# Mineral County Community Assessment

**June 2010**

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>5</td>
</tr>
<tr>
<td>Nevada Rural Development Council</td>
<td>6</td>
</tr>
<tr>
<td>Strategic Planning and Community Assessments</td>
<td>7</td>
</tr>
<tr>
<td>Process for the Development of this Report</td>
<td>8</td>
</tr>
<tr>
<td>Resource Team Members</td>
<td>9</td>
</tr>
<tr>
<td>Schedule of Listening Sessions</td>
<td>10</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>11</td>
</tr>
<tr>
<td>Major Themes</td>
<td>12</td>
</tr>
<tr>
<td>Priority Setting Results</td>
<td>13</td>
</tr>
<tr>
<td>Team Member Recommendations and Resources</td>
<td>14</td>
</tr>
<tr>
<td>Comments</td>
<td>43</td>
</tr>
<tr>
<td>Additional Resources</td>
<td>64</td>
</tr>
<tr>
<td>20 Clues to Rural Community Survival</td>
<td>66</td>
</tr>
<tr>
<td>Traits of Good Governance</td>
<td>67</td>
</tr>
</tbody>
</table>

Any recommendations contained herein are not mandatory. The Nevada Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the Nevada Rural Development Council, nor any of its employees, contract labor, committee chairs, and/or members make any warranty, express or implied, including warranties of merchantability and fitness for a particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations, or opinions contained herein.
One comment heard by the Resource Team sums up the feelings of many of the people we met in Mineral County. That comment is, “There are just worlds of opportunity here. We are down at the bottom and have nowhere else to go but up.” The commenter recognizes that Mineral County has a number of challenges and opportunities before it. However, they can be overcome and the county can move forward.

It was with this attitude that the Mineral County Commission and the Mineral County Economic Development Authority approached the Nevada Rural Development Council about arranging a Resource Team Visit. The team consisted of five individuals who live and/or work in Rural Nevada who are trained and certified to be team members. The resource team spent four days in Mineral County. Team members learned a great deal of new information as they listened to county residents express their thoughts and feelings. The team felt a genuine sense of commitment to this grass roots process from those who participated. The team was pleased and honored to be invited into your community, your businesses, and your friendship.

Funding for this project came from three sources. One source is the Community Development Block Grant Program through the Nevada Commission on Economic Development. Another source is through the Walker Basin Project of the National Fish and Wildlife Foundation. Finally, local support for the program came through the Mineral County Economic Development Authority.

There is considerable information in this report ranging from citizen comments to write-ups from the resource team which include potential resources to help community members carry out suggested recommendations. This assessment could not have been possible without the great turnout by residents of Mineral County and their willingness to share their thoughts about their community. It is through the efforts of those who participated in the process and their desire to build a better tomorrow for Mineral County that this assessment has any validity. Please take the time to read this report. If nothing else it should stimulate action and hopefully engagement by each of you in your community.
Acknowledgements

Clearly this type of effort could not have taken place without the hard work and commitment of many different people from the local community. First is the willingness of the Mineral County Commission and the Mineral County Economic Development Authority to seek input from county residents as to their thoughts about the future of the county. Second is the work by the staff and volunteers of the Mineral County Economic Development Authority in pre-planning efforts and logistical support for the resource team. Special acknowledgement goes to Shelley Hartmann and Paul Macbeth without whose help this assessment could not have taken place. Finally none of this process would have been made possible however without the participation of the citizens of Mineral County. Not only did many of you participate, you also made the team feel warmly welcomed in your community.

Members of the team spent four days listening to and evaluating the many comments they heard from those of you who participated in the 11 listening sessions held during their visit. Each member of the team volunteered his or her time to be in your community and additional time to write up what was heard, make recommendations to address the themes that arose from the listening sessions and identify potential resources that may be used to carry out those recommendations. Each member brought his or her unique expertise and background to the process which gives this report a broad perspective.

Another generous contributor to this process was the Western Nevada Development District that provided staff who recorded the comments from the citizens throughout the county. And finally, support for this process was provided by the University of Nevada Cooperative Extension. Extension’s support throughout the process contributed to the success of this exercise and it is also a testimonial to their commitment to rural Nevada.
The Nevada Rural Development Council

The Nevada Rural Development Council (NRDC) is a 501(c) 3 non-profit organization dedicated to the enhancement of rural communities in Nevada. It is a collaborative public/private partnership comprised of federal, state, local, tribal, university, non-profit organizations and private sector individuals dedicated to collaboration and partnership.

The NRDC mission is to “raise the capacity of rural communities.” The NRDC seeks to carry out its mission by:

- Providing rural communities with strategic planning assistance, including community assessments, asset mapping, and plan implementation.
- Providing leadership development as a foundation of every community.
- Providing access to resources.
- Serving as a networking link between resources and needs.
- Promoting the quality of life in the values, needs, and contributions of rural communities.

The NRDC is governed by a board of directors and supervised by its executive committee. Through their determination and tenacity, the NRDC has continued its presence in rural Nevada through growth and challenging times.

For more information on the Nevada Rural Development Council, please contact:

Carl Dahlen, Community Assessment Coordinator
Nevada Rural Development Council
P.O. Box 3926
Carson City, NV, 89702
(775) 230-0075
dahlenc@unce.unr.edu
www.nevadardc.org
Strategic Planning & Community Assessments

Strategic planning is essential for every community to reach its goals and objectives. Without a plan, there is no roadmap to success. Residents of a community will follow community and elected leaders down any path if they believe in the plan presented to them. Community master plans may be the basis for strategic planning in rural communities but often these plans are primarily land and water use plans. A “community plan” is an important compliment to a master plan; it does not replace it, rather it reinforces it.

Community assessments provide the first step, the visioning step, in the strategic planning process. It is a community based planning and assessment process consisting of interviewing a large number of people in the community, recording their suggestions, and having a team of experts write up implementation plans for community use. This is a very neutral, non-threatening process where citizens can give input without criticism or debate. Because it is citizen-based, it adds tremendous validation to master plans, strategic plans, community development plans, and the elected officials that use these plans for implementing strategies.

The benefits of a Community Assessment include providing an opportunity to hear from community members, offering an affordable process, opening of communication between citizens and government, bringing “outside ideas” into the community, identifying new resources for communities to use, and providing a source of in-kind contributions for grants. Additional results include leadership development, an increase in volunteerism, and also an increase in civic engagement.

The key to the success of this planning process will be its implementation. The assessment identifies the needs of the community as presented by its citizens. Only as those citizens become engaged in the process of carrying out the actions resulting from this process will this plan or any plan have a lasting impact on the community. Each of you reading this document is encouraged to become part of the solutions to the problems and challenges identified in this document.

The resource team and the Nevada Rural Development Council are honored to bring this great engagement process to your community. It is our hope that it will provide benefits short-term and long-term for the residents of Mineral County.
Process for the Development of this Report

The Nevada Rural Development Council (NRDC) assembled a resource team to assist Mineral County in evaluating community challenges and assets in developing suggestions for improving its quality of life, social and economic future. All team members were trained and certified to complete the process. The four-day assessment began Monday, June 21, 2010 and concluded with a Town Hall Meeting at the El Capitan Convention Center on Thursday, June 24, 2010.

Before the resource team started the assessment they were briefed with the demographics of Mineral County and then given the listening session schedule. The first component of the assessment was a community tour provided by the Mineral County Economic Development Authority. Over the four days, the team toured the county and participated in the 11 listening sessions to receive citizen comments. Those comments led to the formulation of the five major themes identified in this report. Participants in the listening sessions were asked to respond to three questions. Their responses served as the basis for developing the final report and the ensuing action plan. The three questions were:

- **What are the major challenges or problems in your community?**
- **What are the greatest assets or strengths in your community?**
- **What projects or initiatives would you like to see completed in the short term (24 months) or in the long term (5, 10, or 50 years from now) in your community?**

At the end of each day, the resource team met to review the comments collected and to assemble the major themes. After the last listening session the resource team compiled a Preliminary Report and that was presented to the community at the Town Hall Meeting. At that meeting the five Themes identified by the team are in alphabetical order: Community Engagement, Jobs! Jobs! Jobs!, Natural Resources, Renewable Energy, and Youth.

During the weeks following the assessment, the resource team prepared this report for the community including major themes, recommendations and resources. A Draft of this report was presented at a Town Hall Meeting on Tuesday, August 24, 2010 from 5:30 to 7:30 PM in the Conference Center at the El Capitan. At that meeting, priorities were chosen and residents volunteered for work groups that will carry out specific elements identified through the assessment. The priorities set at that meeting were Jobs! Jobs! Jobs!, with an emphasis on Community Development as the starting point; Youth; Community Engagement with an emphasis on creating a community vision; Renewable Energy; and Natural Resources. NRDC will be working with the community during a follow through campaign to assist in the development of strategic plans for the priority themes.
Resource Team Members

Carl Dahlen, Team Leader
Community Assessment Coordinator
Nevada Rural Development Council
State Leadership Specialist
University of Nevada Cooperative Extension
PO Box 3926
Carson City, Nevada 89702
775/230-0075
dahlenc@unce.unr.edu

Steve Lewis, Extension Educator
Douglas County Office
University of Nevada Cooperative Extension
1329 Waterloo Lane
Gardnerville, Nevada 89410
775/782-9960
lewisst@unce.unr.edu

Holly Gatzke, Extension Educator
Lincoln County Office
University of Nevada Cooperative Extension
P.O. Box 728
360 Lincoln Street
Caliente, NV 89008-0728
Phone: 775-726-3109
gatzkeh@unce.unr.edu

Ron Radil, Executive Director
Western Nevada Development District
704 West Nye Lane, Suite 201
Carson City, Nevada 89703
775/883-7333
rjradil@wndd.org

Michael Guss, VISTA Volunteer
Western Nevada Development District
704 West Nye Lane, Suite 201
Carson City, Nevada 89703
775/883-7333
mguss@wndd.org

Terry Lynn Tuttle, VISTA Volunteer, Recorder
Western Nevada Development District
704 West Nye Lane, Suite 201
Carson City, Nevada 89703
775/883-7333
## Schedule of Listening Sessions

### Monday June 21, 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:45 – 12:30</td>
<td>Lunch/Overview</td>
<td>MCEDA Office</td>
</tr>
<tr>
<td>12:45 – 1:45</td>
<td>Area Tour to Schurz</td>
<td>Schurz Community Center</td>
</tr>
<tr>
<td>1:45 – 3:00</td>
<td>Schurz</td>
<td>MCEDA</td>
</tr>
<tr>
<td>4:00 – 5:30</td>
<td>Walker Lake</td>
<td>Community Center</td>
</tr>
<tr>
<td>6:45 – 8:45</td>
<td>Tour of Hawthorne</td>
<td>El Capitan</td>
</tr>
</tbody>
</table>

### Tuesday June 22, 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:30</td>
<td>HWAD/Army *</td>
<td>HWAD Briefing Room</td>
</tr>
<tr>
<td>9:30 – 10:30</td>
<td>HWAD/Contractor *</td>
<td>HWAD Briefing Room</td>
</tr>
<tr>
<td>10:45 – 11:45</td>
<td>MC Student</td>
<td>MCEDA</td>
</tr>
<tr>
<td>1:00 – 2:00</td>
<td>Seniors LS</td>
<td>Senior Center</td>
</tr>
<tr>
<td>3:00 – 4:00</td>
<td>General Public</td>
<td>MCEDA</td>
</tr>
<tr>
<td>6:45 – 7:45</td>
<td>Mina Luning</td>
<td>Mule Town</td>
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### Wednesday June 23, 2010

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<thead>
<tr>
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<th>Activity</th>
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<tbody>
<tr>
<td>9:00 – 10:00</td>
<td>Mineral Co Government</td>
<td>Commission Chambers</td>
</tr>
<tr>
<td>10:30 – 11:30</td>
<td>Non-Profit/Faith Based</td>
<td>MCEDA</td>
</tr>
<tr>
<td>1:15 – 2:30</td>
<td>General Public</td>
<td>El Capitan</td>
</tr>
<tr>
<td>3:00 – 4:00</td>
<td>School Admin *</td>
<td>MCHS</td>
</tr>
<tr>
<td>4:15 – 5:30</td>
<td>Tour of Hawthorne</td>
<td>El Capitan</td>
</tr>
<tr>
<td>7:00 – 8:00</td>
<td>Veterans</td>
<td>American Legion Hall</td>
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### Thursday June 24, 2010

<table>
<thead>
<tr>
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<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 – 9:00</td>
<td>Breakfast/ Business leaders</td>
<td>Maggie’s</td>
</tr>
<tr>
<td>9:45 – 11:45</td>
<td>General Public</td>
<td>MCEDA</td>
</tr>
<tr>
<td>6:00 – 8:00</td>
<td>Town Meeting</td>
<td>El Capitan</td>
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*Cancelled Listening Sessions

### Tuesday, August 24, 2010

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>530 – 7:30 PM</td>
<td>Priority Setting Meeting</td>
<td>El Capitan</td>
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**Executive Summary**

In 2009, the Mineral County Commission and the Mineral County Economic Development Authority approached the Nevada Rural Development Council (NRDC) to arrange a Resource Team Visit. Funding was secured and NRDC assembled a team to assist Mineral County in evaluating community challenges and assets and in developing suggestions for improving its quality of life, social and economic future. All team members were trained and certified to complete the process. A four-day assessment began Monday, June 21, 2010 and ended with a Town Hall Meeting at the El Capitan Convention Center Thursday, June 24, 2010. At that meeting the resource team presented a Preliminary Report to the community. The report identified five Themes heard by the team: Community Engagement, Jobs! Jobs! Jobs!, Natural Resources, Renewable Energy, and Youth.

One comment heard by the team summed up the thoughts of many of people in Mineral County, “There are just worlds of opportunity here. We are down at the bottom and have nowhere else to go but up.” The commenter recognized that Mineral County has a number of challenges and opportunities before it. However by working together, they can be overcome and the county can move forward.

Following the assessment, the resource team prepared this report which includes the major themes, recommendations and resources. A draft of this report was presented at a Town Hall Meeting on Tuesday, August 24, 2010 from 5:30 to 7:30 PM in the Conference Center at the El Capitan. At that meeting, priorities were chosen by residents who were then given the opportunity to volunteer for work groups to carry out specific elements identified through the assessment. The priorities set at that meeting were Jobs! Jobs! Jobs!, with an emphasis on Community Development as the starting point; Youth; Community Engagement, with an emphasis on creating a community vision; Renewable Energy; and Natural Resources. NRDC will work with the community during a follow up campaign to assist in the development of strategic plans to address priority actions.

