3.5 Development of an Accompanying Implementation Plan for Each Goal and Objective

The development of an accompanying implementation plan for each new strategic goal and objective begins with identifying the various assets an organization has at its immediate disposal that it can use to achieve a stated goal or objective. Assets can be divided into four categories, including: (1) people assets, (2) physical resources, natural and human made, (3) voluntary associations, strategic partnerships, and (4) local formal institutions.

People assets are the hidden talents and skills of people both within and outside the organization and tend to be in key positions, both internally and externally, that have access to and can provide important resources the organization will require. Physical resources, including those that are both natural and human made, are things such as water and land-related amenities, vacant and underutilized buildings, historical and cultural sites, technology and equipment, and other physical ‘things’ the organization can employ in achieving organizational goals and objectives. Voluntary associations, generally thought of as strategic partnerships, consist of relationships between the organization and other agencies, entities, and even other organizations that can be counted upon to assist the organization in achieving mutually shared goals and objectives. Local formal institutions are other organizations, typically a government or government agency, which can provide programs, facilities and services to the organization. These local formal institutions tend to carry out specific functions that are vital to the long-term sustainability of the organization’s efforts.

The second step in developing an accompanying implementation plan involves identifying the needed capital that the organization does not currently have but will need in order to achieve a specific organizational goal and objective. Capital can be divided and separated into seven interdependent categories, including: (1) natural, (2) cultural, (3) human, (4) social, (5) political, (6) financial, and (7) built.

Natural types of capital include the quality and quantity of natural and environmental resources. Cultural types of capital include the values, norms beliefs and traditions of the community(ies) the organization operates within and of the internal and external individuals who regularly engage the organization. The education and skills of organizational members and the learning opportunities and programs that are designed to build organizational leadership are used to measure human capital. Social capital includes the connections among people and the organization that are internal and external.

Political capital refers to the ability of the organization or individuals to influence and enforce rules and regulations and can also refer to the degree of access to influential people and decision makers the organization has. Political capital can also be measured by the degree of stakeholder engagement with the organization. Financial capital is the ‘cash’ and other financial assets the organization will need to develop and implement its own efforts. Built capital typically includes the infrastructure, including facilities, services, and physical structures, needed in order to support organizational activities.

The third and final step in building an implementation plan includes exploring the possible barriers that might arise during implementation and that could prohibit an organization from successfully achieving all or part of a specific strategic goal and objective. Barriers are forces that might hinder successful achievement of a specific organizational goal or may also hinder the successful implementation of the overall strategic plan. Barriers can arise from within the organization, from outside the organization, or can arise simultaneously from within and outside the organization. Ultimately, successful implementation of an organizational strategic plan involves developing countermeasures designed to reduce resistance to implementation of the strategic plan and overcome possible barriers as they arise.

In small groups of approximately four to six people, workshop participants were asked to generate a list of needed assets (People, Physical Resources, Voluntary Associations, and Local Formal Institutions), capital areas (Natural, Cultural, Human, Social, Political, Financial, and Built), and possible barriers (internal or external, impact on a goal or the entire strategic plan, source of the barrier, and what can be done to counter the barrier) for each one of their five SMART goals. The listed needed assets, capital areas, and possible barriers generated for the 16 goals that received the highest number of votes by workshop participants (the top four goals from each of the four second round of additional strategic planning workshops selected) are presented here. Only these top 16 goals are listed as these goals were identified as most critical for the government of Lyon County to achieve over the next five years. Each of these primary 16 strategic goals have been sorted into four primary issue areas, including: (1) infrastructure, (2) public health and human safety, (3) economic and community development, and (4) general organizational operations.

Infrastructure

- **Improving infrastructure for highways in Silver Springs – improving safety of entrances and side roads in order to reduce accidents, completion by December 2019. (8 votes)**

Assets:

- County
- Advisory Board
- County Commission
- UNR
- NDOT

Capital Needs:

- Social: communication between entities
- Financial: grants, tax base
- Political: County Commissioners, NDOT, PUC
- Built: Contractors, right of way

Barriers:

- Financial: both internal and external

-
- Impacts all – recession
 - Lack of communication – internal and external
 - Lack of proper planning – internal and external
 - Right of Way – internal and external
- **Identify and implement one dedicated funding source for storm drainage in central Lyon County by June 30, 2021. (7 votes)**

