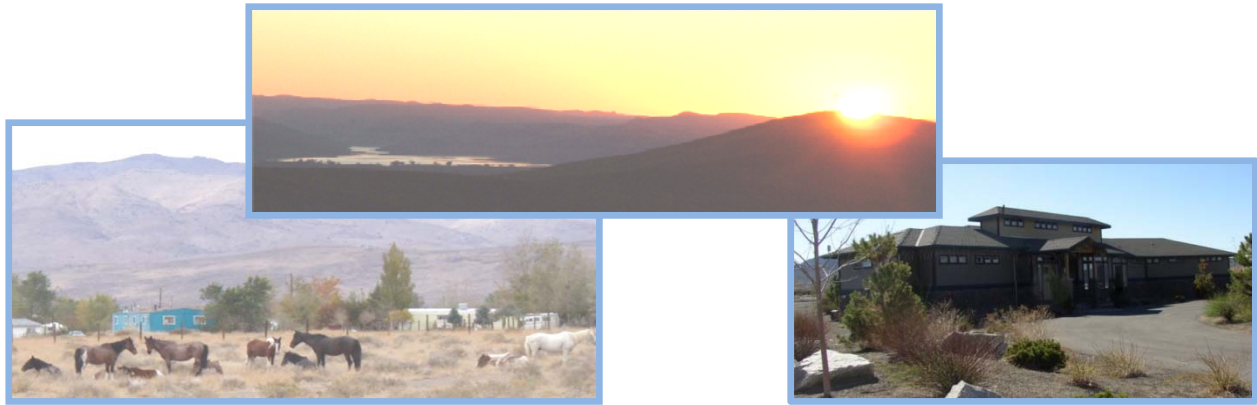


Silver Stage 2010 Community Assessment for Silver Springs & Stagecoach, Nevada Final Report Section 1: Themes and Analysis



Presented by:

Nevada Rural Development Council



In Cooperation with:

University of Nevada Cooperative Extension



Lyon County



**Community Development
Block Grant Program**



Silver Stage Community Assessment – 2010 Section 1

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Introduction

The Silver Springs Town Advisory Board as part of their update to the Town Master Plan determined to seek input from town residents to help plan for the future through a community assessment. The Town Board decided that they should also seek input from residents of Stagecoach as well. Lyon County successfully obtained support for the assessment through the Community Development Block Grant Program (CDBG) from the Nevada Commission on Economic Development. The county then arranged with the Nevada Rural Development Council (NRDC) to complete the Silver Stage Community Assessment.

The NRDC selected six individuals who live and/or work in Rural Nevada to serve as a resource team. The resource team spent three days in Silver Springs and Stagecoach. Team members learned a great deal of new information as they listened to you, the local residents, as you expressed your thoughts and feelings. The team felt a genuine sense of commitment to this grass roots process. They were pleased and honored to be invited into your community, your businesses, and your friendship.

This assessment would not have happened had the Town Boards not wanted sincerely to “listen to their constituency.” There is considerable information in this report ranging from citizen comments to recommendations from the Community Assessment Resource Team which include potential resources. This assessment could not have been possible without the great turnout by residents of Silver Springs and Stagecoach and your willingness to share your thoughts about your communities. It is through the efforts of those of you who participated in the process and your desire to build a better tomorrow for your communities 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.

This report is divided into two sections. The first section includes an analysis of the themes identified through the listening sessions. Each analysis includes an overview of what the team members heard and recommendations to address the issues inherent in the theme. The analysis also identifies resources that may help implement the recommendations. The second section of this report includes the more than 1,800 comments recorded in the listening sessions.

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 Silver Springs Town Advisory Board to seek input from local residents as to their thoughts about the future of their community. Second is the work of Lyon County staff and their logistical support for the process. Special acknowledgement goes to Maureen Willis without whose help this assessment could not have taken place. Third is the support received from the Stagecoach Town Advisory Board. Finally is the Local Steering Committee made up of volunteers who took a genuine interest in helping with this process, taking time to invite participation, making arrangements, sending memos, and creating flyers, brochures and other means to promote the assessment. However, none of this process could have been possible without the participation of the citizens of Silver Springs and Stagecoach. Not only did many of them participate, they also made the team feel warmly welcomed in their communities.

One of the highlights for the resource team was the tour of the area with Scott Keller, Chair of the Silver Springs Town Advisory Board as the tour guide and Ron Bell as the driver. Through the tour the team was able to see Silver Springs and Stagecoach and recognize their unique potential. The tour set the tone for the three day visit to central Lyon County.

Members of the team spent the remainder of the three days listening to and evaluating the many comments they heard from those of you who participated in the 12 listening sessions held during their visit. Each member of the team volunteered his or her time to be part of the team 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 distinctive expertise and background to the process which gives this report a broad perspective.

In addition, the Western Nevada Development District generously contributed to this process by providing staff to record comments made by local citizens. Also, a grant from the Nevada Commission on Economic Development's Community Development Block Grant Program provided the funding to pay for this effort. The University of Nevada Cooperative Extension's support throughout the assessment contributed to the success of this exercise and it is a testimony to Extension's 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. NRDC 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.” 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.

NRDC is governed by a board of directors and supervised by its executive committee. The executive committee members are: Keyth Durham – Chair, Doug Busselman – First Vice Chair, Ron Radil – Second Vice Chair, Tom Harris – Secretary, and Winnie Dowling – Treasurer. Through their determination and tenacity, NRDC has continued its presence in rural Nevada through growth and challenging times.

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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:

- An opportunity to hear from community members
- An affordable process
- An opening of communication between citizens and government
- A method to bring “outside ideas” into the community
- A way to identify new resources for communities to use
- A source of in-kind contributions for grants

Additional results include leadership development, enhanced volunteerism, and an increase in civic engagement.

The Resource Team, the Steering Committee, and the Nevada Rural Development Council, are honored to bring this great engagement process to your communities. It is their hope that it will provide benefits short-term and long-term for all local residents.

Process for the Development of this Report

The Nevada Rural Development Council (NRDC) assembled a resource team to assist Silver Springs and Stagecoach residents in evaluating community challenges and assets in developing suggestions for improving their quality of life, social and economic future. All team members were trained and certified to complete the process. The three-day assessment began Tuesday, April 13, 2010 and concluded with two Town Hall Meetings on Thursday, April 15, 2010. One meeting took place in the Stagecoach Community Center and the other at the Silver Springs Senior Center.

Before the resource team started the assessment they were provided with demographics of the two communities and given the listening session schedule. The first step of the assessment was a community tour provided by Steering Committee Members Scott Keller and Ron Bell. The team then participated in 12 listening sessions and received more than 1,800 citizen comments that led to the formulation of the 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 next 2, 5, 10, & 15 years 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 presented it to the community.

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 two Town Hall Meetings on Thursday, June 10, 2010. At the meetings, priorities were chosen and residents volunteered for work groups that will carry out specific elements identified through the assessment. NRDC will be working with the community during a follow through campaign to assist in the development of strategic plans for the priority themes.

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Schedule of Listening Sessions

<u>Tuesday, April 13, 2010</u>	<u>Listening Session</u>	<u>Location</u>
8:00 AM to 8:30 AM	Orientation Meeting	SS Community Center
8:30 AM – 10:15 AM	Resource Team Area Tour	
10:30 AM – 11:30 AM	Local Government Group	SS Community Center
12:43 PM – 1:32 PM	High School Students	High School*
1:36 PM – 2:27 PM	High School Students	High School*
3:30 PM – 4:30 PM	Stagecoach Residents	St Community Center
7:00 PM – 8:00 PM	Stagecoach Residents	St Community Center
<u>Wednesday, April 14, 2010</u>	<u>Listening Session</u>	<u>Location</u>
8:30 AM – 9:30 AM	Businesses Group	SS Community Center
10:00 AM – 11:00 AM	Faith Based Community	SS Community Center
1:00 PM – 2:00 PM	Seniors	SS Community Center
3:00 PM – 4:00 PM	Civic/Club Groups	SS Community Center
4:30 PM – 5:30 PM	PTO/Library Groups	SS Community Center
7:00 PM – 8:00 PM	Citizens At Large	SS Community Center
<u>Thursday, April 15, 2010</u>	<u>Listening Session</u>	<u>Location</u>
9:00 AM – 10:00 AM	Citizens At Large	SS Community Center
<u>Thursday, April 15, 2010</u>	<u>Town Meeting</u>	<u>Location</u>
4:30 PM – 6:00 PM	Stagecoach	St Community Center
7:00 PM – 8:00 PM	Silver Springs	SS Senior Center

All listening sessions were open to the general public EXCEPT those marked with *

Executive Summary

A major challenge brought forth in this Community Assessment was the concern over the image and identity of the two communities of Silver Springs and Stagecoach. During listening sessions in both communities, local residents voiced concerns about these issues. Some comments heard included: “A sense of community is non-existent to a certain extent.” “We have no community pride; we need a better image.” “Like there is not a cohesive, close knit community; we have no big sense of community—disjointed.” “The biggest challenge is no legitimacy, no post office; we are the red headed step child, most maps don't even mention the community.” However even with these concerns, residents expressed pride in each community and recognized them as places where they chose to live. In contrast to the negative comments, residents brought forward many projects and initiatives they would like to see accomplished to improve the images and identities of both Silver Springs and Stagecoach.

April 13-15, 2010 the six person Resource Team, a group of individuals who live and/or work in rural Nevada, came to Central Lyon County to hear from community members. They left their preconceptions at home and brought objective, non-threatening ears to each listening session in order to hear and reflect upon the comments made. In Silver Springs the team identified six themes that arose from those comments: Business Development, Community Engagement, Image, Infrastructure, Public Facilities and Youth. In Stagecoach the team identified four themes: Basic Services, Economic Health, Identity and Preserving Rural Character.

In this report, each theme is addressed by team members. Team members bring their unique perspective to the analysis of those themes. The analysis includes an overview of what the team members heard and recommendations to address the issues inherent in the theme. The analysis also identifies resources that may help implement the recommendations.

At Town Hall Meetings held June 10, 2010 local residents of the two communities prioritized the themes. In Silver Springs the priority was: Business Development, Image, Youth, Community Engagement, Infrastructure, and Public Facilities. In Stagecoach the priority was: Economic Health, Identity, Basic Services and Preserve Rural Character.

The leadership in Silver Springs, Stagecoach and Lyon County is to be commended for having the foresight to undertake this community assessment. It provides a tool for community leaders and ordinary citizens to focus resources and energy toward addressing identified areas of concern. Only as individual citizens become engaged in their community, however, will this assessment be of any real value. Community members cannot avoid their responsibility for making good things happen. Each citizen should decide which theme or issue is important and then get involved in making a difference in their community. It is this engagement that will make Silver Springs and Stagecoach all that they can be.