There is considerable information in this report ranging from citizen comments to write-ups from the resource team which include potential resources. This assessment could not have been possible without the great turnout by residents of Mineral County and their willingness to share their thoughts about their community. It is through the efforts of those who participated in the process and their desire to build a better tomorrow for Mineral County that this assessment has any validity. Please take the time to read this report.

The key to the success of this planning process will be its implementation. The assessment identifies the needs of the community as presented by its citizens. Only as those citizens become engaged in the process of carrying out the actions identified through this process will this plan have a lasting impact on the community. Anyone reading this document is encouraged to become part of the solutions to the problems and challenges identified within it.
Major Themes

Community Engagement
- Leadership Training/Mentoring
- Response versus Engagement
  - BRAC ‘05
  - Big Flag
  - PFC Hall
  - Jade Hope Clark
  - Rally for Need
- Community Leadership – Lack of Engagement
- Citizens are ripe for creating Vision
  - Look toward the future rather than the past
- Long Term Economic Development Plan

Jobs, Jobs, Jobs!
- Not diversified
- Workforce Readiness
- Housing Availability
- Availability of Retail/Services
- Inviting Economic Climate
- Infrastructure in Place

Natural Resources
- Walker Lake
- Minerals
- Outdoor Activities
- Landscape Restoration
- Climate
- Holistic Collaborative Community

Renewable Energy
- Solar
- Wind
- Geothermal
- Use Locally First

Youth
- Lack of Consistency in
  - Discipline in School
  - Programming
  - Jobs
  - Community Support
- Nothing to do
  - Lack of Activity Variety
- Lack of Ambition/Confidence
  - High Dropout Rate
  - Lack of Parental Involvement and Support
Priority Setting Results

A Town Hall Meeting took place Tuesday, August 24, 2010 from 5:30 to 7:30 PM in the Convention Center at the El Capitan. At that time, members of the Resource Team presented a Draft Report for the Mineral County Community Assessment. Residents were then given the opportunity to prioritize the Themes identified through the listening sessions. The priorities set at that meeting were:

- Jobs! Jobs! Jobs!, with an emphasis on Community Development as the starting point
- Youth
- Community Engagement, with an emphasis on creating a community vision
- Renewable Energy
- Natural Resources

NRDC will work with the community during a follow up campaign to assist in the development of strategic plans to address these priority actions.
Theme: Community Engagement: Michael Guss

Issues:

- Leadership Training/Mentoring
- Response versus Engagement
  - BRAC ‘05
  - Big Flag
  - PFC Hall
  - Jade Hope Clark
  - Rally for Need
- Community Leadership – Lack of Engagement
- Citizens are ripe for creating Vision
  - Look toward the future rather than the past
- Long Term Economic Development Plan

First Mineral County is very engaged.

Citizens were proud of the money raised to support Private First Class Tim Hall’s family as he recovers from wounds suffered in the service of this country ¹.

Citizens were proud of the collective effort exerted to acquire the big flag that proves that Hawthorne is “America’s Patriotic Home.”

Citizens were proud of the collective effort made to keep the Hawthorne Depot open during the Base Realignment and closure commission hearings.

While the level of involvement for high-profile, big projects, was outstanding, many citizens felt that involvement for day-to-day things could be improved.

Citizens felt that the Reno media market, which covers Hawthorne, only reported bad news, and never told the stories of cooperative efforts in the town.

Recommendations:

According to a recent report by the Points of Light Foundation, it is difficult to establish formal volunteer networks in rural communities. However, a lack of organized, and coordinated, volunteer efforts does not mean that volunteerism is absent in a community:

Neighboring and informal volunteering in rural communities, like in their urban counterpart, are very much a part of life and community. Rural residents rely on neighbors, family members, and friends to meet many critical needs. The culture of independence and self-sufficiency speak to the inherent strength and resilience of rural

areas and celebrates community. Yet, these very characteristics also inhibit growth and limit the effectiveness of formal volunteer efforts.²

The Points of Light Foundation report makes a recommendation that is directly applicable to Hawthorne:

Address the particular conditions of each community when designing volunteer programs, taking an intentional place-based approach to volunteer engagement that pays heed to the unique needs of low-income rural volunteers³.

Throughout the Community Assessment, we heard of a lack of job opportunities and a lack of vocational education opportunities for teens. Students felt they were leaving the high school underprepared for the current workforce situation. Parents were concerned that a lack of extracurricular employment led to alcohol and drug abuse.

Other residents were frustrated at the lack of employment opportunities. Several attendees at the listening sessions mentioned that Mineral County had a high number of people enrolled in domestic assistance programs.

Mineral County clearly needs a temporary job program for its youth, and for out-of-work adults. Unfortunately, as was seen with the recent cut to the summer employment program, funding such an operation would be a challenge.

However, tasks like tree planting, sweeping the sidewalk on E. St., and planning for and hosting community events could benefit from volunteer labor. Students would benefit from practical work experiences. And entities who host volunteers would contribute to the long-term health of the town by providing the vocational education that attendees at the listening sessions felt was lacking.

There are already several models for how this can work within the community. Staci Emm trains youth in gardening techniques through the cooperative extension; JoAnn Jackson has a Youth Volunteer program at the Consolidated Agency for Human Services; and Dave Ferguson works with high school student volunteers on a light show every year. The student volunteers get a practical education in the artistic and technical skills needed to grow a crop, provide services to constituents, or stage a light show. Ms. Emm, Ms. Jackson, and Mr. Ferguson get a labor force, and more importantly the chance to pass on their knowledge to the next generation of Mineral County residents.

With the current employment situation, it is unrealistic to expect adolescents to be employed. The teen unemployment rate is over 25% nationally;⁴ teens will have to look elsewhere to

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³ Id. P. 9.
develop the work skills need to be employable in the 21st Century. The days of being able to land a job as a cook at a fast food restaurant, or a gas station worker in high school are gone; older, more experienced, but unemployed, Americans are filling those jobs.5

A structured volunteer program can ease the problems associated with massive teen unemployment. A structured volunteer program gives teens a constructive activity to engage in. A structured volunteer program also gives teens, and unemployed adults, who volunteer practical job skills that may help them in their search for employment. And a structured volunteer program gives the entities that put it on labor, and the privilege of knowing they helped their community.

Collaboration on volunteer efforts can lead the community towards a sustainable long-term vision.

Many attendees at the listening sessions appreciated the Army Depot, and all it does for the community, but they also felt that the community needed to diversify away from a “one-horse economy.” That is a worthy goal that the community should work on.

But long-term economic diversification will only come if Mineral County gives its youth, and unemployed workers, opportunities to develop new job skills that will be marketable to different industries. Long-term economic diversification will not come without teaching youth—and people who are unemployed—entrepreneurial skills needed to start up new businesses. The Small Business Development Center at the University of Nevada Reno will shortly be offering NxLevel Business Training classes to potential and new entrepreneurs in Mineral County.

Resources:

Mineral County Economic Development Authority: http://www.mineralcounty.com

Nevada Small Business Development Center: http://www.nsbdc.org

Nevada Volunteers: http://www.nevadavolunteers.org/

Nevada Small Business Administration—Reno Office:

    David Leonard, Senior Area Manager
    775-827-4923
    David.leonard@sba.gov

Western Nevada Development District: http://www.wndd.org


Theme: Community Engagement: Steve Lewis

Issues:

Citizen Involvement
The people in Mineral County step up to the plate when the need calls. The Resource Team heard many times over that Mineral County people are a primary asset and they respond when the need arises. Examples of this characteristic include the recent outpouring of support and donations for Jade Hope Clark and PFC Hall. The citizens came together when an effort was coordinated to obtain the country’s largest flag to welcome travelers into “America’s Patriotic Home.” And throughout the BRAC deliberations, thousands of Hawthorne and Mineral County residents turned out to demonstrate their support and encouragement. Statements such as; “whole community comes together when someone needs it,” and “the community seriously comes together,” and “when we need to pull together, we step up! We have fundraisers. We put our personal issues aside and step up.” Also, there were statements made that in these circumstances “we have people who care about the community, attend meetings and get things done.” So it is difficult to understand why on the other hand some have the perception that there is lack of engagement. The Resource Team heard that it is tough to “get people involved,” and “how lazy people are, not enough people get out,” and there is a “major lack of involvement here.” One individual said “a lot of people want to get things done, but (there’s) not a lot of initiative to make things happen. People need to step to the plate, quit crying about how things used to be and start to make things happen.” To summarize, the community engages when a critical need calls, however, in the interim periods it is perceived that a lack of engagement exists. Case in point – it was stated that due to the lack of involvement in the planning of the 2010 Armed Forces Day Celebration, that cancelling the event was a consideration. Apparently the call for action was heard, event planners ultimately turned out in force, and the community’s signature event came off to be one of the best ever.

Community Leadership
Another issue related to community engagement is leadership. Statements made in listening sessions suggest there is a need to improve leadership skills. For example one person said “leadership skills are in general, lacking in our community…we have seen people in leadership leading through emotions instead of what is best for the part of the community that their office represents.” Others said that the “leaders lead through emotions” and “we do not have enough leaders, businesses, or anything to sustain a thriving community.” It was also mentioned that individuals in leadership positions need to be more engaged and to participate in more community activities. This was deemed to be important to set the example for others, to show others that community engagement is more or less a responsibility and expectation.

Community Vision Readiness
The combination of desiring more citizen involvement with greater community leadership might indicate a readiness to prepare for the future. The Resource Team read these signs as citizens ripe for creating vision. It was encouraging to hear about the many assets of Mineral County and the hunger to make best use of those assets. Several people mentioned the importance of looking toward the future rather than the past. This sentiment was not a rejection of the past but a suggestion to build from it with an intense focus on the future. Another indication of community
vision readiness was heard from listening session participants suggesting a long-term economic
development plan. Such a plan needs to stem from a well prepared community vision.

Recommendations:

Mineral County folks know how to come together and get the job done when the need is evident.
The question is - what other needs are evident, what else needs to be done. If people don’t know
how they can contribute and volunteer their time then they probably won’t. The process of
community visioning can bring a plethora of volunteer opportunities to the table. Someone or
some agency might be best suited to catalog and promote these opportunities, such as Nevada
Volunteers. It is also critically important to identify a champion for each effort. Typically, the
work doesn’t get done and project momentum never builds unless an individual with passion and
endurance steps up to take charge and lead. It’s nice to have a number of people, critical mass,
on board and involved in any project, but it is not always essential. The story about Amazing
Mazie shows us that one dedicated person, despite public criticism, can accomplish a huge
community project. She worked for 30 years in her rural Kansas town to raise enough money to
build a community swimming pool. That is a very inspirational story. Every community has a
few champions. The trick is to create more. How does a community create more project
champions? It starts by knowing what needs to be done and asking folks to get involved. The key
is to ask folks that aren’t plugged into the community, and get beyond the STP (Same Ten
People). Community engagement will kick up several notches each time more people are asked
to get involved. Many communities stumble right out of the gate trying to figure out who should
ask others to get involved. The asker(s) can be anyone and everyone. People shouldn’t get
discouraged if a project doesn’t take flight right away and soar to great heights. It may be that
only a few will grow legs, make traction, and be successful. Statistically, the more people that
are asked, the more projects initiated, thus the greater chance for success.

An engaged community needs leadership. Leadership is needed to articulate the vision, outline
the projects, get people involved, constructively resolve conflict, set the example, etc., etc. One
listening session participant suggested that all leaders in current leadership positions should be
required to take a mandatory leadership course. The University of Nevada Extended Studies
conducts the P.O.W.E.R. course for just that purpose. Also, Dr. Marlene Rebori with the
University of Nevada Cooperative Extension has a program called Engaged Leadership for Rural
Nevada. It includes topics such as community visioning & action planning, facilitation &
decision making, managing conflict, board ethics & NV Open Meeting Law, running healthy
meetings, conducting effective community forums, and others. This course has received
excellent reviews. Leadership training will change people gradually over time. Most often, the
results from leadership training are not dramatic or highly visible. When designing a leadership
program or selecting one from the hordes that exist, it is important to have some outcomes in
mind. What are the goals, why is the training being conducted? One goal that was mentioned is
to prepare individuals or mentor people to take over the helm on existing projects. Preparing the
next set of leaders for projects that operate on a long or never ending time frame is very
important. These groups should dedicate energy to consciously plan and prepare the next set of
leaders. Otherwise, burn out occurs and projects die. Again, this entails asking people to get
involved. Making “the ask” and doing it often is half the battle when it comes to community
engagement and getting the next leadership in place.
It was suggested that a long-term economic development plan is needed. The best suited and most sustainable economic development plan, as well as the County Master Plan and other seminal planning efforts, should stem from a well articulated community vision. The Mineral County 2006 Master Plan makes no mention of a vision. A community vision is a shared description of the desired future. It describes what makes the community unique, the conditions citizens’ desire, and should inspire and motivate people. Mineral County appears to be ripe for creating vision and this community assessment may provide a good starting point. There is a variety of vision processes and any individual, group, department can administer the process as long as it is a holistic approach with the best interest of all people are in mind. The University of Nevada Cooperative Extension could provide a description of the community visioning processes from which to select. It is most important that the citizens of Mineral County start working to develop a community vision and that mind set begins to seep into their very being.

**Resources:**

The Engaged Leadership Program for Rural Nevada  
University of Nevada Cooperative Extension  
Dr. Marlene Rebori  
775-784-4848  
reborim@unce.unr.edu  
Staci Emm  
775-945-3444 x10  
emms@unce.unr.edu

Nevada Volunteers  
[http://www.nevadavolunteers.org/](http://www.nevadavolunteers.org/)

Public Officials Workshop Education & Resources (P.O.W.E.R)  
University of Nevada Extended Studies  
[http://www.extendedstudies.unr.edu/cpo.htm](http://www.extendedstudies.unr.edu/cpo.htm)

Mineral County Economic Development Authority  
Shelley Hartmann  
[http://mineralcountynevada.com](http://mineralcountynevada.com)
Theme: Jobs, Jobs, Jobs: Michael Guss

Issues:

- Not diversified
- Workforce Readiness
- Housing Availability
- Availability of Retail/Services
- Inviting Economic Climate
- Infrastructure in Place

Attendees at the listening sessions felt that the economy was not diversified enough. While attendees appreciated the Army Depot, and all that it does for the town, they felt that Mineral County had historically been a “one-horse” economy, and that a more diverse economy would help the community have a more stable economy.