Assets:

- People: Dustin, roads, facilities, Mike, utilities, State DEM, NDOT
- Physical: equipment
- Voluntary Association: developers, property owners
- Local Formal Institutional: NDOT, FEMA, contractors

Capital Needs:

- Financial: funding
- Political: passage of tax or assessment
- Built: contractors

Barriers:

- Funding primary problem
- Internal
- Specific to this goal
- Fiscal restraints and political reluctance to increase taxes or fees primary source
- Better communication a solution

- **Develop Ramsey Weeks corridor to accommodate transportation and business development by November 2020. (5 votes)**

Assets:

- People: planners, NDOT, contractors, county road department
- Physical Resources: for equipment and materials

Capital Needs:

- Human: skilled workers
- Financial: money, developers

Barriers:

- Financial: internal
- People: internal
- Equipment: internal
- NDOT: external

-
- **(From 2013) Critical Infrastructure – to ensure that our infrastructure will meet the needs of our constituents today and in the future. The goal is to provide for the maintenance and infrastructure necessary to meet current and future service levels. Divided into Roads, Water, Sewer, Information Technology, Communications, and Buildings and Grounds Management.**

Public Health and Human Safety

- **Implement Medicaid billing reimbursement for Lyon County Human Services to reduce expenditure of county funds when federal programs pay, with implementation by June 30, 2019. (8 votes)**

Assets:

- People: Edrie, existing staff, Sheriff, state PBH, state Medicaid
- Physical: existing infrastructure
- Voluntary Association: third party biller
- Local Formal Institutional: State Medicaid, LCHS, state DHHS, LCSO

Capital Needs:

- Human: staff, biller

Barriers:

- Knowledge and Legal primary barrier
- External
- Specific to this goal
- State Medicaid support source of problem
- Congressional/state support needed for legal change

- **Expand Lyon County Human Services to Lyon County Health and Human Services by June 30, 2020. (5 votes)**

Assets:

- People: Edrie, existing staff, PBH staff
- Physical: County IT
- Voluntary Association: BHTF, HCC
- Local Formal Institutional: state PBH, Medicaid, Private for profit health resources

Capital Needs:

- Built: expanded facilities, clinics
- Financial: additional revenue
- Human: health professionals

Barriers:

- Funding primary barrier
 - It is internal
 - Impacts just this goal
 - Fiscal restraint the source
 - Federal support needed to solve it
- **To improve public safety, Lyon County will provide two resident Sheriff Deputies for assignment to Smith Valley by 2020. (5 votes)**

Assets:

- People: Fire Department, Sheriff Department
- Physical Resources: Housing, substations, fire station
- Local Formal Association: Advisory

Capital Needs:

- Human: actual sheriff department
- Cultural: communicate consensus
- Political: county sheriff and county government
- Financial: money for two deputies, two patrol cars
- Built: already have substations

Barriers:

- Money – Lyon County internal/external resistance...county budget
 - A new sheriff in town!
 - Political barrier – could go either way
 - Source – economic
 - Overcome – move officers around, more tax
- **To improve public health, Lyon County will assess medical needs of Smith Valley and provide staffing for clinics by 2020. (4 votes)**

Assets:

- People: Lyon Medical Center, Health Department
- Physical Resources: Real estate of location/purchase, build facility
- Local Formal Institutions: Lyon County Hospital Board, Volunteer Fire District, Smith Valley Medical Association (Operate?) Board

Capital Needs:

- Human: doctors, PA, etc.
- Social: Lyon County medical center, Smith Valley residents
- Political: none

-
- Financial: money needed for facility, doctors, etc.
 - Built: need building, medical supplies, etc.

Barriers:

- Money Lyon County, decrease population, medical center in TRE?
- No doctors/PA available
- Get around – do a salary incentive
- Size of existing facility
- Call the vet!
- Public transportation to Minden for medical care.