The resource team wishes to thank the people of Central Lyon County for their hospitality during the assessment process. Each team member is grateful for the opportunity to help make this effort a success. It is now up to individual members of the communities to make this document come alive and become part of local efforts to help Silver Springs and Stagecoach grow and prosper.

Major Themes Silver Springs

Business Development

- JOBS!
- USA Parkway
- Grocery/Bank/Pharmacy
- Light Industry
- Expanded Medical Facilities
- Home Based Businesses
- Small Business Development
- Workforce Training
- Motel/Hotel/RV Park
- Truck Stop

Community Engagement

- Communication
- Apathy
- Volunteerism
- Service Director
- Identify who we are
- Perception of County vs. Silver Springs
- Commuting
- Governmental Structure

Image

- Clean up
- Code Enforcement
- Lake Lahontan
- First Impressions
- Entryway Welcome Signs
- Outside Perception that others have of us

Infrastructure

- Roads
- Street Lights
- Drainage
- Public transportation
- Recycling Center
- Access Roads
- Flood Maps
- Water/Sewer Expansion
- Repurposing Facilities

Public Facilities

- Vo-tech Facilities
- WNC
- Library
- Recreation Center
- Swimming Pool
- Parks/Ball fields

Youth

- Great Schools and Teachers
- Need for youth services
- Drugs/Alcohol/Teen Pregnancy
- Lack of Parental Involvement
- Youth Center
- Jobs for Youth
- Lower Cost Youth Activities
 - Non-Sports
 - 4-H
- Youth Sports Program

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Theme: Business Development – Michael Guss

I appreciated the kindness, hospitality, and willingness to share ideas of the people of Silver Springs. Silver Springs is a wonderful community that I look forward to working with in the future.

Issues:

- JOBS!
- USA Parkway
- Grocery/Bank/Pharmacy
- Light Industry
- Expanded Medical Facilities
- Home Based Businesses
- Small Business Development
- Workforce Training

Residents of Silver Springs felt that there was a lack of jobs in the Silver Springs area. Many residents commuted to Reno or Carson City for employment, but would prefer to work closer to home if it was at all possible.

Residents strongly supported the completion of the USA Parkway. Silver Springs' residents felt that improved transportation between US 50 and the Tahoe Reno Industrial Center (TRI) would create jobs and strengthen the local economy.

There was universal support for a shopping center with three essential services: a grocery store, a bank, and a pharmacy.

Most residents felt that light industry was a good fit for the Silver Springs economy. Residents wanted to see expanded light industry, and praised the automotive testing center, and Bonnie Plants as places that provide good-paying local jobs.

Residents of Silver Springs felt that the medical facilities that they had were good, but that better access to specialist care could be provided.

Residents mentioned that there are several dozen home-based businesses in the Silver Springs area, and supported activities to empower these businesses to grow.

Residents would like to see a focus on small business development in the Silver Springs region. Students at the Silver Stage high school, and their parents, strongly supported increased vocational training.

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Recommendations:

Lyon County suffers from a 19.1% unemployment rate.¹ With nearly one in five Lyon County Residents out of work and seeking employment, jobs *must* be created over the long run for the country to return to prosperity. Attracting new businesses to the region, supporting existing businesses which are struggling to adapt to changing times, and assisting start-up businesses with business plans are the three parallel strategies that Silver Springs should pursue in order to create jobs.

The Small Business Development Center at the University of Nevada at Reno provides technical assistance to new, and established, small businesses.² Small businesses employ millions of Americans, and contribute to the local economy. A strategy for strong economic growth should focus on cultivating and growing small businesses in Silver Springs.

The Northern Nevada Development Authority (NNDA) serves Lyon County, and works to bring in outside businesses and retain existing businesses in four Northern Nevada counties. NNDA was instrumental in locating Bonnie Plants in Silver Springs.³ NNDA is also providing assistance to a scooter manufacturing firm in Douglas County that is suffering from foreign competition and decreased sales.⁴ NNDA is a partner for Silver Springs in continuing to grow the economy, create jobs, and reduce unemployment.

The completion of USA Parkway is clearly supported by the residents of Silver Springs and Stagecoach. The completion of the Parkway is a priority for multiple jurisdictions within the Northern Nevada region. For this project to be a success, different jurisdictions will have to work together for a common purpose. Storey County and Lyon County are working on this project; individuals from across jurisdictions must continue to work together to ensure timely completion of the Parkway.

There was universal support for a grocery store in Silver Springs. My observation from the listening sessions is that many Silver Springs residents work—and shop—in Reno. For a grocery store to be successful, it will have to provide all of the options available in Reno and a service where driving 20 miles is impractical. The filling of prescriptions is something that may need to be done on a moment's notice, and therefore may make a grocery store in Silver Springs feasible. This may be especially true for tourists who are unfamiliar with the area.

Further, it is not just the population of Silver Springs that would be served by the grocery store. Lake Lahontan attracts tens of thousands of tourists every year. Any market feasibility study that

¹ *Record-Courier*. "Douglas Unemployment Back at Peak 15% in April," May 22, 2010. Accessed on-line May 22, 2010 at: <http://www.recordcourier.com/article/20100522/NEWS/100529955/1062&ParentProfile=1049>

² <http://www.nsbdc.org/>

³ Duggan, Brian. "Growing Business in Silver Springs," *Nevada Appeal*. January 31, 2010. Accessed on-line May 24, 2010 at: <http://www.nevadaappeal.com/article/20100131/BUSINESS/100129474>

⁴ Seelmeyer, John. "Volunteers, the 'Power of Good' Harnessed to Aid Manufacturer." *Northern Nevada Business Weekl.*, May 3, 2010. Accessed May 24, 2010 on-line at: <http://www.nnbw.com/ArticleRead.aspx?storyID=15150>

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is conducted on a grocery store in the Silver Springs area should determine whether—and how much—tourists at the Lake would shop at a grocery store, fill prescriptions at a pharmacy, and withdraw cash from a bank located in Silver Springs. It is my opinion that the only way for a shopping center to succeed is for a one-stop-shop to be established.

When thinking about overall economic development in the Silver Springs area, individuals and institutions should be careful to listen to what the public wants. The public frequently knows what will, and will not, fit in a given area. In Silver Springs, we heard strong support for light-industry; and praise for Bonnie Plants and the automotive test center. Continued economic development along these lines—perhaps in conjunction with the on-going, and much-praised, development at the Silver Springs Airport⁵—would fit with the community, provide jobs, and strengthen the economy.

Residents mentioned that there were many home-based businesses in the Silver Springs area. It was suggested that these businesses be brought into Chamber of Commerce functions. This is a good idea, and should be pursued by the Silver Springs Chamber of Commerce.

Students and parents expressed a desire to see increased vocational training. Students at the high school would like to work, but only 1 out of the 40 students that we talked to was employed. A lack of part-time job opportunities for teens makes vocational training even more important.

In theory, service-sector businesses like a grocery store should employ teens. Unfortunately, with Lyon County's unemployment rate nearing 20%, these teens are competing with out-of-work adults for entry-level, minimum-wage jobs. Employers are likely to hire a person with a long track record of successful employment rather than a person seeking their first job. This freezes many younger residents out of the economy, and substantially contributes to out-migration.

A way to grow the economy in Stagecoach and Silver Springs while ensuring that teens get the practical, real-world experience they need to become independent adults could be the adoption of a young entrepreneur program. Young entrepreneur programs teach teens the real-world skills of developing a business plan, creating partnerships, working on a team, and other skills that are crucial to success in the business world. This training could be, in many ways, a preferable substitute to the typical teen jobs of working in the service industry.

Finally, residents thought that health care options could be expanded. Telemedicine, where a person can see a specialist from a remote location, is slowly being adopted by rural areas. If Silver Springs obtained the equipment for telemedicine, a patient could “see” a doctor in Reno from the Intersection of 95A and US 50. In the recent past, there have been federal grants to support the establishment of telemedicine clinics in rural areas.⁶ Residents of Silver Springs

⁵ Alleck, Betty. “Silver Springs Airport hold dedication for New Fueling Station.” *Reno Gazette-Journal*, May 5, 2010. Accessed May 24, 2010 on-line at: <http://www.rgj.com/article/20100505/FERNLEY01/5050365/Silver-Springs-Airport-holds-dedication-for-new-Fueling-Station>

⁶ United States Department of Agriculture, “Telecommunications Program, Distance Learning and Telemedicine Grant program.” <http://www.usda.gov/rus/telecom/dlt/dlt.htm>

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should work with federal, state, and local agencies to see if telemedicine is a feasible way to increase access to medical care.

Resources:

Lyon County: <http://www.lyon-county.org/>

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

Northern Nevada Development Authority: <http://www.nnda.org>

Small Business Administration, Nevada Office: <http://www.sba.gov/localresources/district/nv/>

Storey County: <http://www.storeycounty.org/>

United States Department of Agriculture, Rural Development:

- <http://www.usda.gov/rus/telecom/dlt/dlt.htm>
- <http://www.rurdev.usda.gov/nv/>

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

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Theme: Business Development – Shelley Hartmann

It was an honor to get to know the community of Silver Springs, and I appreciated the opportunity to learn more about the region.

Issues:

- JOBS!
- USA Parkway
- Grocery/Bank/Pharmacy
- Light Industry
- Expanded Medical Facilities
- Home Based Businesses
- Small Business Development
- Workforce Training

JOBS! RETAIL! USA PARKWAY! LIGHT INDUSTRY! “We want a grocery store, a pharmacy and a bank” came out in that order so many times we felt as if it were scripted. There was an intense interest in ways to create local employment both for the adults now there and the youth as they grow so that they can be retained.

Silver Springs is a bedroom community to Reno and Carson City/Dayton area and they would like to change that. The population basically commutes to the job and so there is a resulting disconnect between the residents and ‘community’. The area has great assets such as rail, cross roads of Highway’s 50 and 95 and a great airport. They have lots of land correctly zoned and new infrastructure, the ingredients that make for the beginnings of economic diversification. What was mentioned in every single listening session was how difficult the county government is to work with. Planning is completed; however, getting a project past the local government processes can be cumbersome and so far has not been a positive job creating experience.

Most of the ‘issues’ all relate to a holistic economic development program, that looks at investment, community, jobs, youth and so on. The region has more people in it than some counties so the resources are there it would seem to tackle some of the issues that are identified as problems.