There was concern that the workforce in Mineral County was not ready for the 21st Century. Historically, people have been able to hold down well-paying jobs working for the contractor at the base. These jobs did not require college degrees, or technical training, that is a frequent requirement of 21st Century jobs.

Attendees felt that there is a lack of quality housing and affordable apartments. There are many vacant houses—and mobile homes—in Hawthorne proper. But these homes are frequently in disrepair, and not suitable for habitation. While there are apartment buildings in Hawthorne, many of them are completely vacant, and a quick glance at the newspaper found just four units for rent.

Attendees were pleased with the availability of retail services in Hawthorne, though they felt that more could be done to teach citizens the value of shopping—and buying—locally.

Attendees felt that Mineral County had an inviting economic climate. They felt that the tax and regulation structure in Nevada is an asset when recruiting new businesses.

Attendees observed that Mineral County has an amazing asset: quality infrastructure that is ready to serve economic growth.

Recommendations:

Economic diversification requires a community to think about its strengths and build projects upon them. Mineral County has tremendous assets. Walker Lake is a beautiful body of water that attracts tourists. Mineral County is just an hour from Mono Lake California, and less than three hours from Yosemite National Park.

Mineral County is named for the abundant, and diverse, Minerals located within it. Mines have long been an important component of Mineral County’s economy, and will continue to be important in the future.
Mineral County is a small town, but it close enough to the population centers of Fallon, Reno, and even Las Vegas for people to take trips on the weekends. Mineral County has a grocery store, restaurants, and other basic services.

And the Hawthorne Army Depot is a tremendous asset to Mineral County. The Community Assessment team had the privilege of getting a tour from two young men who are serving this country in the Marines. Both men had been to Afghanistan; they said that the environment around Hawthorne “is Afghanistan with a couple more shrubs.”

Successful economic diversification will require the matching of these tremendous assets with new projects that take advantage of Hawthorne's environment, infrastructure, natural resources, and climate. Geothermal wells were mentioned as something that is important to the County’s long-term economic growth. Solar and wind power were also discussed. The list just mentioned is not intended to be an exhaustive list; Hawthorne residents can—and should—come up with a list of projects that would great jobs, take advantage of Hawthorne’s assets, and fit with the community’s value system.

Once successful projects are in place, there will need to be a qualified work force for these new industries. We consistently heard complaints about the lack of vocational education in Mineral County. A Charter School could be a way to provide the vocational education that the community feels it needs. The federal Charter School Program grant provides funding to help with the start-up of a public Charter School.6

Mineral County has many vacant homes. But many of these homes are not suitable for human habitation. The result is a lack of rental opportunities—just four units were listed as for rent in the Mineral County Independent’s Classified Section the week of the assessment.

Attendees at the listening sessions were satisfied with the retail options available to consumers. But many attendees—especially those in the business community—wished that the community did a better job of explaining the benefits of shopping locally, and the costs of traveling to Fallon to shop at chain stores.

A buy local campaign could help educate the public on the benefits of shopping locally. Twenty businesses in the City of Portland, Maine partnered on a buy local campaign that focused on:

“Informing citizens of the values provided by community-based businesses and their importance to the local economy, culture and social fabric.

Group branding, promotion and advertising to elevate the collective profile of our community-based businesses and bring to them some of the advantages chains enjoy.

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Creating strong relationships with local government and the media to inform local decision-making and give a voice to the locally owned independent business community.\(^7\)

This campaign has now grown to over 250 businesses, and provides a directory of locally owned businesses.\(^8\) A similar alliance of local businesses in Hawthorne could produce materials on the benefits of buying locally, list local businesses, and expand the community’s knowledge of the diverse—and strong—entrepreneurial sector within the community.

Mineral County’s strong entrepreneurial sector proves that the climate for business in Nevada is inviting. Nevada’s business tax structure is favorable to entrepreneurship when it is compared to its closest neighbors.\(^9\) Mineral County’s strong entrepreneurship, and good potential to develop alternative sources of energy, make it an especially favorable place to locate a business.

The future for Mineral County is bright, but it does not diminish from the current situation. Mineral County suffers from 15.8% unemployment.\(^10\) Between the present and the time the number of jobs in Mineral County increase again, it is critical for the work force to maintain their skills, and acquire new skills (see Community Engagement report for a more detailed discussion of this issue).

The potential location of Stone Creek Homes’ manufacturing facility to Hawthorne may alleviate some of the problems with housing stock in Mineral County. Stone Creek Homes will produce new, high-quality modular homes that have the potential to replace the old, run-down, and uninhabitable homes that are currently in Mineral County.

Finally, Mineral County has amazing infrastructure. The water, sewer, and road systems in the county are first class. These systems are required by any business looking to locate to the county. The fact that a water or sewer line does not always have to be put in for businesses to move into the community greatly reduces start-up costs, and makes Mineral County attractive to entrepreneurs.

**Resources:**

Nevada Commission on Economic Development: [http://www.diversifynevada.com](http://www.diversifynevada.com)

Portland (ME) Buy Local: [http://www.portlandbuylocal.org](http://www.portlandbuylocal.org)

Sustainable Table: [http://www.sustainabletable.org](http://www.sustainabletable.org)

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\(^7\) Portland Independent Business and Community Alliance. Accessed July 14, 2010 on-line at: [http://portlandbuylocal.org/content/view/18/33/](http://portlandbuylocal.org/content/view/18/33/)

\(^8\) Id.


Rural Nevada Development Corporation: http://www.rndc.org


Western Nevada Development District: http://www.wndd.org
Theme: Jobs, Jobs, Jobs!: Ron Radil

Issues:

The following issues were developed as a result of listening sessions during the Mineral County Community Assessment:

- Not diversified
- Workforce Readiness
- Housing Availability
- Availability of Retail/Services
- Inviting Economic Climate
- Infrastructure in Place

A number of attendees at the various listening sessions stated their concern over the fact the current economy in Mineral County, particularly in recent years, is based primarily upon employment at the Hawthorne Army Depot (HAD). The County’s economic dependence upon HAD was really made relevant in May 2005 when the Base Re-alignment Commission (BRAC) initially recommended HAD closure.

However, Mineral County residents came together to work diligently and successfully to provide the information necessary the BRAC to reverse their initial decision and HAD remains active, but is still a major economic factor in the County. This effort of coming together to prevent the HAD closure should remain as an example of how the County will pull together to meet major threats.

Another issue mentioned in some of the listening sessions was that Hawthorne, in particular, is becoming a retirement community. The cost of living, location and climate are all contributing factors in retirees locating to Hawthorne and the surrounding area. However, a reliance upon being a retirement community has its own economic perils. An example would be the increasing need for medical and other retiree services.

Workforce readiness was referred to a number of times. This issue was related to comments from attendees at the listening sessions related to the youth. An extremely small percentage of high school graduates stay in the County and an even small percentage of graduates return upon completion of higher education.

Young people do not stay or return to Mineral County due to lack of economic opportunity. Some attendees stated even if they do have a job in the County wages are not adequate enough to provide health insurance or other amenities for their families.

Housing availability was mentioned as an issue in some of the listening sessions. There are pockets of inadequate housing scattered throughout Hawthorne. The housing in Walker Lake appeared to be adequate. Mina and Luning are much like Hawthorne with scattered pockets of housing appearing to be inadequate. The issue brought forth is related to housing availability.
A number of attendees made statements such as: “More retail development and more new businesses needed”, “Start establishing some small businesses to turn the economy around”. Attendees view small business development in two ways: (1) provide some economic diversification and (2) provide enhanced retail opportunities. Attendees make the connection between small business development, economic diversification and job creation. Another factor may be that due to Hawthorne’s location, people may need to drive long distances for certain retail goods and services.

Attendees recognized the need for the County to create an inviting economic climate. The following comments bear this out: (1) develop a plan for moving forward rather than being reactionary and (2) get off of grants and onto a self-sufficient sustainable economy.

Other comments were made regarding the County officials and residents both being proactive for long term planning and economic development. Some attendees recognize the County and Mineral County Economic Development Authority (MCEDA) are in a proactive mode. Some attendees recognize the current economic situation in Nevada is not conducive to economic development. Some attendees stated the County is a hindrance to economic development. Those attendees who recognize the County and MCEDA are in a proactive mode for economic development are informed citizens.

The infrastructure is in place. The infrastructure in Mineral County, particularly in Hawthorne, is not a major issue or impediment to economic development. The County recently completed water and sewer line loops around the airport and extend water and sewer lines into the former Babbitt Housing Area. The Babbitt Area is a designated commercial and industrial park area. The County owns and operates its own landfill. Improvements are being made to water and sewer lines in the residential area. There is enough water to serve 9,000 persons in Hawthorne.

Improvements in internet service are being made. The wireless broadband project will provide high speed internet service which is an essential component in business operations, both for large and small businesses and for entrepreneurs.

The one infrastructure impediment for the County is a lack of natural gas service. The nearest natural gas line is approximately 20 miles away. The funding for extending natural gas service would be a major financial investment.

The recent and planned infrastructure improvements are a concrete example of the County working for the future, providing a positive basis for economic development and looking to the future.

**Recommendations:**

“No man is an island”, a quote applicable to economic development and job creation, as well as for many other activities. Successful economic development results from strong partnerships between:

- Public sectors of federal, state and local government
Inter-department cooperation at the local level
The public sector and the private sector
The public at large

It appears the partnerships between the County and their departments are strong and working well. Hawthorne Utilities, an arm of the County, has made great strides in recent years in improving the infrastructure in Hawthorne. These improvements, including the U.S. Economic Development Administration (EDA) public works grant looping the water and sewer lines around the airport and extending into the Babbitt area provide the necessary infrastructure for industrial/commercial development. Hawthorne Utilities is pursuing other public sources to further upgrade and improve the residential infrastructure.

The working partnership between the County and Mineral County Economic Development Authority (MCEDA) appears to be strong and working well. MCEDA is extremely active in pursing business to locate in Hawthorne. MCEDA is also working with local entrepreneurs in a variety of projects to development small business and provide technical assistance to existing business. MCEDA has been active in workforce development. MCEDA has been very active in working to provide NxLevel business classes in Hawthorne. NxLevel business classes are successful in developing entrepreneurs and helping to create and expand small businesses.

As always, there are some caveats regarding small business development. Chief among them is the current economic climate downturn since 2007. This economic downturn has affected Mineral County, Nevada and the nation.

Another caveat is the fact that in the current economic climate business capital is difficult to access. The lack of business capital is a detriment to business development in the County.

Some attendees stated they were unaware of any businesses coming to Hawthorne. Their perceived lack of economic development was based upon “not knowing what was going on”. Confidentiality is a major issue in economic development. Those who are intimately involved are very aware of the confidentiality issues related to economic development. While the general public may thing there are no economic development efforts going on, the apparent lack of economic development activities can be attributed to the confidentiality issues.

Overall, the County, its departments and residents are to be commended for their efforts on a number of fronts to promote and work for economic development at this time.

Resources:

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

USDA-RD: for assistance with infrastructural planning and projects, especially water and waste water. Contact Kay Vernatter, Carson City, Tel. 1-775-887-1222
State and Small Cities CDBG Program: for assistance with infrastructural planning and projects, including streets, curbs, gutters etc. Contact Des Craig, Carson City, Tel. 1-775-687-1812

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

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


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


University of Nevada-Reno, Department of Resource Economics, Tom Harris, Chair, (775) 784-1681, harris@cabnr.unr.edu
The department assists rural communities with strategic planning, regional economics, impact modeling, rural development and operations research analysis.
Theme: Natural Resources: Carl Dahlen

Issues:

- Walker Lake
- Outdoor Activities
- Climate
- Minerals
- Landscape Restoration
- Holistic Collaborative Community

During the Listening Sessions, the Resource Team discovered that Mineral County has an abundance of natural resources from the beauty of the landscape to opportunities for outdoor activities and mining. One commenter saw the “ruralness” of the county as a major strength. At the same time someone said, “We have a good location. We are fairly close to Reno, Tahoe, and Yosemite.” Others said, “Mineral County has very beautiful natural scenery, big sky, mountains, and wide dramatic views.” “The climate is very mild. We are the banana belt of the state.” “There is great opportunity for outdoor enthusiasts with Walker Lake being in close proximity.” “For fisherman, ATV riders, bikers and hikers, there is freedom of access.” In regard to other natural resources the team heard, “We’ve got a mint of resource in the minerals and the mining around here.” And the team heard, “There are just worlds of opportunity here. We are down at the bottom and have nowhere else to go but up.”

Walker Lake was identified most often as a tremendous asset to the area. Concerns were expressed at the loss of water from the lake as up stream users divert water for irrigation, community uses and recreation. The lake not only provides its own intrinsic beauty, in the past it has been a location for recreational boating, fishing and swimming. With the loss of water the lake has also lost these opportunities. One commenter said, “The Lake is fading away, it tastes bad and it smells bad.” Preserving Walker Lake was seen as of high importance by residents.

The proximity to outdoor activities makes Mineral County an ideal location for enthusiasts to find outlets for their interests. Hawthorne is 30 minutes from many streams around the area if one is looking for a fishing spot. In addition, the county sports one of the finest nine-hole golf courses in Northern Nevada. There are more than 500 miles of Off-Road trails for people who want to get out into remote areas. The climate enhances these outdoor activities with more than 300 days of sunshine. Mineral County can boast that it has clean air and no smog. In addition there is very little snow on the valley floor during the winter. The airport is more all weather than most airports in this area. One commenter noted, “We are not advertising ourselves as to our proximity to the Sierras. Best skiing is 1.5 hours from here. Our airport is never snowed out.”