Economic and Community Development

- **To promote sustainable agriculture and residential presence in Smith Valley, Lyon County will develop and implement a water management plan by 2020. (9 votes)**

Assets:

- People: Nevada state engineer, WRID
- Physical Resources: Maps of water resources, surface, ground
- Local Formal Institutions: smith valley advisory board, conservation district

Capital Needs:

- Natural: water data
- Cultural: community buy-in
- Human: education, information on water
- Social: farmers, homeowners HOA
- Political: Nevada state engineer
- Financial: money on consultants?
- Built: none

Barriers:

- Political – agendas, priorities
 - Internal barriers – no desire for plan
 - Nevada state water engineer – can make it happen
- **Lyon County will work with private and public parties to increase workforce housing in Lyon County by 20 percent in the next five years by 2023. (8 votes)**

Assets:

- People: financial banking, funding, local land development, trade
- Physical Resources: land and water resources
- Voluntary Associations: NV Rural Housing, HUD, USDA
- Local Formal Institutions: college, university

Capital Needs:

- Natural: land redevelopment of housing
- Cultural: change beliefs that apartments are not bad, value of home ownership
- Financial: banking and government agency

Barriers:

- Water primary barrier
 - Impact entire plan
 - Source is inadequate natural resources and red tape
 - Needed political will and financing to solve
- **Define the process for a new business to open their doors within 90 days of first contact. To be completed by December 31, 2018. (7 votes)**

Assets:

- County employees
- Process improvement person
- Computer

Capital Needs:

- Lyon County facility
- Personnel time
- Desire to improve

Barriers:

- Lack of desire to improve
 - Lack of staff time
 - Timeframe
- **Reduce unemployment in Lyon County from 8.4 percent to 5.0 percent through the creation of job opportunities by December 2020. (7 votes)**

Assets:

- Small business owners
- Entrepreneurs
- Planning Commission
- Advisory Board
- County Commissioners

Capital Needs:

- Human: education, schools, evaluate needs/skills
- Social: Department of Education, State and County (LCSD)

Barriers:

- Obtaining permits for new business – external – process and codes
- **Countywide broadband coverage by 2022. (5 votes)**

Assets:

- People: planning
- Voluntary Associations: not specified
- Local Formal Institutions: contractors, service provider
- Physical Resources: equipment and materials

Capital Needs:

- Human: not specified
- Financial: not specified
- Political: not specified

Barriers:

- Financial: internal and external
- People: internal and external
- **Increase the recreational opportunities for children in Lyon County by 50 percent by the spring of 2019. (5 votes)**

Assets:

- Parks and recreation department personnel
- Volunteers
- Facility and fixtures
- County equipment, public works

Capital Needs:

- Lyon County facility
- Parks and Rec personnel
- Partners: Boys and Girls Club, Historical Society, Schools, Chamber of Commerce, Businesses, Service Organizations

Barriers:

- Lack of funding
- Lack of staff time
- Board of County Commissioners process
- Land use/acquisition
- Lack of community support

-
- **To protect agricultural designation for land use in Lyon County, the government will develop special land use permits for AFO/CAFO by 2019. (4 votes)**

Assets:

- People: County Land use committee, county government, planning department
- Physical Resources: Land, agricultural land, maps, zoning
- Local Formal Institutions: Conservation Districts

Capital Needs:

- Political: elected officials
- Social: farmers, residents, dairy interests
- Human: county employee, develop SUP's for Title 15

Barriers:

- None

General Organizational Operations

- **All elected and appointed officials will attend five hours of professional development classes each year. (7 votes)**

Assets:

- UNR
- NACO
- American Planning Association
- County staff
- Available conference rooms
- Office supplies

Capital Needs:

- Politicians must own it
- Professors and experts
- UNR
- WNC
- TMCC
- Planning Organizations
- NACO NV and US
- Grants and in-kind donations

Barriers:

- Resistance to change – internal, specific to this goal
- Overcome with recognition

-
- **Develop commissioner training program by December 31, 2018, including a focus on the Nevada Revised Statutes. (6 votes)**

Assets:

- NACO
- UNR
- Attorney General Office staff
- Commissioners
- Training facility

Capital Needs:

- Training facility
- D.A., A.G.
- Develop/obtain leadership/training program (outside contractor)
- Desire to improve
- Funding for contractor (Nevada Leadership Program?)

Barriers:

- Lack of funding
- Appropriate training program
- Lack of desire for training
- Mandatory attendance

Successful achievement of each of these listed goals will hinge upon the ability of the government of Lyon County to successfully employ existing assets, secure the needed capital, and to overcome the various internal and external barriers that currently prohibit achievement of each goal. Annual evaluation of the progress the county government is making toward achievement of each goal will also be required in order to ascertain if additional assets are required, whether or not securing the needed capital was successful, or whether or not additional external and internal barriers have been realized.