Recommendations:

- Ask for a subcommittee under NNDA for Silver Springs specifically so that you can focus on your area. NNDA is your regional Economic Development agency, recognized by the Nevada Commission on Economic Development. The community has to step up though, economic development is never one person and their ‘drive’ it takes everyone doing their part for the whole diversification desired to take place.
- Form or join a home business coop for both Silver Springs and Stage Coach because both have an active home business community. This can be a way to market what is done at home; it would merit a survey of home based businesses to see the variety of

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businesses that are done from the home to develop a marketing plan for the association.

- Form a rapid response team that knows the area, the assets, the land, the infrastructure, and the ropes with the county. Should include a county commissioner on this rapid response team, the local fire chief, a member of the planning commission and so on. When a company comes to town this RRT can then make a checklist of what is necessary to land the business there. The state can assist with a ‘dummy’ company to prepare for so that you can be ready for the real call when it comes.
- There is adequate population for the retail that was mentioned, location on Highway 50 would make it more profitable for a chain store.
- Activate and use the master plan for the community, and make sure the citizens rally around applicants that want to bring industry to Silver Springs, be active, involved and in attendance when a meeting is taking place. Nothing replaces being a warm body in the audience for a new company.

Resources:

NNDA: <http://www.nnda.org>

National Business Coop Association: <http://www.ncba.coop/>

NCED: www.diversifynevada.com

SBDC: <http://www.nsbdc.org/>

USDA-RD: <http://www.rurdev.usda.gov/nv/>

NMI: www.4microbiz.org

RNDC: www.rndcnv.org

SBA: <http://www.sba.gov/localresources/district/nv/>

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Theme: Community Engagement – Des Craig

Issues:

During the listening sessions in Silver Springs we heard many references to the lack of community engagement throughout the community. Some of the listening sessions, which were well advertised in advance, were poorly attended. There appears to be a very real need to motivate and recruit more volunteers for community service. This lack of community involvement could be connected to a lack of pride in the community, and lack of pride could be connected to a lack of vision for the future of the community. It could also be that residents of Silver Springs don't know how to get involved, don't know what to get involved in, or perhaps, as a result of earlier bad experiences, don't want to get involved in ventures that might fail.

We heard there was considerable apathy in the community. People are tired and unwilling to get involved in creating change for the common good. The 'usual suspects' or 'same ten people' always turn up at community functions and meetings, volunteerism is low and the community has a poor record in mobilizing for community betterment.

One reason that was suggested for this lack of community engagement is the fact that many residents commute each day to and from work in Reno, Fernley, Carson City and Fallon. They return home late in the day and are not willing to come out to community meetings or other community activities in the evening.

It was also suggested that there is a lack of communication within the community and between the community and the outside world. While there are activities taking place in the community, these are not well publicized so that many people do not know what is happening in their own community.

Also, poor and inadequate communication with the County Commissioners was frequently mentioned as a point of concern by the residents of Silver Springs. We heard that the Commissioners have an inappropriate view of Silver Springs and its residents, and there was a lack of cooperation between Silver Springs and the County staff (especially in the areas of planning and permitting).

As mentioned earlier, lack of pride, vision, common purpose and identity can lead to a lack of enthusiasm for engaging and participating in community affairs. Some people will always refuse to participate. Some people will always want to be involved. It is the majority in the middle that needs to be mobilized into action that will yield results for the good and betterment of the community. This will require determining and articulating a vision and identity for the community that have strong buy-in and grassroots support. Some suggestions on how to attain more community participation are provided below.

Recommendations:

There clearly is a need for the community to come together more. It could be that rallying points/action groups are needed and could be formed to encourage civic engagement, for

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example: a Business Development Action Group; a Clean-Up-Our-Town Action Group; a Youth Center Action Group; an Identity and Vision-for-Silver Springs Action Group; a Modernize our Infrastructure group; a Stamp-Out-Drug-Use Action Group, a Student-Senior Working Group etc. The formation of such groups would require a core of champions from the community, but very often there is a large number of people, willing and prepared to be involved in their community, who are simply waiting to be asked to participate. The suggested action groups need not be permanent and need not have the same people all the time, but they could provide the necessary rallying points to allow people to become involved in community affairs.

Are there branches of the familiar service clubs in the Silver Springs area, e.g. Lions, Kiwanis, Rotary, Eagles, Elks etc? It might be worthwhile looking into introducing a number of these as vehicles for more community involvement. A 4-H club assisted by Cooperative Extension but run by volunteers might also help.

The Faith-Based Listening Session was poorly attended which was surprising as churches and church groups are often focal points for community engagement and mobilization. While churches quite rightly are primarily concerned with spiritual development, in rural areas they can also be powerful tools and supporters for community development. This is especially the case with the youth of the town. Church-based youth groups can be a powerful influence for good in the lives of young people, especially in a small community. On April 16, the day after we completed the Community Assessment listening sessions in Silver Springs, KOLO TV carried a news report on how the Silver Springs Christian Center was helping hundreds of people each month through a local food pantry. There are ways in which such activities can be used to promote more community participation and involvement.

Business sponsorship of community service activities, and perhaps a competition to devise a range of community activities, could help to bring people together and get residents motivated to serve in their community. Private and public sponsorship of cross-cultural activities is another way to get people involved.

Better communication within the community on local, community opportunities and activities is suggested. During the Community Assessment exercise, some said that they were not aware of all that goes on within the community. Perhaps an updated and widely circulated Community Calendar could be adopted, together with better and more efficient use of the internet and a purpose-built website for the community.

Further, on the subject of communication, there is a real need to establish better communications with the County Commissioners and County staff in Yerington. If a committed group of people from Silver Springs could attend Commission meetings more frequently, and if the Commissioners could somehow be persuaded to hold a Commission meeting in or near the town once a year, such initiatives might lead to better understanding and appreciation on both sides. We would recommend various approaches to resolving this issue, for example, consensus workshops could be held, or some form of externally-facilitated conflict mediation might be recommended. Involving the youth in representing the community at Commission meetings could be very powerful in being heard. The situation pertaining in Silver Springs is not unique; other communities have faced similar challenges with poor communication and lack of

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community engagement, and learnt to overcome these challenges. It is recommended that a group be formed within the community to research other communities that have successfully overcome similar challenges in this area of community involvement. The town of Wray, Colorado has been mentioned as one such example.

Leadership training is suggested for those who are and regard themselves as leaders in the community. There are a number of training courses available in Nevada for community leaders – elected officials, community organizers, economic developers, educators, church leaders, youth organizers etc. There are also specific courses available in Nevada on effective communications, and full advantage should be taken of these in Silver Springs to help correct the communication issues raised in the community assessment.

The subject of incorporation and changing the government structure for Silver Springs is too big a subject for this report but might be worth some investigation by a local group or external agent.

Resources:

USDA Rural Information Center (RIC), Community Development Resources
<http://ric.nal.usda.gov>. (Search using the word Volunteerism)

Center for Rural Affairs: <http://www.cfra.org>. (Look under Community)

Rural Community Assistance Corporation: <http://www.rcac.org>.

Youth Volunteer Corps of America: <http://www.yvca.org>.

Americorps: see http://www.americorps.org/about/programs/vista_activities.asp

Big Brothers Big Sisters: <http://www.bbbs.org>.

Boys' and Girls' Clubs: for information on the Carson City Club see: <http://www.bgcwn.org>.

Service Clubs in Lyon County – check telephone directory and internet for Rotary, Kiwanis etc. in Fernley, Yerington and elsewhere in Lyon County

Partnership of Community Resources: Cheryl Bricker, Executive Director: (775) 782-8611;
pcrbricker@partnership-resources.org

Nevada Volunteers: Janet Wright, Volunteer Development Manager: (775) 825-1900;
janet@nevadavolunteers.org

All America City Award http://en.wikipedia.org/wiki/All-America_City

Cooperative Extension, UNR – on leadership training, Contact:
Dr. Marlene Rebori, Reno. Tel. 1-775-784-4848, and
Carl Dahlen, Carson City. Tel. 1-775-230-0075



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Cooperative Extension, UNR – on mediation and conflict resolution, Contact:
Dr. Marlene Rebori, Reno. Tel. 1-775-785-4848

Nevada Commission on Economic Development – on board training. Contact Ken Pierson,
Carson City. Tel. 1-775-687-9914 www.diversifynevada.com

In 2007 The Nevada Commission on Economic Development hosted a workshop in White Pine County on inter-governmental cooperation which included presentations by the Humboldt County Administrator and the City of Winnemucca Manager. A similar workshop could be presented in Lyon County. Contact Des Craig, Rural Community Development, NCED, Carson City. Tel 1-775-687-9918

Sierra Circle Consulting – for facilitating consensus and collaboration, Contact Patricia R. Tuecke, Reno Tel 1-775-333-6998 www.sierracircle.com

Heartland Center for Leadership Development - for assistance in small rural community revitalization, including the Hometown Competitiveness Program and leadership development, Contact Milan Wall, Lincoln, Nebraska Tel 1- 402-474-7667 www.heartlandcenter.info

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Theme: Community Engagement – Shelley Hartmann

Issues:

The community suffers from what many bedroom communities suffer, lack of involvement, this leads to lack of pride in appearance of community, lack of volunteerism and lack of political involvement.

The commuting population which appears to be a large portion of the community is too tired after a 10 to 12 hour day to be involved in their own community. Jobs in the community will repair this to a degree, but community engagement is wrapped up in pride, sense of place and so on. Unfortunately, some communities don't come together unless there is a common threat, such as loss of major employers or a community disaster.

This is not suggesting the community needs a good disaster, it's noting that at this point there doesn't seem to be a cohesive nucleus of doers OR they aren't recruiting more doers. Perhaps a team building consultant could also be of use to the community. It appears they haven't decided what their identity is at this point in time, and a branding effort could assist with deciding who the community is, what they are proud of and why others may want to be a part of the community.

Recommendations:

- Community pride program, that helps people see their assets and improve upon what they have
- Economic Development marketing program specifically selling what they have that is empty at the airport to start, and looking at sister industry for what they have
- Community bulletin board or some free electronic way to get people involved say a face book page, or blog, or community website.
- Ask the youth to do a poster campaign about clean up, even if that starts with the main travel corridors. NDOT has beautification dollars for town entrances, and since it's hard to see where one ends and begins, start with what is town.

Resources:

Chamber Nation <http://www.chambernation.com/>

Blogs www.wordpress.com

Youth Volunteer Corps of America: <http://www.yvca.org>.

Americorps: see http://www.americorps.org/about/programs/vista_activities.asp

Big Brothers Big Sisters: <http://www.bbbs.org>.

Boys' and Girls' Clubs: for information on the Carson City Club see: <http://www.bgcwn.org>.