In regard to mineral extraction, over zealous regulations were noted as impediments to mining. Though there is an abundance of minerals, the permitting process becomes a challenge to small operations in their ability to open and operate a mine efficiently and effectively. Concern was expressed that there was a lack of dialog between mine operators and Bureau of Land Management (BLM) regulators. In addition there is a desire implement landscape restoration.
**Recommendations:**

In regard to Walker Lake, community representatives need to open communication channels with up stream residents. Efforts are currently underway to help up stream farmers and ranchers become more water efficient. Low water crops are being introduced and the Nevada Small Business Development Center is working with local producers to determine the economic viability of those crops. Funding from the National Fish and Wildlife Foundation is supporting these efforts. There also needs to be an open dialog with the City of Yerington and Lyon County as water is a necessary requirement for growth in the Mason Valley. Up stream users need to become sensitive to the need for Walker Lake to have a steady and dependable in flow of fresh water. In addition, the Walker River Tribe needs to recognize their interest in having the lake recharged with fresh water. Unfortunately some of the degradation of the lake is due to climate change. However, this makes the need for increasing the flow in the Walker River an even more significant factor. Communication between the various parties is essential.

Even with the challenges of water flow, Walker Lake remains an important asset to the community and the county. According to some of the comments heard by the team, BLM has offered to let the county take charge of the various sites for lake access along Highway 95. Not only might this action allow for those sites to become more attractive to visitors, the county would be able to receive the users fees to off set the costs. Another suggestion was to lay out a hiking or riding trail that would go all the way around the lake. In addition there were suggestions to improve the east side of the lake so people could enjoy it from either bank. Maintaining access to the lake is one way for people to appreciate its natural wonder.

Opportunities abound in Mineral County for anyone who enjoys the great outdoors. Local residents should work closely with the Nevada Commission on Tourism to determine the best ways to promote those opportunities. Also the Mineral County Economic Development Authority might look at helping local residents start up businesses that take advantage of the many outdoor activities available locally. Tourists bring money from outside the community to support jobs within the community. ATV rentals, fish and game supply stores, wilderness tour guides, etc. are the kinds of businesses that will help draw outdoor enthusiast to Mineral County. In addition the golf course and the local swimming pool can be tourist draws if they are promoted widely. A suggestion from more than one session was to either cover the current pool or build an indoor pool that would be available year round. Douglas County has an indoor/outdoor pool, the Carson Valley Swim Center. It draws people from out of the county to use it all year long. It also provides a place for the High School to have a Swim Team that brings competitions from all over the state.

Promotion of Hawthorne’s proximity to the Sierra and world class skiing at Mammoth just 1.5 hours away can be another way to draw tourists to the area. Because the airport is open virtually every day of the year, another business opportunity may be in starting a ground transportation business so people can fly into the airport, stay in Hawthorne and still get to the many activities offered in the mountains.

From the perspective of mining and mineral extraction, one commenter was promoting the concept of a holistic collaborative community where decisions are made based on local input as
well as regulatory concerns. This concept requires that projects be developed by first focusing on goals, and then using a targeted process or path to achieve them. The path is accountable because it is developed using a holistic, collaborative, community directed and evidence-based approach. The process is then evaluated for its performance and developed accordingly. The concept would ask that regulators look beyond the regulations to final outcomes both positive and negative and determine the viability of a project based on those probable outcomes. Such a concept will require extensive discussions among federal land management agencies, mining interests and elected officials to clearly spell out how the public interest will be best served.

Another concept is to get the community to come together and set goals to repair the landscape to improve the local quality of life. People working together to do restoration in the valley can lead to Mineral County become internationally known as a place to learn how to restore arid land. The county could become an outdoor training center, where people can learn, "You can turn your land around." One of the organizations currently working on this concept is the Eastern Nevada Landscape Coalition that is located in Ely. They may be able to provide direction for the county to pursue in restoration efforts.

**Resources:**


Nevada Commission on Tourism - [www.travelNevada.com](http://www.travelNevada.com)


City of Yerington – [www.yerington.net](http://www.yerington.net)

Lyon County – [www.lyon-county.org](http://www.lyon-county.org)

Walker River Tribe – [www.wrpt.us](http://www.wrpt.us)

Nevada Small Business Development Center – [www.nsbdc.org](http://www.nsbdc.org)

Carson Valley Swim Center – [www.cvswim.com](http://www.cvswim.com)

Eastern Nevada Landscape Coalition – [www.envlc.org](http://www.envlc.org)
Theme: Natural Resources: Steve Lewis

Issues:

Mineral County has abundant natural resources. Walker Lake, precious metals and minerals, open space, public lands, wildlife, and scenic beauty compliment the quality of life. Mineral County also has clean air, a comfortable climate and much peace and quiet. For those that enjoy the outdoors it is a very desirable place to live and visit. It does have its share of wind. One listening session participant made a tongue in cheek comment that “you never have to rake leaves.” Others commented that “there is very little snow” and “it is a natural place of beauty – sunrise, sunset.” These assets are recognized and appreciated by the citizens, and they constitute much of the reasons people choose to live in Mineral County. But according to listening session input, much of the natural resources are not utilized or are diminishing in quality.

Walker Lake
Walker Lake is shrinking at an alarming rate which has increased the mineral content, drastically declined the fish population, and for the first year not attracted the loon migration. Walker Lake has limited camping facilities, developed beaches, hiking trails, and other amenities for which to attract visitors and lake users. Lake use has declined and it is rare to see boats, campers, and visitors in general enjoying this tremendous resource. One person stated that “the Lake is fading away – it tastes bad and smells bad.” Another participant said “everybody says it is a dead lake – we are trying to spread the word that it is not.”

Rangeland Use and Mining
Due in large part to regulations, rangelands for grazing and mining of precious metals/minerals, have declined. Listening session participants have said that the local economy has suffered as a result of not making best use of the natural resources. Additionally, the condition of rangelands on the Base property as well as BLM lands have declined from nonuse and or lack of management. Listening session comments include, “manage resources for health sustainability and not for politics” and “permitting (should be) relaxed so mines can be profitable.” Another comment was “to control your future, you must be able to control your resources.”

Recommendations:

Plain and simple, what Walker Lake needs is water. But water is not easy to procure and much time, money, and meetings have been invested in determining ways to get more water to the Lake. The Walker River Basin Acquisition Program written by the Bureau of Reclamation contains a very detailed description of the conditions and circumstances, and describes the alternatives for purchasing water, leasing water, and improving water use efficiency. Work in this effort will continue and citizens might consider getting involved. Besides getting more water in the Lake, listening session participants suggested that there should be more recreational opportunities and amenities such as a hiking/biking trail around the Lake, more campgrounds with showers and drinking water, and developed beaches. BLM has offered Mineral County the management of Sportsman’s Beach in exchange for the all the campground fees collected. This opportunity sounds like a money and job generator for Mineral County as well as for campground improvement. Grants could be written and funds such as Nevada State Lands
Question 1 could be sought to build trails and campgrounds. The National Trails Training Partnership and the Nevada State Parks Trail Grant Application are a few other good resources to investigate.

A couple of the listening session participants suggested that the condition of the rangeland/arid lands ecosystem could be vastly improved by placing stewardship of these lands in the hands of locals. This would be accomplished by way of establishing a holistic collaborative community. Holistic refers to the human, natural and financial resources. One person stated that “we need local management of our resources…and (they’d) like to see a stewardship program and do away with regulation.” It was suggested that Mineral County could be a pilot program where regulations are relaxed and the people could be empowered to follow the spirit of the law rather than the regulations. It was also suggested that the Base could be a pilot program serving as an outdoor training center demonstrating how a collaborative community can turn the land around and restore arid lands. The University of Nevada Cooperative Extension has a Collaborative Resource Stewardship Program that may be followed for this pilot project. These projects start with planting a seed in people and discussing what could be possible. Arid land restoration has the potential to improve water quality, enhance livestock and wildlife capacities, decrease erosion and noxious weed invasion, and improve aesthetic qualities. Under the auspices of local control and stewardship, restoration successes can empower locals to take on other projects and be in charge of their destiny in other ways. Economic development can be realized with revenues from increased livestock production, students coming to learn about arid lands restoration, and enhanced tourism overall.

Resources:

Bureau of Reclamation
Walker River Basin Acquisition Program
http://www.usbr.gov/mp/nepa/nepa_projdetails.cfm?Project_ID=2810

Nevada Division of State Lands
http://lands.nv.gov/

National Trails Training Partnership
http://www.americantrails.org/resources/planning/index.html

Nevada State Parks Trail Grant Application
http://parks.nv.gov/trail/2010%20FAQ.pdf

University of Nevada Cooperative Extension
Collaborative Resource Stewardship
http://www.unce.unr.edu/programs/natural/index.asp?ID=21
Publication
Theme: Renewable Resources: Holly Gatzke

Mineral County is rich in renewable resources with abundant solar, geothermal and wind sources. Many of the listening session participants requested and strongly supported the development of these resources.

Issues:

Solar: Mineral County is clouted as the land of sunshine with one participant indicating that he moved there when finding weather data of 360 days of sunshine per year.

Geothermal: Mineral County has a large number of sites with geothermal potential across the County. Some of the sites have wells drilled. The Base is exploring geothermal for their use. The county has a well just outside of Hawthorne.

Wind: The wind blows regularly in the area and may have potential for power generation.

Lack of transmission lines: Participants indicated that there was limited power grid access in Mineral County and so the greatest potential in the short to medium term is to use the power locally. There may be cost advantages in renewable power when it is used at the point of production (cost of production and minimal costs of delivery to consumer) since the only other source is to purchase power brought into the county on the grid at end-user retail rates.

Recommendations:

It is important to outline the feasibility of each resource and create an action plan. It appears this process has started in the Mineral County, Nevada Renewable Energy Program (MCREP.) We encourage the group to stay focused on their plans and continue reviewing and aligning targets with changes in this industry. It may pay to establish or keep relationships with Nevada agencies that have requested large federal appropriations to work on renewable resources: Nevada Institute for Renewable Energy Commercialization (coalition of statewide stakeholders), Nevada Renewable Energy Consortium at Desert Research Institution (DRI), University of Nevada, Reno (UNR)- i.e. Great Basin Center for Geothermal Energy & Renewable Energy and Energy Efficiency Outreach Education Program, University of Nevada, Las Vegas (UNLV), and Great Basin College in Elko. Solar and wind projects should likely focus on smaller personal use systems since large projects would need easily accessible line transmission. Promotion to solar and wind companies should be targeted on smaller scale industry. Geothermal appears to be the strongest renewable resource opportunity at this time. Participants recommended using geothermal for local municipal use for heating public buildings and even for providing it to private homes for lower cost heating. A study should be performed on the potential of the geothermal sources near Hawthorne for hot water heat and power generation for local use. Possibly some of the partially cooled water could be used in a hot spring resort. One participant felt that past spa projects failed because they were to high-end and that a moderate cost and scale facility would be a huge asset that is feasible. To keep abreast of the geothermal industry, it may pay to have a Mineral County representative collect information from some of the geothermal agencies such as Geothermal Energy Association, Geothermal Resources Council, International Ground Source Heat Pump Association (IGSHPA), Geothermal Exchange Organization, or Geo-Heat Center. It may also be beneficial to attend one or more of the geothermal conferences coming up 2010 Geothermal Energy Expo by Geothermal Energy Association and Geothermal

**Resources:**

Geo-Heat Center 2010: [http://geoheat.oit.edu/index.htm](http://geoheat.oit.edu/index.htm)


Geothermal Exchange Organization (GEO) 2010: [http://www.geoexchange.org](http://www.geoexchange.org)

Geothermal Resources Council 2010: [http://www.geothermal.org](http://www.geothermal.org)


Mineral County, Nevada Renewable Energy Program (MCREP) 2009 brochure

Nevada Appropriations Requests Fiscal Year 2011 2010: [http://reid.senate.gov/appropriation_requests.cfm](http://reid.senate.gov/appropriation_requests.cfm)
Theme: Renewable Energy: Ron Radil

Issues:
The following issues were developed as a result of listening sessions during the Mineral County Community Assessment:

- Solar
- Wind
- Geothermal
- Use Locally First

Attendee comments from the listening sessions include the following:

- We have a nice climate, good are, little snow
- Our weather, we are known as the “banana belt” of Nevada
- We have 360 days of sunshine per year
- We have County owned geo-thermal leases
- We have geo-thermal resources in three or four places
- I want to reiterate the geo-thermal thing, that is a great asset here

These comments all reflect the fact attendees were aware of the potential for alternate energy resources in the County, particularly in the area of geo-thermal resources. None of the attendees stated the County’s alternate energy resources were a problem but these resources are viewed as a very positive asset by the residents of the County.

The County is also very aware of their geo-thermal resources and are taking the position they will lease their geo-thermal resources and not sell them out right to geo-thermal developers. This position will provide the County more control over geo-thermal resources on County owned land and therefore provide a source of additional revenue to the County.

The County would like to have their geo-thermal assets developed so they can provide heating of their public facilities. The County also plans to then provide geo-thermal heating to commercial buildings and then perhaps to the residential sector.

Heat from geo-thermal resources may partially offset the current lack of natural gas in the County.

Again, this is an example of the County looking forward to the future. These actions can provide another element for economic development in the County.

Solar development is obvious due to the amount of sunshine days in the County. Mineral County Economic Development Authority is working with various companies regarding solar field development in the County.

Wind energy development is also being considered in the County. However, more research needs to be completed for this energy resource.
There only seems to be positive aspects for the development of alternate energy resources in Mineral County. None of the attendees expressed any negatives regarding renewable energy projects.

One issue that the County and residents are aware of is the fact that much of Mineral County is federally owned land and the various federal land owners will need to be a partner in development of these renewable energy resources.

Another major issue regarding alternate energy development is the power grid. If there is no way to transmit the alternate energy power out of the County, the development of alternate energy resources becomes a moot point. This is another area where partnerships at all levels become crucial for alternate energy development.

**Recommendations**
The County and its entities should continue their policies regarding alternative energy resources in the County. The first resource to work on is in the area of geo-thermal development. The County should continue to pursue their existing policies regarding this resource. More research needs to be completed regarding the potential for solar and wind energy development.