Workshop participants who attended the single third round strategic planning community workshop held on August 11, 2018 in Silver Springs, Nevada generally agreed with the selected strategic goals and objectives developed by previous workshop participants and generally focused their individual assessments on the four priority goal areas of infrastructure, public health and human safety, economic and community development, and general organizational operations. Workshop participants generally agreed that the areas of infrastructure, public health and human safety, economic and community development, and general organizational operations are, indeed, the four most important areas in which the county government should focus its organizational resources and efforts over the next five years.

In order to achieve each specific strategic goal and objective, workshop participants noted that the government of Lyon County will need to collaborate with other organizations and public entities. Several workshop participants noted that the cities of Fernley and Yerington, the Lyon County School District, and various state agencies, such as the Nevada Department of

Transportation, are important partners the government of Lyon County will need to collaborate with in developing annual implementation and evaluation plans. Workshop participants who attended the August 11, 2018 single third round strategic planning community workshop also made some minor editorial changes to the individual priority goals.

4.0 A Strategic Plan for the Government of Lyon County, FY 2018 through FY 2022

The strategic plan for Lyon County for Fiscal Year 2018 through Fiscal Year 2022 outlined in this section consists of a set of core values, a strategic mission statement, a strategic vision statement, and a set of organizational goals the government of Lyon County will strive to achieve over the next five years. The beginnings of an implementation and action plan, and subsequent annual evaluation plan, are outlined in the previous section. Once adopted, it will be up to the administrative and managerial staff of Lyon County, working in partnership with its various key internal and external stakeholders, to more fully develop these implementation and action and annual evaluation plans and then begin the process of implementation.

4.1 Core Values of the Government of Lyon County

For the strategic planning horizon for Fiscal Year 2018 through Fiscal Year 2022, Lyon County, including its staff and key internal and external stakeholders, will live and promote the values of *Integrity, Fiscal Responsibility and Stewardship, Professionalism and Quality, Transparency, Flexibility and Innovation, Efficiency, and Communication.*

Operationally, workshop participants who attended the four second round of additional strategic planning community workshops defined each of these core values with the following definitions:

- ***Integrity:*** honesty, working for the people, trustworthy, a mindset of using the highest ethical standards, both legal and ethical, individual responsibility, respective to our work and others, more value, do what you say you will do, being forthright, being fair and objective, committed to factual truth, using the Golden Rule...treating others like you would want to be treated.
- ***Fiscal Responsibility and Stewardship:*** maximizing each entrusted dollar, following a budget and spending within a that budget, remaining conservative in spending decisions, being good stewards and managing public resources well, and preserving and protecting public resources.
- ***Professionalism and Quality:*** being a team player and committed to teamwork, being supportive of collaboration with all departments and external stakeholders, committed to organizational objectives, being courteous, taking pride in the work, employing the highest level of training, being accurate, consistent, professional and committed, being fiscally responsible and intelligent.
- ***Transparency:*** communicating to the public in a visible manner, keeping the public informed so that actions can be scrutinized, being accessible and sharing information,

being respectful and open to input through communication, having an open process and using full disclosure.

- ***Flexibility and Innovation***: ability to respond to the ‘new normal’, being receptive, committed to teamwork, being innovative, and being open, being flexible and adaptable to technology or practices.
- ***Efficiency***: quality and consistency with work and resources, appropriate time management, continual improvement in processes and procedures, getting the job done.
- ***Communication***: being good, honest, accessible and available to the public, engaging in two-way and informative communication, being receptive by being open and flexible, and being available and accessible to the public.

These seven individual core values are universal in that all employees and all key internal and external stakeholders of the government of Lyon County are expected to live up to and emulate them at all times when representing Lyon County in either their professional capacity or in their personal activities.

4.2 Strategic Mission of the Government of Lyon County

Based upon the ten separate draft mission statements prepared by workshop participants during each of the four second round of additional strategic planning community workshops, the following strategic mission statement has been drafted for Lyon County’s Strategic Plan for Fiscal Year 2018 through Fiscal Year 2022:

It is the mission of the government of Lyon County to provide public services to the people of Lyon County in a manner that is accountable and transparent while being effective and efficient stewards of the public’s resources.