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Service Clubs in Lyon County – check telephone directory and internet for Rotary, Kiwanis etc. in Fernley, Yerington and elsewhere in Lyon County

Partnership of Community Resources: Cheryl Bricker, Executive Director: (775) 782-8611; pcrbricker@partnership-resources.org

Nevada Volunteers: Janet Wright, Volunteer Development Manager: (775) 825-1900; janet@nevadavolunteers.org

All America City Award http://en.wikipedia.org/wiki/All-America_City

Cooperative Extension, UNR – on mediation and conflict resolution, Contact: Dr. Marlene Rebori, Reno. Tel. 1-775-785-4848

Nevada Commission on Economic Development – on board training. Contact Ken Pierson, Carson City. Tel. 1-775-687-9914 www.diversifynevada.com

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Theme: Image – Carl Dahlen

Issues:

- Clean up
- Code Enforcement
- Lake Lahontan
- First Impressions
- Entryway Welcome Signs
- Outside Perception that others have of us

One of the challenges for Silver Springs is that there appears to be a poor community image. Certainly there are a number of people who show tremendous community pride. However, community pride is linked with community identification and Silver Springs seems to have either no identity or an identity it doesn't want such as "felony flats" or a "wide-spot-in-the-road" to somewhere else. For some people passing through, their first impression of Silver Springs is that there is nothing here worth stopping for. Their observations about the community are distorted because they see homes spread out over large distances with some in disrepair or they see an accumulation of trash in some yards and by the roadside. Even for a number of people who live here, they don't know where Silver Springs begins or ends. These negative images make it difficult for residents or visitors to recognize a positive sense of community. Lake Lahontan is one possible exception to Silver Springs' image problems. However because the lake is a reservoir for Fallon farms, the water level varies significantly throughout the season. The uncertainty of the water level makes it difficult to maintain the lake for recreational purposes. In addition because of demands for water in Pyramid Lake and a flood from a breach in its banks, the Truckee Carson Canal is only flowing at about one third of its capacity.

Recommendations:

Several actions can be taken to begin the process of improving the image of Silver Springs. First would be a "community clean-up." The City of Carlin had a similar problem until officials took action. They declared one week as a city wide clean-up effort. They arranged for dumpsters and trash bags to be available for residents. They worked with a local salvage yard to haul off junked vehicles, appliances and furniture. They promoted the week-long event in advance and offered volunteers to help clean-up yards for people who were unable to do the work themselves. At the end of the week, they held a community-wide picnic in the park to celebrate all that was accomplished. The City of Wells had a similar effort following their community assessment. Wells officials began to enforce ordinances requiring people to keep their property clean and neat. When some people complained, officials were able to say, "This is what our residents called for in our Community Assessment."

A second action would be to create signage to welcome people to Silver Springs and to direct them to places of interest or local businesses. The Nevada Department of Transportation has a sign committee that can help with placement and wording. In addition many communities such as Minden and Gardnerville have welcome signs that might provide examples of what could be done in Silver Springs.

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Another action to consider would be to enhance current community events like Founders Day and the Silver Springs Fly-In to encourage local residents to participate. One of the premier events in the area is the Nevada Day Celebration in Carson City. In addition to the parade, many other activities are planned for the days leading up to and including parade day. In order to put on an event of this magnitude, the Nevada Day Committee is active all year long and involves hundreds of community volunteers. Another community event that has grown to become a major attraction is Armed Forces Day in Hawthorne. This event is an activity of the Chamber of Commerce, but includes many other individuals and organizations from the community. Events like such as these offer people an opportunity to become active participants both from the standpoint of putting on the events or just attending them. They can create a greater sense of community as local residents and visitors come together to celebrate Silver Springs. To promote these events and other tourism related activities in and around the area, representatives from Silver Springs should be part of the Nevada Commission on Tourism Territory meetings. Because of your location, Silver Springs' representatives should be part of three territories, Pony Express, Reno-Tahoe, and Pioneer to maximize your tourism potential.

Silver Springs currently has a fledgling Farmers Market. Many communities have made farmers markets that are more than just a place to buy food from local producers. The City of Fallon has had success with their downtown farmers market. Not only did it draw people to the market, it also kept people downtown for a longer evening of activity. In Carson City, the farmers markets include entertainment for shoppers and games for kids. These markets are another way to bring residents together to let them discover their own sense of identification with their community.

All of these actions and activities should be designed to engage as many people as possible. As people become engaged, they begin to develop a sense of ownership over the activities in which they are involved. This sense of ownership can lead people to see that "Silver Springs is my hometown and I want to make it the best hometown in Nevada." As you seek people to become engaged, look to service clubs, churches and other groups that are already in existence. There you will find people who have already committed to positive activity and may be willing to do more.

In the process of building a positive image for Silver Springs, don't forget your kids. Your children are not only your future they can be active participants in the present. In their Listening Sessions, high school students were very vocal about the lack of involvement by local residents in community activities. They also noted a lack of support from the community for their activities. They noted that when they went to out-of-town sports events like in Lovelock, it seemed that the whole community was present. High school sports and other activities can become central to a sense of community pride.

Finally in regard to Lake Lahontan, remember that other communities in the area have an interest in keeping the reservoir full. Fernley currently gets most of its water through leakage from the canal. Churchill County and Fallon depend on water from the lake to irrigate their fields. Many people from Carson City, Reno and throughout Northern Nevada come to the lake for recreational activities. Even your neighbors in Stagecoach have an interest in keeping the lake

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open and used. To preserve Lake Lahontan will take building coalitions with other interested parties to bring more people to the table.

Improving the image of Silver Springs will happen only as residents change their view of the community. Until those of you who live in Silver Springs begin to see it as a great place to live, others will not see it for you. As you begin to develop pride in your community, you will be able to express that pride and the reasons for it to people who don't live here. The actions proposed above can lead to that sense of pride if you the citizens of Silver Springs become engaged in envisioning Silver Springs as the positive place you know it to be.

Resources:

City of Carlin: www.cityofcarlin.com

City of Wells Chamber of Commerce: www.wellsnevad.com

Nevada Department of Transportation: www.nevadadot.com

Carson City Nevada Day Committee: www.nevadaday.com

Mineral County Chamber of Commerce: www.mineralcountychamber.com

Nevada Commission on Tourism www.travelnevada.com

Nevada Grown: www.nevadagrown.com

Fallon Farmers Market: www.fallonfarmersmarket.com

Carson City Farmers Market: www.carsonfarmersmarket.com

Truckee Carson Irrigation District: www.tcid.org

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Theme: Infrastructure – Des Craig

Issues:

Infrastructure can cover a great many issues and challenges. Those mentioned in the Silver Springs listening sessions include:

Roads, curbs and sidewalks

- Too many unpaved, dusty roads in town
- Unpaved roads need better maintenance by the County
- Need better access roads to homes and businesses off Highways 50 and 95
- Where paving exists it does not always reach the private property lines. This leaves an unpaved strip between State and County maintained areas and private property lines
- Curbs and sidewalks are needed in places throughout the community, for example, near the schools, on the highway frontage/access roads, in the retail areas

Water and wastewater facilities

While it was generally acknowledged that the water and wastewater facilities in Silver Springs are good, it was felt that these facilities could usefully be expanded to the airport and the industrial area of the town.

Drainage and flood mitigation

Apparently flooding can be a serious problem in parts of town making some homes and businesses almost inaccessible at times during the winter and spring.

Other areas under this infrastructure theme include the need for public transportation, streetlights in places throughout the community, a recycling center (suggested by the high school students), and the need to make better use of the former State prison.

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

Recommendations:

Community Master Planning is a necessary and vital tool to ensure orderly, cost efficient growth. Such plans look at all present and future infrastructure needs, rank them in terms of priority and make suggestions on implementation. The need for detailed, frequently up-dated infrastructure planning cannot be overemphasized. Considerable effort has been made recently to prepare a Master Plan for Silver Springs. This should reflect how the community feels the area should grow over the next 10-20 years, it should be adopted as soon as possible and updated and revised on a regular basis as circumstances and conditions change.

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Beautification and improving aesthetics in the community were raised a number of times in the listening sessions and are dealt with elsewhere in this report, but improving infrastructure throughout the city can and will contribute to these objectives.

Paving roads and installing curbs, gutters and sidewalks, and drainage schemes are expensive projects and yet can lead to considerable community enhancement and appeal. There are several grant and loan programs available to assist rural communities enhance their infrastructure (see resources section below). Given a list of priority infrastructure projects, residents could be tasked with researching and identifying available funds to carry out the needed infrastructure improvements. Money is available from a variety of public and private sources. While some of the available funds may have to come through the County, the residents of Silver Springs should not wait for, or solely depend on, the County to provide the necessary resources for infrastructure development.

Business development is dealt with in another section of this report, but assuming businesses are encouraged to relocate and do develop in Silver Springs, the town should consider ordinances to have these private sector initiatives contribute to meaningful infrastructure development and maintenance. Such local fund raising may require discussion and agreement with the County but should be included as part of the overall development of communications between the community and the County authorities.

The unpaved strip problem, between public and private property, could probably be solved if private property owners were permitted to pave and maintain the land all the way to the State or County paving. This would involve a certain amount of lobbying and intervention at the County and State levels and while not a pressing emergency, it is something that could be taken on and solved by a group of interested citizens.

Public transportation is more difficult, but extensive research and a committed group of proponents could probably achieve much in this area. There are examples of successful, local transportation systems that should be investigated, for example, JAC in Carson City and Blue Go in Douglas. Judging from the traffic on Highway 50 to and from Carson City on weekdays, and assuming enough travelers would opt for a reliable public transportation service, a public transportation operation should be successful. As a first step, a feasibility study should be done by a professional transportation consultant. Raising finance today is difficult but the actual development of a public transportation system should probably involve a mix of public and private finance and management. One advantage of a public transportation system on Hwy 50 is that it would not only serve Silver Springs but also Stage Coach, Dayton and Mound House, as well as Carson City.

The students at the Silver Stage High School were very articulate and responsive to the questions posed in the listening sessions. They commented on the need for more public transportation and also called for setting up a recycling center. There was also a strong feeling that the former State prison should be converted into some kind of educational establishment providing training in various trades. The County Commissioners should be approached on this issue, a proposal prepared and taken to the State for the purpose of opening dialogue.

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It might be worthwhile to think about setting up community action groups around the various infrastructure areas that need attention, e.g. a roads and traffic group, a drainage and flood mitigation group, a public transportation group etc. Each group, which should involve the students, would be responsible for identifying projects, initiating research, looking into funding sources, lobbying local government etc.