**Resources**
Mineral County

Mineral County Economic Development Authority

Nevada State Energy Office

Senator Harry Reid

Senator John Ensign

Congressman Dean Heller

Governor’s Office

Bureau of Land Management

Department of Defense

Department of the Army

U.S. Geological Survey

U.S. Forest Service
Theme: Youth: Carl Dahlen

Issues:

- Lack of Consistency in
  - Discipline in School
  - Programming
  - Jobs
  - Community Support
- Nothing to do
  - Lack of Activity Variety
- Lack of Ambition/Confidence
  - High Dropout Rate
  - Lack of Parental Involvement and Support

Youth issues were expressed in almost every Listening Session. Not all comments were negative, but overall what the team heard was that residents are very concerned about their kids in the community. Some of the comments that were heard include, “There is nothing for youth to do.” “Nothing for the kids to do and I see everyone getting drunk and doing drugs.” “We need consistency with programs for the youth.” “We have the highest dropout rates in state of Nevada - 33% are dropping out.” “One challenge is the flight of the youth. There is nothing to keep them here.” “We need jobs, jobs, jobs for the youth.” On the positive side the team heard, “Hawthorne can come together. It’s great for younger children. You don’t have to worry about the crime.” “During the sports season there is major school pride. Everyone comes out and watches the football games.” “I agree with him about the school spirit; the community is very supportive of school activities.”

Most kids think there is nothing to do in their community no matter where that community might be. However in smaller towns like Hawthorne, the variety of activities for youth is limited. Concerns were expressed that there were many activities aimed at children up until about seventh grade and then all that seemed to be available were sports related activities. There was also a concern that when an activity became available, it would soon go away. One commenter said, “When there is something in this community and the kids get pumped up and then they get let down. They get excited and then the next year there is nothing. You can’t build their hopes and dreams and then there is nothing.” This lack of consistency left the youth feeling like they weren’t important in the community.

The quality of education in the community was also a concern. “Our high school is killing us with new companies. Most newcomers will not put their children in this school. New workers are willing to commute rather than bring their families here.” “Why are companies finding schools not good enough for their children? Is it a perceived problem or real problem? The problem goes back to home life. There is no continuity at the administrative level. We have generational unemployment. There is too much spending on sports and not on higher education. Rigor of the school has dropped to the expectation of the community.” “Attitude towards education could be improved. When they have parent teacher conference, the teacher sees only 5 people. The teacher sees the parents of kids that he/she doesn’t need to see.” “Biggest loss is
continuity in the schools. No flow. All of the management has been replaced.” These are a few of the comments heard by the team during the listening sessions. Since the team did not hear from School Board Members or from the school administration, there were no comments to offer counter arguments.

**Recommendations:**

At the same time residents were talking about challenges and problems among the youth of the community, they were also suggesting projects or initiatives that could make the Mineral County a better place. One suggestion was to expand YCAC activities to include more non-sports related activities. Another was to start a Big Brothers, Big Sisters Program. Also mentioned was the need for a Boys and Girls Club. All of these possibilities can be implemented if local residents are willing to make them happen. The Big Brothers, Big Sisters Program is essentially a mentoring program. Adults are matched with teens or older children and older teens are matched with younger children. The program offers a structured way for positive interactions to take place. A Boys and Girls Club is a place where kids can hangout, get help with homework, and enjoy a variety of activities all in a supervised setting. During the Youth Listening Session, one young person offered this suggestion, “Why don’t we kids get together and do things? Then something can happen.”

Before the community looks for an outside entity to bring in activities for youth, a working group should be formed made up of representatives from youth, the schools, the recreation department, the Sheriff’s Office, the Cooperative Extension Office, local churches and other interested parties to brainstorm ideas on how to best determine and meet the needs of young people in Mineral County. Once these ideas are on the table, the group can form task forces to address specific ideas by developing plans and taking actions needed to make the ideas reality. Outside entities may be able to help this group in the process and in some cases may be the best alternative to carry out the goals and objectives identified through the process.

In regard to the schools, this working group could become the conduit between the School Board, school administrators and the public to address concerns about the quality of education offered in Mineral County. By involving the whole community in the process, students and parents would begin to see the value of education and find support for staying in school from all sides. Also strong parent-teacher relationships need to be formed and encouraged by the whole community. Education is not just the responsibility of the schools. The entire community must be engaged in helping students succeed.

Alcohol and drug abuse by youth was mentioned more than once during the listening sessions. One approach that has been very successful in other communities has been the creation of a community coalition. Several coalitions have been established in nearby counties. One of the most successful is in Douglas County, the Partnership of Community Resources Coalition. Forming such a coalition for Mineral County would open prevention and treatment options to local youth.
Resources:

Mineral County School District – www.mineral.k12.nv.us

University of Nevada Cooperative Extension – www.unce.unr.edu

Boys and Girls Clubs of Western Nevada – www.bgcwn.org

Big Brothers Big Sisters of Northern Nevada – www.bbbsnn.org

Partnership of Community Resources – www.partnership-resource.org

Mineral County Park & Recreation – www.mineralcountyparkandrec.com

Mineral County Economic Development Authority – http://mineralcountynevada.com
Theme: Youth: Holly Gatzke

Issues:

Mineral County showed concern for the future of their youth in the listening sessions. The community has invested well in the swimming pool, Skate Park, recreation center and school sports to provide activities. Yet comments indicate the many youth are struggling to obtain the foundation life skills of education, job experience, self worth and vision.

Lack of consistency in jobs
Many of the youth indicated that they wanted work experience but have had difficulty in obtaining it. The bootstraps program in 2009 was highly praised by several participants because it provided work experience and turn lives around for youth. There is a great desire to have a strong ongoing program for youth employment. It was recognized that the youth without employment get more involved in alcohol, drugs and trouble. Comments indicated the youth are not achieving the basic skills of how to obtain a job, how to act in the workplace and experience needed to acquire future jobs.

Nothing to do- lack of activity variety
The youth felt that there wasn’t much to do in Mineral County, especially for older youth. The youth requested businesses that provide a place for the youth to hang out. “We should have some kind of program like sports to do all summer...something to do and keep you off the streets and out of trouble.” One youth commented that there were only sports and little for teens who want other kinds of activities (i.e. academic clubs, leadership camps). Participants indicated that some good programs get started but then are discontinued. “Kids get pumped up… and then next year there is nothing.”

Lack of consistency in community support
Participants indicated that there are great citizens that set up good programs for the youth but the lack of help results in the program fizzling out. One participant suggested creating a “critical mass of four things to do otherwise you do one thing … until you get … burned out.” It was suggested that more people were needed to provide a variety of youth programs over a longer term.

Lack of constisence in discipline in school
During the listening session there were several youth commenting on how the disruptive class rooms in school made it difficult to learn. One participant dropped out because they couldn’t learn in the unruly classrooms.

Lack of consistency in school programming
The youth indicated that they have new teachers and principals every year or in some cases several in a year. As a result, they feel lost in knowing where they are at in programming, expectation levels and with few teachers knowing them well enough to care for them as individuals. Data on the Criterion Referenced Test (CRT) show the schools’ academic performance has scores between 45 – 60% and regularly falling behind average testing scores for Nevada. Participants indicated, “Most new comers will not put their children in this school. New
workers are willing to commute rather than bring their families here.” The participants felt the school district board disconnect with the community and the frequent changes in leadership (superintendent and principals) was deteriorating the education system.

Lack of ambition/ confidence – high dropout rate and lack of parental involvement and support
There was a concern for a large percentage of the youth that had a lack of ambition or confidence to participate in activities, community and in a goal for their future. Participants indicated Mineral County has the largest dropout rate in Nevada at 33%. In the listening sessions participants indicated that a portion of the population has been out of work from the Base for many years but are assuming jobs will return with the minimum $25 per hour regardless of education level. There may be a lack of knowledge on how to achieve a different career and that it will require a high school or higher education and other skills to do so. The attitudes and lifestyle at home are impacting the youths’ development. Participants indicated that teachers and students were not supported by many parents. Parent teacher conferences are poorly attended and the parents that attend have children that are doing well. It was noted that there is a “lack of strong families” and they “need strong mentoring for families.” “Programs are good, but when a child goes home to a family that doesn’t support these skills, it falls apart.”

Recommendations:

The Mineral County and Economic Development offices recognize the benefit of the youth employment programs and work diligently to find funding. Maybe group of potential employers of youth and the agencies creating programs and the youth could be created to see what jobs could be created for youth and the funding it would take would identify what could be done without grant funds and potentially provide an avenue to gain more funding from grants (US Department of Labor, US Department of Justice – office of Juvenile Justice and Delinquency Prevention, and Ticket to Work by Social Security). The listening sessions strongly indicated youth employment is a priority area for the community to address.

To address the lack of variety in youth activities, the different agencies (UNCE-4-H, county, schools, etc), volunteers, youth groups and youth themselves could get together to discuss what youth activities are planned for the coming year and how the groups can support each other. Their activities could be coordinated better to provide 3 to 4 varied activities (both academic and sports) for different age groups throughout the year. Where there is a gap in diverse activities or just a shortage of adults leaders for a planned activity, create a volunteer job description and assign someone to personally ask appropriate people that may be interested in the task. A perfect plan will likely never be achieved, but by working together and drawing in new help with specific tasks, more stable programs and variety will be achieved with what already exists in the community and with less burnout. The Chamber of Commerce and Economic Development authority may want to discuss the feasibility for businesses that provided youth appropriate activities (paintball, movies, bowling, etc) and the addition of a fun youth activity during each community festival.

Mineral County recognizes a need to improve their schools environment and performance. Community members should start attending more School District meetings, initiate positive communication for change with board members and participate more in their school.
Communication must be opened with the elected school board members to address the issues with changing leadership and staff, to gain an understanding of why this unstable situation is occurring and then create a plan to stabilize the staff. If the community is passionate to help address the issues positively then there will be support for those in the school system that desire to make change but feel powerless.

To improve the problems of parent support and involvement and likely much of the discipline problems, the schools need to create better connections with the community and more specifically with the families of the youth. There are many examples in education literature (Education World, Coalition for Community Schools, and ASCD) that show highly successful schools can be created in the most problematic communities when the school teachers work with each child’s parents/guardians to help the child learn. This usually requires several visits to every student’s home. Deep down every parent wants their child to learn. The programs focus on teaching the parents how they can help their child. Some of the highest testing schools in the country have implemented models based on parent involvement and are located in highly impoverished conditions. The Mineral County schools will have to find strong leadership that is willing to take on a new approach to create change.

Resources:

Family Power April 2008 Educational Leadership Association for Supervision and Curriculum Development (ASCD) Volume 65 Number 7: http://www.ascd.org/publications/educational-leadership/apr08/vol65/num07/Family-Power.aspx

Coalition for Community Schools 2010: http://www.communityschools.org

Mineral County School District Rating 2010: http://www.greatschools.org/cgi-bin/nv/district-profile/11#crt_standards

Teacher Visits Hit Home School Administrators, Article Education World: http://www.educationworld.com/a_admin/admin/admin241.shtml

Ticket to Work, Social Security online: http://www.ssa.gov/work/aboutticket.html


Listening Session Comments

Schurz

Challenges

- Unemployment. The whole state is very high, the reservation is even higher.
- 56% unemployment.
- One industry.
- Need a diversified workforce, need more modern technology.
- Remoteness.
- No natural resources besides land.
- Governmental regulations that limit land use.
- Flight of the youth, nothing to keep them here.
- 3500 membership, only 700 live in the community.
- Education, highest dropout rates in the country.
- When folks go out to get an education they do not come back.
- No jobs.
- Folks who go out are ostracized when they get back because they went out.
- Infrastructure.
- Community still on dial up internet.
- Difficult to access distance learning.

Strengths

- Our people.
- Close knit community.
- Supportive of each other.
- Greatest strength is fellow citizens.
- Some members do have vision.
- Renewable energy project that has support.
- Some are willing to encourage and educate others to move people along.
- Youth - tremendous asset.
- More kids going out AND finding ways to stay connected to improve community.
- Council has forward thinking members; they see the long term implications of not being willing to take that step.
- Recent example of the Memorial Day Fish Derby - tremendous turnout.
- Community needs to own the process.

Projects

- All of their dormant enterprise projects brought back to life.
- Funding sources.
- Economic development.
- Infrastructure in place.
- Off wells and into community water resources.
Internet.
Long term sustainable growth a geothermal project - 50 or more years.
Cultural perspective - tie between older generation and youth.
A senior living option - not necessarily a nursing home.
Alternative crops.
Alternatives to traditional crops that are water based.
Tribe has given up their main industry.
Find alternative to water intensive agriculture - native plants, etc.
Stay tied to cultural agricultural manner.
A plan for moving forward rather than being reactionary.
Off of grants and onto self-sufficient sustainable economy.

Questions and Answers
- No questions and answers at this session

Walker
Challenges
- Jobs.
- Water for the lake.
- Water for the lake (second time).
- Homes are not selling because there are no jobs.
- Drinkable water.
- More retail development.
- New business needed.
- I'm concerned about one of the people who does do business here.
- I agree with that.
- We all agree with that.
- Paved streets and storm drains.
- More community cleanup so obviously we are not a "zip through."
- We need more turn lanes.
- More enforcement of the speed limit.
- Nothing gets done (in terms of roads).
- Lower the speed limit.
- We don't have internet service yet. They could not get power to the tower.

Strengths
- The lake.
- Peace and quiet.
- Being in a rural community and some really great people.
- We run the pancake breakfast and the board.
- I live here because of the nice people.
- Walker Lake brings tourists and the base is an asset.
- Clean air is a plus. A lot of people complain about the wind, but the air stays pretty clean because of it.
- I agree with that.
Mineral County Community Assessment – 2010

- Plenty of developable lots and land that can bring jobs in.
- We have a lot of area out here.
- You never have to rake leaves.
- You never have to cut lawns.
- Sunrise, sunset.
- The natural beauty of the place.
- Very little snow.

Projects
- More retail or some retail. We need little shops, little grocery stores
- Paved streets everywhere
- Turn lanes!!! I'm tired of almost getting hit.
- New long term businesses.
- A gas station that has gas.
- Community interests like an art project so community identity is established.
- "I can't think long range. My term is just about up." (general laughter about the age of speaker)
- Long term it would be nice to have a bike path or something around the lake.
- Get the areas cleaned up; people use it like a storage area. We live here and we do not like to live in other people's storage areas.
- "I'm into natural healthcare for dogs and cats. I'd like to open up something like that here. Get my business back up and running so I can actually pull employees from around here."
- Community parks where people can get together and gather.