The government of Lyon County is committed to protecting and promoting the public’s health, safety and prosperity while respecting the unique identity and tradition of each community located in Lyon County. By doing so, the government of Lyon County will safeguard and improve the county’s and each individual community’s quality of life.

This mission statement is a clear statement of what roles the government of Lyon County will continue to serve in the county as a whole and in each community located throughout the county for the next five years.

4.3 Strategic Vision of the Government of Lyon County

Based upon the nine separate draft vision statements prepared by workshop participants during each of the four second round of additional strategic planning community workshops, the

following strategic vision statement has been drafted for Lyon County’s Strategic Plan for Fiscal Year 2018 through Fiscal Year 2022:

Over the next five years, the government of Lyon County will dedicate itself to sustaining, strengthening, and further advancing the health, safety, and prosperity of the county and of each community located throughout the county.

The government of Lyon County pledges itself to meet the growing demands for new and improved public services as the county continues to grow and prosper through responsible and sustainable fiscal management, sustainable investment in the development of county services and facilities, and in ways that balance the preservation of the county’s and each individual community’s heritage.

This vision statement is aspirational in that it represents an ideal conclusion to the successful implementation of this strategic plan for the government of Lyon County for Fiscal Year 2018 through Fiscal Year 2022. Successful implementation and achievement of the various strategic goals and objectives listed below will contribute to the eventual successful achievement and realization of this strategic vision.

4.4 Strategic Goals and Objectives of the Government of Lyon County

For the strategic planning horizon for Fiscal Year 2018 through Fiscal Year 2022, the government of Lyon County will commit itself to the achievement of policies and development of services and programs in four primary goal areas, including: (1) infrastructure, (2) public health and safety, (3) economic and community development, and (4) general organizational operations. A number of specific priority goals have been developed for each of these four primary goal areas. The successful achievement of each of these initial priority goals, as well as additional strategic goals developed during the development of annual action plans by the county government, will ensure the desired level of improvement in each of these four primary goal areas.

Priority Goal Area No. 1: *Infrastructure*

- Improving infrastructure for highways in Silver Springs – improving safety of entrances and side roads in order to reduce accidents, completion by December 2019.
- Identify and implement one dedicated funding source for storm drainage in central Lyon County by June 30, 2021.
- Develop Ramsey Weeks corridor to accommodate transportation and business development by November 2020.
- (From 2013) Critical Infrastructure – to ensure that our infrastructure will meet the needs of our constituents today and in the future. The goal is to provide for the maintenance and infrastructure necessary to meet current and future service levels. Divided into

Roads, Water, Sewer, Information Technology, Communications, and Buildings and Grounds Management.

Priority Goal Area No. 2: ***Public Health and Human Safety***

- Implement Medicaid billing reimbursement for Lyon County Human Services to reduce expenditure of county funds when federal programs pay, with implementation by June 30, 2019.
- Expand Lyon County Human Services to Lyon County Health and Human Services by June 30, 2020.
- To improve public safety, Lyon County will provide two resident Sheriff Deputies for assignment to Smith Valley by 2020.
- To improve public health, Lyon County will assess medical needs of Smith Valley and provide staffing for clinics by 2020.

Priority Goal Area No. 3: ***Economic and Community Development***

- To promote sustainable agriculture and residential presence in Smith Valley, Lyon County will develop and implement a water management plan by 2020.
- Lyon County will work with private and public parties to increase workforce housing in Lyon County by 20 percent in the next five years by 2023.
- Define the process for a new business to open their doors within 90 days of first contact. To be completed by December 31, 2018.
- Reduce unemployment in Lyon County from 8.4 percent to 5.0 percent through the creation of job opportunities by December 2020.
- Countywide broadband coverage by 2022.
- Increase the recreational opportunities for children in Lyon County by 50 percent by the spring of 2019.
- In order to minimize conflicts between agricultural and non-agricultural land uses (specifically residential land uses), the government will explore land use planning best practices for Animal Feeding Operations/Confined Animal Feeding Operations by 2019 that could potentially be applied throughout Lyon County.

Priority Goal Area No. 4: ***General Organizational Operations***

- All elected and appointed officials will attend five hours of professional development classes each year.

-
- Develop commissioner training program by December 31, 2018, including a focus on the Nevada Revised Statutes.