Resources:

The Nevada Association of Counties may have resources and be able to assist regarding community planning. Contact Jeff Fontaine, Carson City. Tel 1-775-883-7863

White Pine County recently received a grant to update their Land Use Plan. Contact Karen Rajala, White Pine County Economic Diversification Council, Ely, NV, Tel. 1-775-289-3065.

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, Contact Des Craig, Carson City. Tel. 1-775-687-9918

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 road and street improvements etc. Contact Carson City. Tel. 1-775-888-7000

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

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

Senators H. Reid and J. Ensign are interested in bringing additional federal resources to rural Nevada. Both should be contacted on roads, water and waste disposal issues

Information on Public Transportation development: American Public Transportation Association: http://www.apta.com/media/releases/2004_poll.cfm

South Tahoe Area Transit Authority (Blue GO): Contact John Andoh, Transit Administrator
128 Market Street, Suite 3-F, Stateline, NV, 89449. Phone: (775) 589-5284, jandoh@trpa.org
www.bluego.org

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

Further Main Street Program information: contact Town Manager, Gardnerville, Douglas County

Silver Stage Community Assessment – 2010 Section 1

Themes: Community/Public Facilities – Audrey Allan

Issues:

- Youth Center/Facility
- Airport
- Vo-Tech Facility
- Western Nevada College
- Recreation Center
- Swimming Pool
- Library
- Parks/Ball Fields

Youth Center/Facility –

During every listening session, youth issues were identified as a priority in the Silver Springs area. Frequently, it was stated that the youth need a center with various activities in order to stave off boredom and the lack of things for the youth to do. Youth sports programs were cited as needed for younger children so that they become skilled and be prepared for high school sports. Non-sports driven children need more arts and cultural programs.

Airport –

The vast majority of participants view the airport as a positive community facility. It was stated, however, that while many improvements have been made thus far, it still needs public restrooms, and more buildings for business development. The participants would like Lyon County to be more business-friendly and supportive of business development at the airport and in Silver Springs, in general.

Vo-Tech Facility –

The high school students, in particular, cited the need for a vocational-technical school. The students who are not college-bound want to be prepared for careers in the trades.

Western Nevada College –

Distance and transportation issues are cited as preventing many residents from attending Western Nevada College. The costs of purchasing computers for on-line classes or to attend WNC classes in Fernley or Carson City would have to be weighed against building a college campus in the Silver Springs area.

Recreation Center –

A recreation center—that does not compete with senior or youth activities—is seen as needed to host community events.

Swimming Pool –

Participants in many of the listening sessions said that Silver Springs needs a swimming pool. This asset would help with youth boredom, socialization, and exercise.

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Library –

It was stated that the library needs to be expanded to include more computers and internet access. The seniors expressed a desire for the library services to be expanded to their facility.

Parks/Ball Fields –

The high school students especially expressed a desire for more parks in the community. Lighting is seen as needed at the ball fields.

Recommendations:

- Form a task force to address youth issues
- Use your town boards as vehicles to establish better communications and relationships with the County
- Hold fund raisers (bake sales, car washes, spaghetti feeds, etc.) to start raising funds for specific public facilities, such as the lighting at the ball fields or to be used as match for applying for grants
- Conduct local surveys to identify people skills, what organizations exist in the community, as well as the existing facilities and programs that could be used to address the identified public facility issues

Resources:

The Community Development Block Grant (CDBG) Program; contact Maureen Willis, Yerington (775) 463-6531; or Des Craig, Carson City, (775) 687-1222

USDA Rural Development, contact Kay Vernatter, Carson City, (775) 887-1222

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Theme: Community/Public Facilities – Michael Guss

I found the people of Silver Springs to genuinely care about their community. Many residents wanted to improve the facilities that the public had access to. Specifically, Silver Springs' residents would like to see increased vocational, educational, and recreational opportunities.

Issues:

- Vo-tech Facilities
- WNC
- Airport
- Library
- Recreation Center
- Swimming Pool
- Parks/Ball fields

One student at the Silver Springs high school listening session had applied for twenty jobs, and still could not find employment. Another was interested in marketable job skills. Some adults felt that increased vocational training would be a way to enable young adults to stay in the Silver Springs area after graduation from high school.

Another student expressed a strong desire to have a branch campus of the Western Nevada College in Silver Springs. Continuing to live at home while attending college reduces costs; in the 2009-2010, 58.1% of all college students resided with their parents in order to save money.⁷ For Silver Springs students much of what they can save by staying at home while attending college will be spent on commuting to the Fallon or Carson City campuses, or the Fernley Center.

There was strong support in the community for the airport. Many residents praised the Silver Springs fly-in as a way to introduce youth to aviation. Other residents also praised the airport's fuel tank and runway, and believed that it could be a catalyst in future growth. Silver Springs' residents appreciated the Silver Springs branch of the Lyon County Library. Many residents would like to see the branch expanded

Many residents felt that Silver Springs needed a Community Center that had Youth Programming. The students at the high school also felt that a Youth Center was needed in the Silver Springs area. .

⁷ *Consumer Reports. Money Blog.* "Back-to-school economy: fewer luxuries, more college kids at home." July 12, 2009. Accessed May 13, 2010 on-line at: <http://blogs.consumerreports.org/money/2009/07/back-to-school-spending-down-more-college-kids-living-at-home-save-money-textbook-costs.html>

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There was strong support for additional recreational facilities including, but not limited to, a swimming pool and lighting for ball fields.

Recommendations:

The Lyon County School District and the Lyon County Commission have looked into funding a vocational school in the recent past.⁸ Both entities found that the operating expenses of such a facility would be prohibitive. The Lyon County School District does provide vocational training at all of its schools.⁹

Establishing a charter school to provide vocational training in rural areas may be a way to reduce the financial impact on county government and the school district. The federal government has a Charter Schools Program which offers grants of \$250,000 to \$500,000 per year for charter schools in rural areas.¹⁰

Community Colleges also provide vocational training to young adults. Community Colleges provide graduates with the skills necessary to work in a variety of professional positions. In Nevada, Western Nevada College provides this valuable service to residents of Carson City, Douglas County, Lyon County, and Pershing County.

Western Nevada College (WNC) provides education in a variety of fields. Many Western Nevada College alumni enter the workforce as police officers, 911 operators, nurses, journalists, and construction managers (amongst other professions).¹¹ WNC currently has branch campuses in Carson City, Fallon, and Minden.

The closest access for students in Silver Springs is the WNC Center in Fernley. According to Western Nevada College,

“The Center offers students both general college courses that lead to associate degrees and certificates, as well as career preparation classes. Fernley students can now complete a one-year certificate or a two-year Associate of Arts/Science degree through web classes, video, and on-site classes.”¹²

For students who cannot access on-line classes at home, the travel to Fernley can be costly. The 28 mile round-trip from Fernley to Silver Springs adds *at least* an additional \$196 per class to a

⁸ Lyon County Commission Minutes of July 16, 2009. Accessed on-line May 13, 2010 at: <http://www.lyon-county.org/archives/36/Commissioner%20minutes%20for%2007162009.pdf>

⁹ Id.

¹⁰ United States Department of Education, “Office of Innovation and Improvement; Overview Information; Charter Schools Program (CSP) Grants for National Leadership Activities; Notice Inviting Applications for Fiscal Year (FY) 2010.” *Federal Register*. March 23, 2010. Pp. 13740-13745.

¹¹ Western Nevada College. “Academic Divisions,” Accessed May 13, 2010 on-line at: <http://www.wnc.edu/academics/division/>

¹² Western Nevada College. “Fernley Center,” Accessed May 13, 2010 on-line at: <http://www.wnc.edu/location/fernley/>

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student's expenses. The establishment of a center in Silver Springs would reduce costs of attending college and expand the number of students who could afford to attend college.

Unfortunately, resources are scarce at the moment. Western Nevada College saw its funding be cut 6.9% by the State Legislature in the 2010 Special Session.¹³ This has caused drastic cuts to some WNC programs, including the Nursing and Surgical Technician programs in Carson City and Fallon.¹⁴ It is unlikely that the funding needed to establish a branch campus in Silver Springs will be found in the current austere budget climate.

Though immediate opportunities for the development of a WNC branch campus are scarce, Silver Springs' residents should take advantage of the current climate to plan for the future. A comprehensive plan on what type of higher education facility is needed, and what steps are need to be taken to obtain it, would position Silver Springs to take advantage of future boom times.

The Silver Springs Airport was universally praised at our listening sessions. People especially praised the fly-in and the educational opportunities it provided. Silver Springs' residents feel that the airport helps economic development in the town, and would like to see the airport continue to grow.

The Silver Springs Airport is part of the National Plan of Integrated Airport Systems.¹⁵ The airport has successfully pursued federal grants, and recently installed a \$200,000 fuel tank because of a grant from the Federal Aviation Administration.¹⁶ An airport in North Carolina successfully pursued a United States Department of Agriculture (USDA) Loan and Grant to construct new hangars at its airport¹⁷; an airport in South Dakota received a \$15,000 USDA Community Facilities Grant to improve its hangar.¹⁸

The programmatic activities, and community service, performed by the airport is well-supported by the community; pursuing private foundation funding could provide additional support for programs like the fly-in. The Wolff Aviation Foundation provides support ranging from the

¹³ Dornan, Geoff. "Western Nevada College Will Survive Despite Cuts." *Nevada Appeal*, March 4, 2010. Accessed May 13, 2010 at: <http://www.lahontanvalleynews.com/article/20100304/NEWS/100309948>

¹⁴ Id.

¹⁵ United States Department of Transportation, Federal Aviation Administration, "National Plan of Integrated Airport Systems" Part IV. P. 3 Accessed May 13, 2010 on-line at:

http://www.faa.gov/airports/planning_capacity/npas/reports/media/2009/npas_2009_appA_part4.pdf

¹⁶ Dugan, Brian. *Northern Nevada Business Weekly*, "Airport at Silver Springs takes a major step with fueling facilities." Carson City: May 3, 2010.

¹⁷ United States Department of Agriculture, "Secretary Vilsack Announces Recovery Act Support to Repair Infrastructure, Finance Community Centers, Public Safety Buildings, and Health Care Facilities," February 19, 2010, Accessed May 13, 2010 on-line at:

<http://www.usda.gov/wps/portal/usda/usdahome?contentidonly=true&contentid=2010/02/0074.xml>

¹⁸ United States Department of Agriculture, "Agriculture Secretary Vilsack Announces Recovery Act Support to Repair Infrastructure, Finance Community Centers, Public Safety Buildings and Health Care Facilities," April 15, 2010. Accessed on-line May 13, 2010 at:

<http://www.usda.gov/wps/portal/usda/usdahome?contentidonly=true&contentid=2010/04/0186.xml>

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hundreds to low thousands of dollars for “innovative aviation projects.”¹⁹ Other, locally based foundations might be interested in small grants to fund the educational aspects of the fly-in. The Western Nevada Development District and the Northern Nevada Development Authority have access to a foundation search engine that can research whether grants are available for specific projects or programs.