Questions and Answers
- How many times a week or day do you have to drive down to Hawthorne? Every day.
- At least 2-3 times per week.
- What is the population of Walker Lake? 300 permanent residents and a lot of snowbirds.
- Is it ten miles from here to Hawthorne? 12
- Is there any place to buy food up here? No there used to be.
- When it was here, could you buy fresh produce up here? No.
- One time this whole area was the lake.
- Is the community growing slowly? Very slow. I haven't sold a home here in three years. No spec home built here at all.
- Why do you think it hasn't grown? Because everybody says it is a dead lake. We are trying to spread the word that it is not.
- How deep is the lake? 80 feet at some point. It probably isn't that deep now.
- Is everybody on private well? No, we have community water but it tastes like minerals. There are quite a few people who drink it, but it makes terrible coffee.
- Is this a general improvement district? Yes.
- Has anybody started work on the turn lanes? We have asked for it four times. We ask
Mineral County Community Assessment – 2010

for it annually.

- Property for storage? If this is a GID, are there any homeowners associations? There are several, but they do not work together.
- Could they resolve to incorporate as one? It is just impossible to get people to show up. There are only four or five of us that show up and we just have one meeting after that another and switch chairs.
- "It took us twelve years to clean one lot." Homeowners associations have tried.

Youth
Challenges

- Not a lot of jobs for the youth.
- Nothing for youth to do.
- I agree.
- Getting people involved.
- A lot of things wrong with this place - decline growth, older people are afraid of growth.
- I agree.
- No one goes to do what there is to do.
- This is a great place until you are about 7th grade, kids not interested in what there is to do.
- How lazy people are, not enough people get out or stuff - video games and stuff, people stay in and play those; they are like recluses.
- Plenty for younger kids to do but not for older kids.
- Major lack if involvement here.
- I have no idea. I don't live here.
- For the kids, there isn't much to do.
- When there is something in this community and the kids get pumped up and then they get let down. They get excited and then the next year there is nothing. You can't build their hopes and dreams and then there is nothing.
- We should have some kind of program like sports to do all summer. You had something to do and it kept you off the streets and out of trouble.
- Our sports in high school and junior high - we are the least one that has pretty things, or nice equipment.
- More law enforcement.

Strengths

- Getting the youth interested in staying here.
- (Student from Wyoming) it's a big community. City gets together about 2 times per month.
- Whole community comes together when someone needs it.
- During sports season, major school pride. Everyone comes out and watches the football games (Music program question - not much interest on the part of the kids).
- When there is something to do, quite a few people try to get there, but when there isn't something to do, nobody is doing anything.
- I agree with him about the school spirit; community is very supportive of school.
- Hawthorne can come together. It's great for younger children. You don't have to worry
about the crime.

- Coming from LA, I felt like the warmth in the town, the community seriously comes together.
- The community does have love. Armed Forces Day this year was great.
- I can't think of another one right now.
- Fundraising thing - a lot of community support. One of the family friends gave me my entire initial deposit.
- Everybody knows everybody. People are like just, I don't know…
- There are a lot of adults who try to find stuff for youth to do.
- YCAC - it's open in the mornings and the afternoons. Sports are a big asset.

### Projects

- Better jobs, town needs to build up, more interest needed in youth.
- We need a soccer team. I have two pages of names of kids who want to play soccer, but there is no funding.
- Kind of like hers - more variety of things for kids to do - more academic activities. There are only sports.
- More events for older guys, plenty of events for younger kids. More consistency in planning, but also sometimes some random event. Someone who will keep things going.
- We need some more activities outside of school like weekends and such. Now we can just sit at home or go to a party.
- I agree with him, more clubs and such out of school. Like basketball clubs, sports clubs.
- Leadership camp: learn from other communities and bring it back here, did it one year and the next year we did not hear anything about it. Need consistency. Get their hopes up and nothing happens.
- More things for smaller kids to do. No programs for elementary kids. Nobody takes their kids out there.
- Big Brother Big Sister kind of group, take care of each other, kids mentoring each other.
- We did have that at one time, kids learned from it, but it is no longer here.
- Maybe like a bowling alley, just something to do.
- Jobs, jobs, jobs for the youth.
- A better park. We've been taking things out, but nothing going in there. Make our park look better, make it more fun.
- A paintball field, I think a lot of kids would like it.
- More events going for kids.
- A new movie theatre, with newer movies. By the time movie here it is already out on DVD.
- Places for kids to just hang out, area to mess around, talk, like an arcade like thing.
- More bars in town than anything, build other kinds of places, like fast food places.
- An ice cream parlor.
- How about a children's pub, sodas, arcades and stuff?

### Questions and Answers

- YCAC? It's good for some kids, not for all kids, need more variety in programs
- How many feel you will stay in this community, would you come back? Possibly if there was more here, if it was bigger, if there is more stuff to do. Town doesn't want
town to grow, but that's what it needs

- Is there a 4H program here? Yes, don't know how much participation they got.
- Community does not stand by kids, how are kids involved in community decision making? - 19 youth were a part of commissioners meetings, got to volunteer. After that was over, they were not even asked to do anything anymore (Bootstraps program).
  Once they do have a say-so, then the kids are like "hey we can do this." But when adults shoot them down, what's the use?
- Natural resources? - We had it but it's gone. We had racing, but they don't do it anymore. The Lake is fading away, it tastes bad and it smells bad.
- What would provide the boost to get involved, engaged? With youth, they shut some kids down and the ones who are shut down do not want to do anything. Lost the grant and Bootstraps program only took 5 applicants this year.
- Why don't we kids get together and do things? Then something can happen.

Mina – Luning

Challenges

- People problem issue, getting ready to open a truck stop. The employees are not going to come out of Mina. Few people in Mina want to work. Those who do work, they blow up in the middle of the day. The workforce is challenging in Mina.
- We need employment.
- It is younger people related. Not necessarily work related. Young people need something to occupy their time. As far as community stuff, we need like a skateboard park. They like to ride their motorcycles. People could get together around that. Interest is spreading AWAY from this community.
- Thank you all for coming. My kudos to the chef! We are here to get some employment for the community.
- Renewable resources (farming, agriculture) very little of it here. Kids don't even know what's going on in their backyard. Hunting is about the only renewable resource and it's failing now.
- What's making it happen?
- Drugs are a big issue, a huge issue. Underage drinking is a huge issue. There is a hotbed of drugs.
- At one time Mina had the highest murder rate in the state and they were all drug related.
- I hear a lot about drugs and such even though I don't see it myself.
- I am working with him to make a difference.
- Comparison made to the retail sales in Depression and now. We are regulated to death now. As long as government stays within regulations they are doing everything right.
- Biggest challenge of this region – isolation.
- Why would anyone live here? Until railroad pulled out in the 60s, it used to be mining, cattle. It was rocking and rolling around here. All that is gone now. Example of a new mine trying to be developed and EIS will take 3-4 years.
- A holistic collaborative community would do much better than having all these regulations. We need local management of our resources. I'd like to see a stewardship program and do away with regulation.
• Natural resource, human resource and financial resource. Mineral county is about to tip over because these three are not in balance. People would like to turn school into community center but they do not have the money to buy the building from the school and the school can’t afford to give it away.

Strengths

• There are just worlds of opportunity here. We are down at the bottom and have nowhere else to go but up.
• Creativity.
• It looks dead, man. I don't see anything happening. There is nothing going on. I'm from Vegas and it's all dead there too - 14% unemployment.
• It's got a mint of resource in the minerals and the mining around here. Immense resource that is basically not able to be tapped. Everybody likes their phones, cars, etc but nobody likes mining. If it is not grown it has to be taken from the earth. It is not politically popular, but there is a tradeoff. Mining supports many, many families, the states and the federal government. Payrolls and taxes. Isabella Pearl is a doable project and it should be allowed to go on. Miners did something destructive in the past. There do need to be standards and the mines spend a huge amount of reclamation. They are not allowing people to work.
• Is Nevada going to be a right to work state? I'm surprised federal government is not doing everything it can to support jobs. We don't want a government that doesn't take care of its people, but we also don't want a government that stops things from happening.
• There are a dozen government jobs, and a few jobs from others. There are no other jobs.
• We intend to make a development that will get people jobs.
• The infrastructure is here. The minerals are here. Investors are interested in GOLD. That is what is going to spur investment to come here.
• The ruralness. There are over 500 miles for off road trails. The views. Highway 95 is going to be widened, there are already plans. Every new job in a community creates two new service jobs.
• Geothermal resource.
• Solar fields, but we need a grid to pull it out of here.
• Mining, minerals. Gold is up there, Silver is up there.
• People who are coming back after being away for a long time.
• Mina misfits and the Luning lunatics.
• Smaller government, agencies are ready now for growth. Mina is not as burdened with regulation as other counties.
• Diversity of people here.
• Less than 4000 people in this county. We are a frontier county. There is a lot of knowledge, experience and that is an asset, a strength.

Projects

• Local county wide government and county owned lands to create projects that are part of the watershed. Develop local management of the water resource. County proactive to take a position for the geothermal stuff, 4 H Club, Scouts. County should pull together.
• A lot of progress; it's just dead. A guy like [a named developer] to make things happen.
• Very little action in this area and it takes investments and money to get things going. There has to be someplace to get money to get things going.
• Getting the first phase of my business done in three years.
• I don't see any projects being successful unless it is for the people and by the people. Empower the people to make decisions for the management of public land. Government agency personnel are hamstrung by regulation. People need to be empowered to follow the spirit of the law not the regulations. Make Mineral County a pilot project to have regulations relaxed.
• I am "plotting against the whites." A joint partnership with the base to restore the land and watershed restoration. Turn the base into the best wildlife habitat in the county.
• Heat districts, use hot wells to heat our public buildings and schools. We own those wells; we should use that to pay our power bill.
• Base does not have resource management regulations applied to it because Army owns it.
• Reservation would see it and benefit from it too.
• Get this place open (local business).
• Community get together and set goals, repair of the landscape, get to the quality of life we can reach if we did not have regulation.
• Manage resource for health sustainability and not for politics.
• Pay back the money you borrow (government as well as individuals).
• Focus on my project. Four to fifteen years building other four phases. I can see myself hiring 800 people.
• I'm his partner.
• It's all boiling down to how to bring in the businesses, the money. People need to see something (example of development of a subdivision - people need to see the model homes before they understand the work that went into the land before the houses got built.)
• People need to see things going up before they stop seeing things going down.
• A nice big casino with palm trees, volcanic moats - The Oasis. Focus on building a nice estate.
• A four lane highway.
• Nice places to live.
• Mining properties. Permitting relaxed so mines can be profitable. Local mines can use a local mill if regulations are relaxed. Maybe like a pilot program.
• Alaska example - a mine company has to spend 900 million dollars before it can begin operation for its own profit.

Questions and Answers
• Project with 800 jobs in 15 years, where are all these people going to live? Where the water is. The challenge is going to be land. BLM land has already been identified for disposal but BLM says it will be at least 20 years before this will happen. We need the land if we are going to grow.
• What are the baby steps to start this holistic collaborative community management project? "People discussion." Deal with the people issues first. Build the relationships with the people. Get army to "play" so we can show what can be done.
• If you do land restoration on base and get tribe involved, will that help water quality at
lake? Yes.

Government Challenges

- Highest dropout rates in state of Nevada - 33% are dropping out.
- Big contingent of this county is 19-15 year olds moving from couch to couch.
- About 33% homelessness in this county.
- Diversification of employment. We need to diversify away from the depot. The depot is decreasing every year. We cannot get other industries to come here. High school hurts us.
- Get the small businesses in here, and then go after the bigger ones.
- Political football of Yucca Mountain.
- We have high tech stuff. If Yucca Mountain funding goes away, I am so afraid that if funding stops, so would this high tech stuff that others benefit from.
- I agree. We cannot compete with the base; they pay $25 per hour. We cannot compete.
- We are like an inner city. Types of problems within families. Lack of strong families. Need strong mentoring for families. Programs are good, but when a child goes home to family that doesn't support these skills, it all falls apart.
- Domestic violence is here.
- Lack of courtesy, not having a good background on how to be a good citizen.
- Drugs, alcohol and domestic violence. Most murders in state are in Mineral County.
- Generational unemployment and all the things that come off of that.
- Praise for Bootstraps program and pride of accomplishment that youth felt. Speaker gave example.
- More possibilities of job sharing. Parents are working for the health insurance and no parents are at home because of this. "We haven't done it and we are not going to do it."
- I'd love to see some part time jobs.
- Federal government looking to expand interstate program. New federal plan bypasses Hawthorne; it goes off the backside of the lake and goes on the backside of the base. This needs to be stopped now.
- From employment office standpoint, 18 years olds do not know how to present themselves for employment (brush your teeth, bathe). They lack of computer skills and cannot do their applications online.
- Our high school is killing us with new companies. Most newcomers will not put their children in this school. New workers are willing to commute rather than bring their families here.
- Biggest loss is continuity in the schools. No flow. All of the management has been replaced.
- Nobody knows what is going on. Kids can succeed, though.
- BLM maintains the Sportsman’s Beach. They have approached the county about Mineral County taking over the management. MC would get the fees. There is a water system, though it has too much bacteria - must be signed non-potable.

Strengths

- We have got water and sewer infrastructure for 9000 people. We are proactive and we
have capacity. We own our own landfill.

- We have county owned geothermal. We will use that geothermal for the heating of public buildings, then commercial buildings, then move into residential.
- People here in the community. When we need to pull together, we step up! We have fundraisers.
- We have a leave bank. We put our personal issues aside and step up.
- I agree; everyone steps up.
- We have wonderful strength in our GIS program.
- We have good school facilities. But we do not have the people.
- We have gotten to the point if you are going to do business with the county it does not take as long as it used to. It takes 3-4 months rather than 3-4 years.
- We have huge diversity of knowledge, experience in the employees.
- We have not had to lay off county employees yet. We are doing everything we can to prevent that.
- Location to LA and LV. We are close to snowboarding. Our airport is an asset
- I agree, we are able to serve the needs of customers.
- We have an airport that is more all weather than most airports in this area. We are not advertising ourselves as to our proximity to the Sierras. Best skiing is 1.5 hours from here. Our airport is never snowed out.
- Our lake is a huge asset. People are always blown by it.
- It is an asset at this time that we look like Afghanistan (terrain, weather).
- You can spend weeks and weeks here doing things within an hour drive of here.
- Our pass is open all the time. You can reach every major market within 12 hours.
- We are working on a railroad.
- This 95 corridor is a benefit.
- People are putting their heads together and problems are getting solved.