Silver Springs’ residents appreciate the convenience of the local library, but many residents wanted the library to be expanded; specifically, residents would like to see computing and internet access be expanded at the library.

The State of Tennessee recently formed a partnership with USDA Rural Development to provide grants of \$12,000 to \$20,000 to rural libraries for the purpose of upgrading computer and internet access for Tennessee’s rural citizens.²⁰ The State of Tennessee funded this initiative with \$1 million from its Economic Development Department, and \$70,000 from the Tennessee Secretary of State’s Office; USDA Rural Development issued a \$350,000 grant in support of the project.²¹ A similar program in Nevada would represent .0193% of the State’s \$5.7 billion²² biannual budget.

There was strong support for additional recreational opportunities in the Silver Springs area. Two items—the lighting of baseball fields and the construction of a swimming pool—were consistently suggested at our listening sessions.

The Land and Water Conservation Fund is a federal grant program that is administered by the Nevada Division of State Parks. The grant program provides assistance for the construction, or improvements, of local parks.²³ Federal funding provides up to 50% of the project costs, while local funding must make up *at least* 50% of the project cost. Local funding could come in the form of in-kind contributions of labor or equipment, or privately raised donations.

Many residents expressed support for a Community Center that had Youth Programming. Silver Springs is a spread out community; while people like the isolation that Silver Springs’ design provides, many residents would like a central gathering place. Students at the high school expressed support for a Youth Center; they thought that increased programming could reduce the drug problem that simmers beneath the surface in Silver Springs.

The Community Development Block Grant program is a United States Department of Housing and Urban Development grant program that is administered in Nevada by the Nevada

¹⁹ Wolf Aviation Foundations. “Annual Grant Program,” Accessed May 13, 2010 on-line at: <http://www.wolf-aviation.org/grantprog.htm>

²⁰ State of Tennessee. *Tn.gov Newsroom*. “Statewide Library Initiative to Strengthen Rural Communities, Help Unemployed.” April 8, 2010. Accessed on-line May 13, 2010 at: <http://news.tennesseeanytime.org/node/4896>

²¹ Id.

²² Gibbons, Jim. “2009-2011 State of Nevada Budget in Brief.” Carson City, Nevada: January 15, 2009. Accessed May 13, 2010 on-line at: http://budget.state.nv.us/budget_2009_11/budget_in_brief/2009-2011%20Executive%20Budget%20in%20Brief.pdf

²³ Scanland, Jenny. “FY 2010 Nevada Land and Water Conservation Fund Grant Manual.” Nevada Division of State Parks: December 2009. Accessed May 13, 2010 on-line at: <http://www.parks.nv.gov/LWCF/2010grantmanual.PDF>

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Commission on Economic Development. Communities can obtain Community Development Block Grants to construct neighborhood centers or recreation facilities.²⁴

Resources:

Western Nevada College: <http://www.wnc.edu/>

Library: <http://www.rurdev.usda.gov/nv/>

Airport:

- <http://www.wolf-aviation.org/grants.htm>
- <http://www.faa.gov/airports/aip/overview/>
- <http://www.wnndd.org>
- <http://www.nnda.org>

Park Lighting and Swimming Pools: <http://www.parks.nv.gov/LWCF/grantmanual.htm>

Community/Youth Center:

http://www.diversifynevada.com/divisions/rural_community_development_cdbg/

²⁴ Nevada Commission on Economic Development, "Rural Community Development and CDBG.: Accessed May 13, 2010 on-line at: http://www.diversifynevada.com/divisions/rural_community_development_cdbg/

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Themes: Youth – Audrey Allen

Issues:

A total of twelve listening sessions were held. In every session, youth and youth issues were identified as a priority in the community. In general, it was noted that there is not enough to do for the young people. Unlike many other rural Nevada communities, the youth population is growing in the Silver Springs/Stagecoach area. While the majority of parents, students and faculty are pleased with the schools and school system, it was stressed that more resources, time, services and involvement need to be expended on youth in the area in order for them to be successful and to keep out of trouble.

Youth Facility –

While a Boys and Girls Club was established in the schools a year ago, it was frequently stated that a youth facility with sports and cultural programs is needed. The development of sports programs for elementary school-aged children is needed so that young athletes can progressively develop their skills and be better prepared to compete in high school team sports.

Transportation –

Many high school students cited the lack of a public transportation system prevented them from getting to services, such as the library or to work (if jobs were available). The high school students also stated that more of the roads in the area need to be paved, citing safety as major reason, particularly when the snow got packed down during the winter months. Residential road maintenance in general is lacking.

Jobs/Job Training/Business Development –

The high school students cited the need for jobs as critical. The majority of students indicated they would work if the opportunity was there. They want more businesses in their community. Additionally, the students were interested in entrepreneurial classes so they could start their own businesses. It was cited that a vocational school would be beneficial for those choosing not to go to college.

Parental Involvement –

Many residents work in neighboring communities, which translates into parents leaving early to commute to work and then getting home late in the evenings. This reality leaves many youth without proper supervision. The out-of-town employment issue has been cited as one reason parents have difficulty participating in their children's school and extracurricular activities.

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Drugs –

The high school students identified that drug use was rampant or on the increase in Silver Springs, primarily because of the lack of positive things for them to do. They also indicated that drugs are easy to obtain.

Image/Community Pride –

The high school students stated an awareness of having a poor image by students in other schools. They stated that they are called “tweakers” (meth users) when they go into other communities to play sports, etc. The high school students also said that in general there is little community pride or community involvement in Silver Springs. They expressed a desire for positive role models and help with family issues. These students want their community to support them, their schools, and their sports teams.

Recommendations:

The community leaders (educators, law enforcement, county officials, business community, senior citizens, social services, religious leaders, students, etc.) should form a task force to address youth issues. This task force should develop a work plan with goals and objectives for meeting the identified issues. Regular meetings should be held in order to measure progress and whether bench marks are being met. This committee should identify whether any of the identified issues could be added to or implemented by other existing programs. Surveys should be developed to gather information about persons in the community who could contribute their valuable skills and time on solving the youth issues. The survey inventory would be used to connect individuals to others in the community who share their concerns, as well as to build their own capacities.

Youth Facility –Identify if there any existing facilities that could be used for a multi-purpose youth center.

Jobs/Entrepreneurship – If there were more job opportunities in the area, it would help address several of the youth issues. Parents wouldn’t have to leave their community for work and enable them to spend more time with their children and be more involved in youth activities. Youth would have the opportunity of earning an income, as well as the self worth that goes along with having earned it. This would immensely help with the family budget and overall quality of life. Programs that could be implemented specifically for youth are:

- Youth NxLevel, through the UNR Small Business Development Center
- Financial Literacy Programs through area banks
- Job Corps
- Junior Achievement
- Mentoring
- Youth Leadership Program, which would allow students to take on a local project; to sit on various boards (i.e., County Commission), etc.

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Transportation – Work with the County to find out how a public transportation system could be established and maintained in the Silver Springs/Stagecoach area. Additionally work with the County for help in fixing and maintaining the residential roads. Find out if the Nevada Department of Transportation (NDOT) or other counties have any materials that could be donated to improve the condition of the residential roads in Silver Springs and Stagecoach.

Drugs – County officials, law enforcement, teachers, parents, teens, religious leaders, need to develop an aggressive program to deal with the youth drug issues. Ask State agencies and other communities how they are resolving this issue and adopt a similar program. Be engaged.

Image/Community Pride – This is an issue that doesn't cost a lot of money, but is something that can be worked on timely and effectively. If one doesn't already exist, start a community-wide clean-up program. Donate trash bags and brightly-colored vests. Take before and after pictures. Have a celebration at the end, such as a hamburger/hot dog barbecue. This could also be done through a free period at the high school, for the areas around the campus.

Work with the County to contact the NDOT and Nevada Division of Forestry to determine if they have entryway beautification programs and how you can apply. Also determine from NDOT where an entryway sign could be located. Stage an art contest for a community entryway sign and pay a local artist to develop it.

Develop posters/signs touting high school sporting events. Inform the community that these are our children...let's show our support by attending their games and cheering them on.

Resources:

The Community Development Block Grant (CDBG) Program may be able to assist with a Public Facilities grant for a youth center. Contact Maureen Williss, Yerington, (775) 463-6531 or Des Craig, Carson City, (775) 687-9918.

USDA Rural Development loan may be leveraged with a CDBG grant for a youth center. Contact Kay Vernatter, Carson City, (775) 887-1222.

The CDBG Program may be able to assist with a Community Services grant to start a youth at-risk program to address the drug problem, enable a mentoring program, and perhaps fund the start-up of a youth entrepreneurship program. Contact Maureen Williss, Yerington, (775) 463-6531 or Des Craig, Carson City, (775) 687-9918.

Rural Nevada Development Corporation could fund small business loans. Contact Mary Kerner, Ely, (775) 289-8519 or toll free at (866) 404-5204.

US Small Business Administration could assist with business guarantees or advocacy. Contact David Leonard, Reno, (775)827-4923.

USDA Rural Development Business and Industry Guaranteed Loan Program could assist with business backing. Contact Herb Shedd, Carson City, (775) 887-1222.

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Nevada Department of Transportation Enhancement Program may be able to help with an entryway beautification program (This particular grant is for two years out and applications would be due 7/10). Contact Leif Anderson (775) 888-7121. Another Landscape Architecture Program that could assist (perhaps sooner than two years) contact Lucy Joyce (775) 7537; and a third annual program contact Sandy Stanio (775) 888-7122.

Nevada Division of Forestry Urban and Community Grant Program, Contact Susan Stead (775) 684-2506

UNR Small Business Development Center could assist with a NxLevel Youth business planning program; contact Kathy Carrico at (775) 784-1717.