Projects

- Start establishing some small businesses to turn the economy around. We have infrastructure on both sides of the 95 corridor. We need the jobs. We need to start small and the bigger jobs will come.
- We finally have stuff done on the Babbitt land. We look forward to having things done so we can start selling by the end of the summer. We are ready to start putting in some light industry by the end of the year.
- Get some green industries going to save the employees we have.
- Start getting some of this geothermal down and relieve the high costs.
- We are going to spin straw into gold.
- Thank God for some of the grants.
- Redo HVAC in the county building.
- I agree with [another speaker] - jobs and bring tax base up. Start small and build. Stop relying on the base.
- We need grant writers, leadership training.
- Community needs a cheerleader, a good coach, to pump the community back up.
- Stop getting our hopes up only to be let down.
- Do restoration in the valley. Have Mineral county become internationally known how to
restore arid land. Become an outdoor training center, university. "You can turn your land around."

- I would like to see this place become a training center for the military. (Make it official, a contract. Currently informal)
- See every business on Main Street full.
- Stop being hostage to banks. Be able to invest in folks with dreams that are not creditworthy.
- 11-12 million dollar construction around water resources. By March it should all be done. We need to keep our rates low enough to attract business.
- A strong plan for growth.
- Need money for road construction and improvement. These projects are not being funded.
- To control your future, you must be able to control your resources.

**Questions and Answers**

- Kids do not have high aspirations. I think grants. We would not be able to survive without grants. Capacity building grants. We need grant money.
- Community conversation is negative. Is this conversation internal or external? Both.
- Need to develop better marketing, is there no money? There is no money. [Another person] has written grant. Tourism money can only be used to attract tourism. Some questions if this is still true.
- Generational unemployment? Yes it is true. Folks not looking at the long term perspective, looking at the immediate. You can earn as much money on unemployment as you can on the job.
- I'd rather go down fighting rather than not accomplish anything.
- What was the maximum capacity of Hawthorne when base was full blown and Babbitt housing was full? 16,400 plus. Babbitt had a school and a Safeway, a bowling alley, an ice cream parlor. Babbitt had own police department. More things were in Babbitt than in Hawthorne. We have good bones, but we do need to grow.
- Are the core businesses still here? No
- When did the big drop off happen? When base went to contractors. Also when the mines began to shut down. Ranching also took a downturn in the same era.
- New money (from natural resources) vs traded money (from services). We need new money coming in.
- Comment about cheerleader/champion? Are the BRAC champions still here and active? Yes, but cannot rally folks now. Community rallies when the "train is bearing down on them." Families are busy and tired. Volunteers are getting burned up.
- Why are companies finding schools not good enough for their children? Is it a perceived problem or real problem? Goes back to home life. There is no continuity at the administrative level. Generational unemployment. Spending too much money on sports and not on higher education. Rigor of the school has dropped to the expectation of the community.
- Is there any way to communicate this to school board? Well, they cancelled their listening session.
Non Profit/Faith Based

Challenges

- We rely too much on the base and we do not have a lot of economic diversity. It's an attitude that needs to change.
- Employment (rely on the base) and leadership (lacking in our community).
- Leaders lead through emotions.
- Attitude towards education could be improved. When they have parent teacher conference, [the teacher] sees only 5 people. The teacher sees the parents of kids that he/she doesn't need to see.
- When leadership is in place, other things fall into place.
- I do not think we have critical mass anymore. We do not have enough leaders, businesses, or anything to sustain a thriving community.
- I agree with the comment that we need something else besides the base.
- There is just an attitude in the schools of "You owe us."
- "I can't get enough help." I don't know if it is apathy or what.
- Diversity is a problem. Even when I was a kid there wasn't enough diversity even then.
- Critical mass of four things to do because otherwise you do the one thing you can do until you get tired of it, just burned out.

Strengths

- We have people who care about the community, attend meetings and get things done.
- Fundraisers for people in need.
- I would add on to that. Example of recently injured soldier. Community comes together in a positive way.
- We have a good location. We are fairly close to Reno, Tahoe, and Yosemite.
- We have a nice climate here.
- In 2005 in mid February, we raised $35,000 to put that big flag up.
- We are a patriotic community.
- The churches. I think that is a strength.

Projects

- Create more people who care.
- Projects light a fire under people. But how many fires do you light and how do you light them? It takes more than 4 or 5 people. We used to have 50-60 people in Lion's Club, now we have about 8.
- Get more community minded groups. Years ago there were a lot more people with this embedded in their hearts and minds. Now it's like people think "I want to get what the government owes me."
- We have tremendous geothermal potential here. I'd like to see that developed.
- I want to see training for those in leadership. Mandatory for anyone who runs and continuing education for those in office. Learn how to lead even when no one shows up.
- I second that one.
- Train students to survive in the workplace. (Up to date skills, computers, etc). What worries me is that when they graduate they will see nothing here and they will go someplace else.
- Creation of micro businesses that are diversified. Example of Israeli community that
merged artistic things and engineering things for commercial application.

- Be nice if some of these boards had a weekend training on Roberts' Rules of Order.
- We do not have in place the kind of employees that companies need. Companies could invest in creating a workforce that is designed for their jobs.
- Explore idea of science and technology school, green-engineering focus. Could use old Sky View property.
- A lot of projects but we do not have people who can handle it or they will not last.
- Dealing with those already in leadership and develop leadership desires and skills in school.
- Understand the principles of leadership.
- Indoor swimming pool that we could use all year.
- Teach a light show class where students design the show and learn a job skill.

Questions and Answers

- Would [identified person] be interested in coordinating leadership training? Yes.
- Topics? Currently doing a book discussion on how do you create a team out of individuals.
- Attitude of "you owe us?" Who owes who? Students expect teachers to just hand it to them on a platter. Entitlement. Probably fostered in the home.
- Have expectations declined? Yes, but out of frustration. They just finally grind you down.
- "Critical mass"? What is keeping the people here from moving forward? Support your local business, but folks will drive all the way to Wal-Mart in Fallon to save 30 cents. Not overwhelming community support for local business.
- Community pride? Seems to be there but it needs to be nurtured.
- Going to Wal-Mart is not about saving 30 cents. It's about being burned out and needing to see something new or to have something to do.
- What do you think the image of the community is outside of Mineral County? Podunk. Something out in the middle of the desert on your way to some other place.
- Light show with 60,000 lights set to music. Called Reno news stations and they did not show up. They only show up when something bad is going on.
- 90% of the people in Vegas do not know we are here. 75% of the people in Reno know about us because of the weather report.

American Legion

Challenges

- No doubt in my mind, economic development is required in this county. Need to be more diversified. Not rely on the base. Need to use Reno as our model; they have industry, manufacturing and small business. Get away from being dependent upon the base.
- Becoming a retirement community but cannot rely upon the retirement income.
- I agree. Without economic development I do not see myself working and getting [child’s name] through what she needs to get through
- I piggyback on what they say about the economic development. Yes we need the economic development. But I want to be more specific. We are on the bloodline for the
truckers between Reno and Las Vegas. This is a hub for the state and we should draw revenue. We need a convention center.

- Problems are the elected officials who will not let business in. [The businesses] go to Fernley or Fallon, always someplace else.
- I agree. The red tape will not let businesses in.
- I agree with what has been said.
- The lake needs to be developed. The beaches are beautiful and need some major development.
- They need to put something down on the sand on the north side of the beach because you can be up to your eyeballs in sand. Need a concession stand.
- I totally agree with what they say about the lake. [Recent visitor] asked why they haven’t developed some campsites and collect fees.
- A lot of people wanting to get things done, but not a lot if initiative to make things happen, get things done. People need to step to the plate. Quit crying about how things used to be and start making things happen.
- Lack of vision.
- Live the life style of "just leave me alone."
- Nothing for the kids to do and I see everyone getting drunk and doing drugs.
- Why the devil don't they punch that railroad on through? The railroad comes right on through and it ends right here. We used to be a shipping hub.
- Need some new stuff coming in and we need help with doing that
- Our little community needs help financially.
- There is a lack of businesses that serve the trucking.
- We need help getting into our community. The truckers need places to go and places to eat. We need twenty four hour places to eat.
- More services not only for truckers but for other travelers as well.
- Let others know what is going on in our community.
- School system is a challenge.
- Nothing for my daughter to do but play Wii.
- Lack of vision therefore the lack of jobs.
- Need to see Walker Lake water levels go up.

**Strengths**

- The only strength I see is the base and really nothing else.
- Yes. I wanted industry in here a long time ago. Land is an asset but there is nobody on it.
- Old racetrack out there that is up for grabs. Put something out there and develop it.
- People are a wonderful asset. There is a lot of love among the people who live here. We do not have to be afraid. I don't want to see it grow large, but I want to see it flourish.
- The smallness of the community and the people.
- Geothermal in three or four places.
- Beautiful golf course at the base.
Several service organizations that do things.  
I agree. We have a major hub here. It's a good spur to everything else. We have a lot to offer in this community.  
It's 30 minutes to any stream around here.  
I agree. Location is the key to Hawthorne.  
The minerals that could be captured. We have to find a way to make that work. Get businesses to come here and reap that benefit.  
FAA paid to have runway extended here. Major improvements made at airport in last ten years.  
I think the museums are an asset to our community.  
I agree, my little girl loves for me to take her to the museums.  
I want to reiterate the geothermal thing. That is great asset here.  
He mentioned the weather, but where do you have more sunshine and wind?  
Clean air and no smog. No smog requirement on vehicles.  
Good water supply.  
The USO convention center.  
Cost effective for retirees to come here.  
Infrastructure is here to house 16,000 people.  
We have a good hospital and good doctors here.  
The Lake is very enjoyable.  
Walker Lake.  
The Army base.  
The base, that helps. They bring the guys in and they love it. We are so patriotic here.  
We have a lot of successful students graduate from this high school.  
One of the biggest assets is the people in this community.  

Projects  
We need to get the USO Convention Center finished and open. It's an asset that came to us 40, 50, 60 years ago. The community needs it.  
Geothermal definitely should be developed along with wind and solar.  
Develop the east side of the lake.  
She stole my thing. I agree with her.  
Working with the businesses wanting to come here. Stop the local government from stymieing everything that wants to come in.  
Stop the battle between the school board and the school district.  
What's wrong with this school system? They need to be able to retain their faculty. Pay them good wages.  
Ditto.  
I agree with everything  
Help and leadership getting "it" done. What does it take to get things done?  
Elected officials taking care of what needs to be taken care of so I can afford to stay here in this community.  
I'd like to see the community pull together and collaborate to make this a better place to
It's a matter of lighting a fire under them. We need a sense of urgency to build consensus and bring these people together. Find a goal, work on it and accomplish it.

I agree. A lot of people willing to help but they need to know how.

Back to the schools and teachers - I can't understand why they can't keep the teachers.

Long term - economic sustainability. We have to figure it out. With economic development comes everything else.

I agree - if you have that, people will stay; otherwise they will leave.

I agree - if others see what we have here, they may want to come here and stay.

Make it possible for the families with the children to stay here.

Better wages so I can afford to pay health insurance for [family member].

Economic stability. Why did Las Vegas and Reno grow and we didn't?

Do something to get people to see beyond the base.

Getting back to the lake. We used to have a gun and tackle shop, but because lake has gone down, those hunters and fishermen don't come.

Showers at the Lake.

Get rid of [a national politician].


Young kids get out of school and they leave.

We need to do something about the quality of the schools.

Let's give up the past and move forward.

Questions and Answers

Economic development is shut down at the county commission level. Attendance at meetings tends to be by people who are against measures. What about the opposite? Is there support for business? There is always support. We have new commissioners now; the old ones in the past were hard to work with.

How do we get "that" out there? That the commissioners are willing to work with us? Rhetorical question from the audience.

Written Comments and All Other Sessions

Challenges

Lack of economic diversity.

Quality of education.

Overdependence upon the base.

In Mineral County there is a great need for quality teachers to improve the standards for education.

The youth frequently want to leave the area as soon as they get out of high school as there are few amenities or services.

Good paying jobs with potential for advancement have not been available causing graduates to seek employment in other areas.

We need several large companies to relocate in Mineral County to improve the job market.

Job seekers would move to the area along with smaller companies looking for a place to relocate with a good climate for a business.
Jobs.
Affordable housing.
Drug and Alcohol usage.
Uncaring landlords.
Not enough jobs to help families help themselves.
Some of the rent is so high that families cannot afford to stay in different apartments, housing, etc., after paying electric, gas and water.
Drugs are a big problem in Mineral County whether illegal or over the counter there is Verbal, Physical and Mental Abuse in the community due to the drugs and alcohol abuse.
Due to no Housing Authorities over these areas, landlords can set the rent at whatever they feel.
Some of them take their time about doing repairs or replacing parts that is not the tenants' fault and most of the time the owners do not live here and is hard to contact for help.
Employment and leadership. Employment is dependent upon the base. We need more diversity in employment to sustain continual growth economically.
Leadership skills are in general, lacking in our community. We have seen in the local paper over several years concerning public school leadership or on the local televised commissioners meeting some very poor leadership skills. We have seen people in leadership leading through emotions instead of what is best for the part of the community that their office represents.
Lack of new, diverse and sustainable businesses that provide jobs and services.
Also the rural location of our community with no freeway access or railroad, the lack of water to sustain Walker Lake.
Lack of housing and infrastructure so when a company does want to locate in Mineral County the employees [do not] have access to adequate housing.
High rate of poverty.
Resistance to growth, until the old county commissioners were replaced.
Lake and water system.

Strengths
Mild climate.
Services (library, museums, hospital).
Inexpensive real property.
Water.
Mineral County has very beautiful natural scenery, big sky, mountains, and wide dramatic views.
The climate is very mild with little snow on the valley floor in the winter.
There is great opportunity for outdoor enthusiasts with Walker Lake being in close proximity.
For fisherman, ATV riders, bikers and hikers, there is freedom of access.
Property is affordable even for first time home buyers.
The people of Mineral County are her biggest asset as they are welcoming, friendly, and community oriented.
This is a praying community and it has taken prayer to keep us where we are today. But people sometime get restless and forget where God has brought us from - example BRAC List and other things he has done for this community.