Local Bank, such as Wells Fargo, to assist with Financial Literacy

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Theme: Youth – Carl Dahlen

Issues:

- Great Schools and Teachers
- Need for youth services
- Drugs/Alcohol/Teen Pregnancy
- Lack of Parental Involvement
- Youth Center
- Jobs for Youth
- Lower Cost Youth Activities
 - Non-Sports
 - 4-H
- Youth Sports Program

“The schools in Silver Springs and Stagecoach are the biggest assets in this community because there are a lot of teachers, principals and school staff who go the extra mile.” “For a school to be a Distinguished, Title 1 School is almost an oxymoron. (A “*distinguished school*” is one that has a high level of academic achievement and a “*Title 1*” School has a large number of low-income students measured by the number of free or reduced lunches served.) To have these kids get the education they’re getting is totally admirable.” These quotes relating to the three schools in Silver Springs and Stagecoach say a lot about opportunities for the youth of these two communities. However even with the strength of K-12 education, there continue to be problems that need to be addressed. “We are losing our youth to pregnancy, drugs, and drinking...I really don’t see enough people caring about kids,” was another comment heard by the Resource Team. Issues such as poverty, single parent households or households with two working parents create situations where young people have limited supervised activities once they leave school. These conditions also lead to a lack of parental involvement in their kid’s lives as parents are busy trying to earn a living for their families. Though there is a Boys and Girls Club as an afterschool program, it has no separate facility where students can go for supervised activities. Also there are limited recreational facilities that could serve as locations for young people to make more productive uses of their free time. In addition the weakened economy has adults filling jobs that are more traditionally available to youth. When the Resource Team asked High School Students who had a job, only one hand went up from a group of about 35 kids. When asked how many would like a job, more than 80% raised their hands. Young people are leaving the communities as a result of lack of employment opportunities and because there are no higher education opportunities locally.

Recommendations:

Both communities, Silver Springs and Stagecoach need to continue to support their schools in order to demonstrate their support for their students. This support may be in the form of active participation in school groups like a Parent Teacher Organization, helping out with fund raising activities, or volunteering in a class room setting. Or the support may be as simple as showing up for local football or basketball games and cheering for the Home Team. Young people need to see that adults in their community other than their parents are supporting their efforts. One of

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the High School students said, “Lovelock supports their school and their teams. We don't have that and we have a bad image; it isn't fair.” From an educational perspective, the communities need to look beyond High School for opportunities for their young people. Some participants in the listening sessions called for more vocational-technical training for students to better prepare them for today's workforce. Also, some people would like to see college opportunities available locally. One thought that was presented was to turn the vacant Women's Conservation Camp into a vocational-technical training center. This facility could potentially be a satellite campus for Western Nevada College as well. Even though current budgets may not be able to fund this opportunity, the College, the School District and the County should work together to secure use of the facility so that when funding becomes available, the site would be under the control of local authorities.

In regard to activities for young people out side of school, the communities need to work together to establish programs to provide productive, supervised opportunities. The communities should help the Boys and Girls Club secure a location for their programs. The communities should explore ways to cooperate in building recreational facilities such as parks, ball fields, a swimming pool, sports complexes, a youth center, etc. to provide places where kids can go to have safe, secure fun. By working cooperatively between the communities, planning and development costs can be shared and each community can obtain the facilities that best meet local needs. As facilities are built, programs can be developed that may include more organized activities like AYSO Soccer, Pop Warner Football, or Little League Baseball. These structured programs would not only provide activities for local kids, they will also improve the quality of school sports programs by helping to train young athletes. Another avenue for youth activities is the expansion of University of Nevada Cooperative Extension's 4-H programs in both Silver Springs and Stagecoach. In fact, a new 4-H club was proposed at one of the listening sessions and the person was referred to Lyon County Cooperative Extension to help establish the new club. Additionally, local churches should be encouraged to develop and enhance their youth programs to provide services to a greater number of kids so they can find positive outlets for their energy. Churches can also increase services for youth to help reduce teen pregnancy, drug problems and alcohol abuse. Another source for help with these problems is the Healthy Communities' Coalition that is already operating in Silver Springs.

One of the ways to address the issue of lack of jobs for young people would be for community leaders to contact Job Opportunities in Nevada (JOIN). JOIN operates programs that include summer youth employment as well as job training and placement. Another possibility would be to help young people find volunteer activities in which they can learn job skills. Such activities will provide valuable experience and make them better prepared to enter the workforce when the job market improves.

Resources:

Silver Springs/Stagecoach Schools: www.lyon.k12.nv.us/html/silver_springs_area/

Western Nevada College Foundation: www.wnc.edu/foundation/

AYSO Soccer: www.area2f.org/



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Pop Warner Football: www.popwarner.com/admin/nevada.asp

Little League Baseball: www.eteamz.com/llbwest/teams/

Nevada 4-H: www.unce.unr.edu/4H/

Healthy Communities Coalition of Lyon & Storey Counties: <http://67.199.57.214/Home.shtml>

Job Opportunities in Nevada: www.join.org

Priority Setting Results **Silver Springs**

A Town Hall Meeting took place Thursday, June 10, 2010 to hear the Draft Report presentation by the Resource Team. At the meeting Resource Team Members addressed the issues, recommendations and resources they had written up in regard to the six themes identified from the comments they heard through the Listening Sessions. Community representatives attending the meeting determined the priority for the six themes to be:

- Business Development
- Image
- Youth
- Community Engagement
- Infrastructure
- Public Facilities

Those present recognized that these themes were overlapping in the issues they represented. Community representatives determined to work on the top three themes, Business Development, Image, and Youth.

Major Themes **Stagecoach**

Basic Services

- Youth
 - Activities
 - Schools
 - Drugs
 - Jobs
- Community Center
- Senior Center
- Post Office
- New Fire Station
- Public Transportation
- Roads
- Medical Care
- Recycling Center

Economic Health

- Better access to Jobs
 - USA Parkway
 - Closer to home
- Home Based Businesses
- Local market/Gas Station/Services

Identity

- Engagement
- Information Sharing
 - Website
 - Logo
 - Resource Guide
- Clean Up
- Planning
- Not Silver Springs
 - Post Office

Preserve Rural Character

- Help Each Other out
- Outdoor activities
- Star Gazing
- ATV's
- Horses
- 1 acre per household
- Equestrian Center

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Theme: Basic Services – Des Craig

Issues:

The Community Assessment Resource team held two listening sessions in Stagecoach on April 13, 2010. Both sessions were well attended and the residents who met with the Resource Team were very welcoming and responsive. Thank you.

When the Resource Team members reflected on what they heard at the two listening sessions, they noticed repeated references to the need for road improvements, additional public facilities, and public services for the residents of Stagecoach. Examples of some of these basic services are provided below:

Infrastructure: roads – repairs, paving, additional drainage, dust control, natural gas reticulation

Public Facilities: community center, senior center, youth center, Post Office, recycling center, new fire station, swimming pool

Public services: public transportation, better medical care, drug counseling

Some recommendations on how these issues might be tackled are provided below.

Recommendations:

Community Master Planning is a necessary and vital tool to ensure orderly, cost efficient growth. Such plans look at all present and future infrastructure and public facility needs, rank them in terms of priority, make suggestions on implementation, and should reflect how the community feels the area should grow over the next 10-20 years. The need for detailed, frequently up-dated infrastructure planning cannot be overemphasized. Has a Master Plan for the development and growth of Stagecoach been prepared? Is it up to date? This is an area that needs some attention before rushing into designing and implementing actual infrastructure and public facility projects.

Paving roads, installing curbs, gutters and sidewalks, and drainage schemes are expensive projects and yet can lead to considerable community enhancement and appeal. There are several grant and loan programs available to assist rural communities enhance their infrastructure (see resources section below). Given a list of priority infrastructure projects, residents could be tasked with researching and identifying available funds to carry out the needed infrastructure improvements. Money is available from a variety of public and private sources. While some of the available funds may have to come through the County, the residents of Stagecoach should not wait for, or solely depend on, the County to provide the necessary resources for infrastructure development.

Given the fact that the residents of Stagecoach are not too widely distributed, it may be worthwhile thinking of a single community/recreational complex that would serve the wider, general community and specifically seniors and the youth. Combining a general purpose community center with a section for the senior population, plus facilities specifically for the

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youth, would be a cost effective way of providing recreation and meeting facilities for the entire community. It was suggested that if a new fire station could be constructed, then the existing fire house, adjacent to the present community center, could be turned into a dedicated senior center. This is an excellent idea and if implemented, it would seem logical to add facilities for the youth at the same complex.

Very often smaller rural communities will combine facilities like this, and the power and synergy that can be developed from having youth and seniors interact should not be overlooked.

While there were many references in the listening sessions to the need for Stagecoach to have its own Post Office, in all reality this is unlikely to happen given the cutbacks that are taking place in the US Postal Service. Many people in Stagecoach and beyond want to pay less in taxes, and want less government in their lives. However, it must be realized that budget cuts always mean reductions in government services, and the less critical services are always the first to go. While it may be possible to lobby for and obtain a Stagecoach zip code, and while it may be possible to use Stagecoach in the local addresses, a dedicated Post Office in Stagecoach is probably unrealistic and mail is likely to be processed through Silver Springs for the foreseeable future. The possibility of a 'sub' Post Office housed in an existing building or business might be worth exploring but a new, purpose-built Post Office is unlikely for Stagecoach.

The residents in Stagecoach also called for improved public transportation. There are examples of successful, local transportation systems in northern Nevada that should be investigated, for example, JAC in Carson City and Blue Go in Douglas. Judging from the traffic on Highway 50 to and from Carson City on weekdays, and assuming enough travelers would opt for a reliable public transportation service, a public transportation operation should be successful. As a first step, a feasibility study should be done by a professional transportation consultant. Raising finance today is difficult but the actual development of a public transportation system should probably involve a mix of public and private finance and management. One advantage of a public transportation system on Hwy 50 is that it would not only serve Stagecoach but also Silver Springs, Dayton and Mound House, as well as Carson City.

It might be worthwhile to think about setting up community action groups around the various infrastructure areas that need attention, e.g. a roads and traffic group, a drainage and flood mitigation group, a public transportation group etc. Each group, which should involve the students, would be responsible for identifying projects, initiating research, looking into funding sources, lobbying local government etc.

Despite the call by some residents for independence and separation from Silver Springs, many of the issues referred to by Stagecoach residents are also issues in Silver Springs. It would therefore make sense and probably increase the funding opportunities, if there was more collaboration and joint planning with Silver Springs and the County on these issues. Improved and better-maintained roads, a new fire station, better public transportation, better medical care, drug counseling and a recycling center are areas that would benefit greatly from a regional approach, collaboration and cooperation with the residents in Silver Springs, the County staff and elected officials.