- Mineral County contains abundance in history because of the base and the training facilities.
- There are people who care about the community, attend public meetings and are involved.
- This town can raise money for people in need. There have been several fundraisers for people who need medical treatment and cannot afford what it costs.
- The greatest assets in Mineral County are the friendly environment for our military operations.
- Its great healthcare providers and hospital services.
- Its climate.
- The people of this community who come together in times of need.
- Geothermal.
- Mineral deposits.
- A skilled workforce.
- Low crime.
- Freedom of the outdoor environment.
- Its expanded airport.
- Western Nevada College.

Projects

- Short term - develop Babbitt area (water, electricity)
- Short term – Sky View, reopen as a training facility
- Long term - swimming pool enclosed
- Long term - develop geothermal
- Short term - immediate jobs to sustain the population created by new business would be a huge boost to the local economy.
- Short term - Incentives need to be made to motivate new teachers to relocate to this area.
- Short term - Youth clubs, a bowling alley and a paintball park being funded would help keep the youth off the streets and busy in a positive way.
- Funding for in-home care for our large disabled population is needed and should be provided. Too many handicapped fall through the guidelines of specific programs and are not eligible.
- Clients seeking help often give up after years of being passed off to yet another agency that will not help them.
- State agencies pretend to sympathize but in the long run let us know that their workers are not interested in coming to Mineral County.
- Short term that can become long term "JOBS"!
- Affordable housing (project) apartments, where the people and the authorities are held accountable for the upkeep of the living quarters.
- Better education for our children.
- More resources for assistance such as with addictions (drug, alcohol and gambling, etc.)
- Medical insurance.
I want to see training for those in leadership. It would be beneficial to see mandatory proof of some kind of leadership training for anyone running for public office. Those in public office should be required to attend some kind of continuing education program for leadership.

Short term I would like to see the sidewalks and curbs finished throughout our town.

I would like to cover the pool so that it can be used year round, or build a new one so that we have both.

I would like to offer more activities for our youth, especially in the summer.

Long term it would be nice to finally close a deal with an industry or business to really relocate or start up here and provide jobs and services needed in our community so that we have a diversified workforce that is not reliant on only one business for the vast majority of the people of our community.

Get a town decorator.

Plant trees along Main Street for shade.

Decorate town so people will be more likely to pull over.

A water system that provides water you can actually use.

Questions and Answers

No questions and answers for this session.

Business

Challenges

We need more businesses in town. More people.

We have to make our community ready for business. Clean up Main Street. Water the plants.

Keep the storefronts clean. Get ordinances in place and enforce them.

Our schools are very important and a bit of a challenge.

The main thing that bothers me is the trash.

Get rid of the bypass.

Economic diversity. We cannot rely solely on the base.

I agree.

Funding for new business startups.

I agree with her about curb appeal. I just renovated my shop and people really like that.

Business has gone up a little. I bring in unique stuff.

Get everyone to work together on the improvements we need in the community.

Cleaning up on Main Street. A visitor recently stated he would not bring his business here because of the streets and alleys.

Challenge to get people involved within the community. Nothing drives you to that. It's tough.

Strengths

Volunteers water the plants along Main Street.

Small town atmosphere.

The people are wonderful. Come together to help each other.

Outdoors.
Proximity to the Sierras.
I agree about the outdoors.
Simple living here.
Group coming into do pyrotechnic activity. Visitors were complimentary about small town atmosphere.
Affordable.
Quiet, no traffic jams.
Resilience.
Base is a strength. It goes both ways. Base plays a big role in our community and our businesses.
Good hospital, visiting docs come in from Reno on a regular basis.
Our library.
Our weather. We are the banana belt of the state.
360 days of sunshine per year.
The credit union. There are a lot of homes that would not have been financed by a bank.
The credit union also supports small businesses and start ups.
Convention center will be a tremendous asset to the community.
We pulled together during the base closure crisis.

Projects
- Bring more events here.
- You have to have involvement. Get the public involved in different ways.
- Make use of the geothermal similar to Grover Hot Springs. Would encourage people my age to retire here. Keep it simple and it would be affordable. Don't try to build the Taj Mahal. Keep the businesses in town.
- Have county commissioners get involved in the community. All three should be represented at these meetings.
- (for the youth) Movie theatre or a bowling alley, a video game place instead of drinking in the hills.
- Need some direction for the youth.
- Change vacant lots into small parks. Can be a desert scene so it is low maintenance.
- Sidewalks on the side streets.
- On our main streets, flower pots are nice, but sidewalks lean.
- Commissioners need to form a partnership with the community as well as with the base.
- More commitment from both the county commissioners and the base to use the local businesses.
- Award contracts first to the local community and if local businesses can't provide what they need then go out.
- School district is not participating. They need to buy into the community.
- Advertise Hawthorne in a positive way.
- People only hear about Hawthorne when something bad happens.
- Bring Boys and Girls Club here.
- Call Reno Style and get featured on that show.
- Follow through on the Streetscape project. Make this a more pedestrian friendly main
street.

- Advertise in the newspaper and recognize the volunteers. Make even small projects look big.
- Get other groups involved (example of Boy Scouts assisting another group put up flags on Memorial Day.)
- We need an individual that can "pound the hammer."
- We need consistency with programs for the youth.
- Get that convention center open.
- Draw meetings here. State needs to recognize we can support a small convention.
- I'd like to see zoning in the community to create a pleasant community.
- Code enforcement. I don't want to see junked cars on the streets, or abandoned mobile homes.
- Most of the people keep their properties up, but there are some that are not and there is nothing done about it. It gets discouraging.

Questions and Answers

- Do you think people know how they can get involved? That might be part of it. People's lives are busy.
- Why do you think the spurts of involvement flatten out? It's a struggle to get everyone on the same page. Our best involvements come from crisis.
- Volunteerism? People get involved in what is important to them. You have to have leadership. Recognize the volunteers.
- What keeps the commissioners so remote? How do people keep engaged with the commissioners? They are related. When something is important people show up at the meetings.
### Additional Resources

<table>
<thead>
<tr>
<th>Organization</th>
<th>Address</th>
<th>Phone Numbers</th>
<th>Websites</th>
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<tbody>
<tr>
<td>Heartland Center for Leadership Development</td>
<td>650 &quot;J&quot; Street, Suite 305-C Lincoln, Nebraska 68508</td>
<td>402/474-7667</td>
<td><a href="http://www.heartlandcenter.info">www.heartlandcenter.info</a></td>
</tr>
<tr>
<td>Nevada Association of Counties</td>
<td>201 S. Roop Street, Ste. 101 Carson City, NV 89701</td>
<td>(775) 883-7863</td>
<td><a href="http://www.nvnaco.org">www.nvnaco.org</a></td>
</tr>
<tr>
<td>Nevada Department of Conservation and Natural Resources</td>
<td>901 S. Stewart St., Ste. 5001 Carson City, NV 89701</td>
<td>775/684-2700</td>
<td><a href="http://www.dcnr.nv.gov">www.dcnr.nv.gov</a></td>
</tr>
<tr>
<td>Nevada Department of Public Safety</td>
<td>555 Wright Way Carson City, NV 89711</td>
<td>(775) 684-4808</td>
<td><a href="http://www.dps.nv.gov">www.dps.nv.gov</a></td>
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<tr>
<td>Nevada Fire Safe Council</td>
<td>440 West Spear Street P.O. Box 2724 Carson City, NV 89702</td>
<td>(775) 884-4455</td>
<td><a href="http://www.nvfsc.org">www.nvfsc.org</a></td>
</tr>
<tr>
<td>Nevada Microenterprise Initiative</td>
<td>113 W. Plumb Lane Reno, NV 89509</td>
<td>775/ 324-1812</td>
<td><a href="http://www.4microbiz.org">www.4microbiz.org</a></td>
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<tr>
<td>Nevada Rural Housing Authority</td>
<td>3695 Desatoya Drive Carson City, Nevada 89701</td>
<td>775/887-1795</td>
<td><a href="http://www.nvrural.org">www.nvrural.org</a></td>
</tr>
<tr>
<td>Nevada Rural Development Council</td>
<td>704 W Nye Street, Suite 201 PO Box 3926 Carson City, NV</td>
<td>775/829-1048</td>
<td><a href="http://www.nevrdc.org">www.nevrdc.org</a></td>
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<tr>
<td>Nevada Arts Council</td>
<td>716 N. Carson Street, Suite A Carson City, NV 89701</td>
<td>775/687-6680</td>
<td><a href="http://www.nevadaculture.org/nac">www.nevadaculture.org/nac</a></td>
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<tr>
<td>Nevada Commission on Economic Development</td>
<td>208 East Proctor Street Carson City, Nevada 89701</td>
<td>775/687-4325</td>
<td><a href="http://www.expand2nevada.com">www.expand2nevada.com</a></td>
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<tr>
<td>Nevada Department of Health and Human Service</td>
<td>4126 Technology Way, Suite 100 Carson City, Nevada 89706-2009</td>
<td>775/684-4000</td>
<td><a href="http://www.dhhs.nv.gov">www.dhhs.nv.gov</a></td>
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<tr>
<td>Nevada Department of Transportation</td>
<td>1263 South Stewart Street Carson City, Nevada 89712</td>
<td>775/888-7000</td>
<td><a href="http://www.nevadadot.com">www.nevadadot.com</a></td>
</tr>
<tr>
<td>Nevada League of Cities and Municipalities</td>
<td>310 S. Curry Street Carson City, NV 89703</td>
<td>775/882-2121</td>
<td><a href="http://www.nvleague.org">www.nvleague.org</a></td>
</tr>
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<td>775/829-1048</td>
<td><a href="http://www.nevrdc.org">www.nevrdc.org</a></td>
</tr>
<tr>
<td>NV Small Business Development Center</td>
<td>University of Nevada, Reno College of Business Administration Ansari Business Building, Room 411 Reno, NV 89557-0100</td>
<td>775/784-1717</td>
<td><a href="http://www.nsbdc.org">www.nsbdc.org</a></td>
</tr>
</tbody>
</table>
Mineral County Community Assessment – 2010

Nevada State Development Corporation
6572 South McCarran Boulevard
Reno, Nevada  89509
775/770-1240
800/726-2494
www.nsdcl-loans.com

Public Utilities Commission of Nevada
1150 E. William Street
Carson City, NV 89701-3109
(775) 684-6101
http://pucweb1.state.nv.us/PUCN/(X(1)S(ptxqjps5lbc5m5h0ly4o23))/PUCHome.aspx

Rural Nevada Development Corporation
1320 East Aultman Street
Ely, Nevada  89301
775/289-8519
www.rndcnv.org

USDA Rural Development
1390 South Curry Street
Carson City, Nevada 89703
775/887-1222
www.rurdev.usda.gov/nv

US Forest Service
Humboldt-Toiyabe National Forest
1200 Franklin Way
Sparks, NV 89431
775/331-6444
www.fs.fed.us/r4/htnf/

Western States Arts Federation
1743 Wazee Street, Suite 300
Denver, CO 80202
888/562-7232
303/629-1166
www.westaf.org

Nevadaworks
6490 S McCarran BLVD
Building A, Suite 1
Reno, Nevada 89509
775/377-8600
www.Nevadaworks.com

Rural Community Assistance Corporation
3120 Freeboard Dr, # 201 - 2nd Floor
West Sacramento, CA  95691
916/447-2854 or
775/323-8882 – Reno
www.rcac.org

University of Nevada Cooperative Extension
University of Nevada, Reno
Mail Stop 404
Reno, NV 89557-0404
775/784-7070
www.unce.unr.edu

US Bureau of Land Management
Carson City District Office
5665 Morgan Mill Road
Carson City, NV, 89701
775/885-6000

US Small Business Administration
Nevada District Office
400 South 4th Street, Suite 250.
Las Vegas, NV 89101
702/388-6611
www.sba.gov

USDA Rural Development
1390 South Curry Street
Carson City, Nevada 89703
775/887-1222
www.rurdev.usda.gov/nv

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www.westaf.org
**20 Clues to Rural Community Survival***

1. **Evidence of Community Pride:** Successful communities are often showplaces of care, attention, history and heritage.
2. **Emphasis on Quality in Business and Community Life:** People believe that something worth doing is worth doing right.
3. **Willingness to Invest in the Future:** In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.
4. **Participatory Approach to Community Decision Making:** Even the most powerful of opinion leaders seem to work toward building consensus.
5. **Cooperative Community Spirit:** The stress is on working together toward a common goal, and the focus is on positive results.
6. **Realistic Appraisal of Future Opportunities:** Successful communities have learned how to build on strengths and minimize weaknesses.
7. **Awareness of Competitive Positioning:** Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.
8. **Knowledge of the Physical Environment:** Relative location and available natural resources underscore decision making.
9. **Active Economic Development Program:** There is an organized, public/private approach to economic development.
10. **Deliberate Transition of Power to a Younger Generation of Leaders:** People under 40 regularly hold key positions in civic and business affairs.
11. **Acceptance of Women in Leadership Roles:** Women are elected officials, plant managers, and entrepreneurial developers.
12. **Strong belief in and Support for Education:** Good schools are the norm and centers of community activity.
13. **Problem-Solving Approach to Providing Health Care:** Health care is considered essential, and smart strategies are in place for diverse methods of delivery.
14. **Strong Multi-Generational Family Orientation:** The definition of family is broad, and activities include younger as well as older generations.
15. **Strong Presence of Traditional Institutions that are Integral to Community Life:** Churches, schools and service clubs are strong influences on community development and social activities.
16. **Sounds and Well-Maintained Infrastructure:** Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.
17. **Careful Use of Fiscal Resources:** Frugality is a way of life and expenditures are considered investments in the future.
18. **Sophisticated Use of Information Resources:** Leaders access the information that is beyond the knowledge base available in the community.
19. **Willingness to Seek Help from the Outside:** People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.
20. **Conviction that, in the Long Run, You Have to Do It Yourself:** Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

*Reprinted from Heartland Center Leadership Development, Spring 2002 *Visions Newsletter
Traits of Good Governance

Governance is the process of making and carrying out decisions.

Effective governance incorporates a variety of decision-making and implementation practices by a wide range of people, organizations, and institutions beyond government. These include non-profit groups, faith-based organizations, community foundations, citizen alliances, community colleges, business associations, and others.

Effective governance incorporates community building: processes that develop leadership, enhance social capital and personal networks, and strengthen a community’s capacity for improvement.

It is the hope of the resource team that the community assessment process has provided encouragement and support for Churchill County’s pursuit of effective governance.

Nevada Rural Development Council