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Resources:

The Nevada Association of Counties may have resources and be able to assist regarding community planning. Contact Jeff Fontaine, Carson City. Tel 1-775-883-7863

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

State and Small Cities CDBG Program: for assistance with infrastructural planning and projects, Contact Des Craig, Carson City. Tel. 1-775-687-9918

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

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

Information on Public Transportation development: American Public Transportation Association: http://www.apta.com/media/releases/2004_poll.cfm

South Tahoe Area Transit Authority (Blue GO): Contact John Andoh, Transit Administrator, 128 Market Street, Suite 3-F, Stateline, NV, 89449. Phone: 775-589-5284, jandoh@trpa.org & www.bluego.org

Jolene Supp, Manager, City of Wells, Nevada on (1) improving health care in a small rural town, and (2) planning and implementing a new public swimming pool project. Telephone: 775-752-3120. E-mail: wellscitymanager@wrecwireless.coop

Bob Schreihans, President, Central Lyon County Fire Protection District, 231 Corral Dr., Dayton, NV 89403 Tel. 775-246-6209, on progress with the plans to build a new fire house in Stagecoach

Glenn Trust, Manager, Carlin, Nevada on developing and managing a small town senior center. Telephone: 775-754-6354. E-mail: gtrust@cityofcarlin.com

Sierra Circle Consulting – for facilitating consensus and collaboration Contact Patricia R. Tuecke, Reno Tel 1-775-333-6998 www.sierracircle.com

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Themes: Basic Services – Michael Guss

I found Stagecoach to be a wonderful community full of citizens that loved, and wanted to protect, Stagecoach's rural atmosphere.

A consistent theme we heard throughout our listening sessions was the lack of basic services—specifically the lack of a post office, adequate medical care, and a full-time fire station.

Issues:

- Youth
 - Activities
 - Schools
 - Drugs
 - Jobs
- Community Center
- Senior Center
- Post Office
- New Fire Station
- Public Transportation
- Roads
- Medical Care

Residents were concerned with the lack of postal services in Stagecoach.

Residents did not like being forced to drive to Dayton on weekdays, or Silver Springs on Saturdays, in order to purchase postage or mail packages.

Residents were also concerned about the fact that the new driver's licenses from the Nevada Department of Motor Vehicles list Silver Springs, and not Stagecoach, as the City of residence.

Residents were concerned about the lack of public transportation to Carson City, Fernley, and Reno.

Residents expressed worries that there were no job opportunities for youth, which led to drug problems. People also were concerned about a lack of non-sports related activities for teens. However, there was universal praise for the quality of the high school, its administration, and its teachers.

Residents expressed strong support for the establishment of a 24-7 firehouse in Stagecoach, which could also include the construction of a new firehouse.

People also did not like the fact that they had to drive to Silver Springs, Carson City, or Reno to access medical care. Many residents said that this presents a challenge for elderly residents of Stagecoach.

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Residents supported the construction of a new senior center because the drive to Silver Springs was prohibitive for many seniors, especially in the evening.

Residents expressed concerns about the unpaved roads in town becoming difficult to navigate after snowfalls. Many residents supported the paving of roads.

Recommendations:

It may not be feasible to obtain a Post Office in Stagecoach. The Postal Service is cutting service, and likely does not have adequate resources to fund expansions. Currently, the Postal Service suffers from a \$238 billion deficit.²⁵ To address its deficit, postal service is considering the closure of post offices,²⁶ as well as eliminating Saturday delivery.²⁷ However, there is a chance that the problems that underlie the lack of a Post Office can be addressed with alternative actions.

Automated Postal Centers are machines where customers can weigh and ship packages, purchase stamps, signature confirmation, insurance certified, and return receipts.²⁸ As the postal service changes its operations to fit with the needs of the 21st Century, it may consider placing automated postal centers in retail establishments. While this would not address the driver's license issue, it would address the need to be able to mail packages and purchase postage at a more convenient location.

The Postal Service allocates zip codes via a population formula. The name attached to the zip code is the town or city of largest population within the zip code. For the foreseeable future, Nevada Driver's Licenses will list Silver Springs as the town of residence for Stagecoach drivers.

Many residents expressed the desire to see public transportation between Stagecoach, Carson City, and Reno. In the 1998, the Transportation Equity Act (TEA) for the 21st Century allocated \$1.8 billion for rural public transportation projects.²⁹ Only 60 percent of rural counties have rural transportation systems, and just one fourth of those allow public transit riders to travel across county lines.³⁰ Lyon County has a medical transportation service, which provides door to door transportation for citizens older than 60.³¹ This service is valuable, and increased awareness

²⁵ Cnn. "USPS One Step Closer to Ending Saturday Delivery" March 29, 2010 Accessed April 30, 2010 on-line at: http://money.cnn.com/2010/03/29/news/economy/USPS_Saturday_mail/index.htm

²⁶ Associated Press "Post Office Mulls Closing Thousands of Offices." August 3, 2009. Accessed on-line at: <http://www.msnbc.msn.com/id/32273314/> on April 30, 2010

²⁷ Voice of America "Postal Service Considers Ending Saturday Delivery." April 13, 2010. Accessed April 30, 2010 on-line at: <http://www1.voanews.com/english/news/american-life/US-Postal-Service-Considers-Dropping-Saturday-Delivery--90789189.html>

²⁸ United States Postal Service Office of the Inspector General "Self-Service Mail Technologies" *Pushing the Envelope Blog* Accessed on-line at: <http://blog.uspsoig.gov/?p=207> on April 29, 2010

²⁹ Brown, Dennis M. "Public Transportation on the Move in Rural America." United States Department of Agriculture, Economic Research Service Washington D.C.: 2002.

³⁰ Id.

³¹ Lyon County Nevada: <http://www.lyon-county.org/index.aspx?NID=184>

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of it may mitigate the transportation problems of seniors with medical problems. But the service requires 48 hours advanced notice, which can be inconvenient in the case of an emergency.

Further, many Stagecoach residents who commuted to Carson City or Reno expressed a desire to ride public transit. In the 1990s, Lyon County obtained buses through a federal grant. However, operating assistance was scarce, and the revenues from ridership could not sustain the system, which ceased to provide service to the Silver Springs and Stagecoach areas. Current United States Code allows the Secretary of Agriculture the discretion to offer operating-expense grants to rural counties.³²

Many residents strongly supported the establishment of a 24-7 firehouse in Stagecoach. Some people complained of long response times to emergency calls in Stagecoach. These residents felt that a 24-7 firehouse in Stagecoach would reduce response times. Many residents also felt that a new firehouse needed to be constructed to accommodate this change.

In previous fiscal years, the United States Department of Homeland Security has provided local fire departments with grants to assist in the construction of fire stations.³³ The current funding window for these grants has closed. Stagecoach residents should keep an eye on this program to see if federal funding could be leveraged for the construction of a firehouse

However, even if Stagecoach is successful in constructing a new firehouse, the expense of staffing, operating, and maintenance costs may be prohibitive. In the Eastern part of the United States, many small rural communities privately fund 24-7 volunteer firefighting services. Volunteers get practical vocational training, and the community gets the protection of a close-by firehouse. .

These 24-7 Volunteer Fire Departments are usually funded privately through a mix of donations, bake sales, bingo, tip jar gaming, and carnivals. If a 24-7 firehouse is established, I would strongly recommend that it be funded through a similar mix of private funding sources.

There was universal praise for the school system in Stagecoach and Silver Springs. This is a credit to the Lyon County School District, the Silver Stage school administration, the teachers at the schools, and the students and parents who make up the community. We left knowing that the school system prepared students for the world of work.

Unfortunately, jobs are scarce. Only one out of the 50 students we met with said they had a part-time job, even though the vast majority would like to work after school. Part of this relates to the lack of service industries in the Stagecoach and Silver Springs areas—a grocery store, a pharmacy, and even a bank would create the type of service sector jobs that are likely to be held by young workers in their first jobs.

³² United States Code Title 49 Subchapter 3 Section 5311 (B)(2). Accessed at: http://www.law.cornell.edu/uscode/49/usc_sec_49_00005311----000-.html

³³ United States Department of Homeland Security “Assistance to Firefighters Station Construction Grants.” <http://www.firegrantsupport.com/content/html/scg/default.aspx>

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But many teens—especially those who live in Stagecoach—could commute to Dayton. Unfortunately, with Lyon County’s unemployment rate nearing 20%, these teens are competing with out-of-work adults for entry-level, minimum-wage jobs. Employers are likely to hire a person with a long track record of successful employment rather than a person seeking their first job. This freezes many younger residents out of the economy, and substantially contributes to out-migration.

A way to grow the economy in Stagecoach and Silver Springs while ensuring that teens get the practical, real-world experience they need to become independent adults could be the adoption of a young entrepreneur program. Young entrepreneur programs teach teens the real-world skills of developing a business plan, creating partnerships, working on a team, and other skills that are crucial to success in the business world. This training could be, in many ways, a preferable substitute to the typical teen jobs of working in the service industry.

We heard that the lack of jobs has led to an undercurrent of a drug problem among a few youth. Many rural areas suffer from drug problems that are made worse by isolation and remoteness. Additionally, rural areas have a vast supply of a key ingredient—Anhydrous Ammonia.³⁴ The availability of ingredients combined with the isolation provided by the broad spaces is attractive to Meth producers. These producers then find a market for their product in bored teens.

The community can fight this unwanted, criminal behavior by working to institute a Meth Watch Program.³⁵ Meth Watch, a program which originates in the State of Kansas, is a partnership between law enforcement agencies, health departments, nonprofit organizations, and private businesses.³⁶ The main facet of Meth Watch is that retailers agree to keep potential Meth ingredients in a location where the quantities purchased can be monitored, and to report purchases, or the loss, of large quantities of potential ingredients to local law enforcement officials.³⁷

Beyond targeting criminal Meth dealers, the community could reduce the market for illicit drugs by providing non-sports themed activities to youth. Some people are not interested in sports. They may prefer to read, draw or paint, write, work on a farm, ride horses, or a myriad of other recreational activities. Residents said that all of these activities are readily available in the Silver Springs and Stagecoach areas. Youth may benefit from more structure extracurricular activities. This could be done through the formation of school-based clubs, or perhaps through partnerships with existing nonprofit organizations in the Silver Springs and Stagecoach areas.

We also heard that many seniors in the Stagecoach area would like to see the construction of a new senior center. The seniors appreciate the quality services provided by the senior center in Silver Springs, but many feel that the distance between Stagecoach and Silver Springs prevented

³⁴ Rural Assistance Center “Methamphetamine Frequently Asked Questions.” Accessed May 11, 2010 on-line at: http://www.raconline.org/info_guides/meth/methfaq.php

³⁵ Id.

³⁶ “Meth Watch: Looking Out for Our Communities” Accessed May 11, 2010 on-line at: http://www.methwatch.com/Meth_Watch_Program/what_is_meth_watch_index.aspx

³⁷ ID.

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utilization of the Silver Springs Senior Center. One resident stated that many seniors cannot drive at night, and were therefore excluded from evening programming at the Silver Springs Senior Center.

While many Stagecoach residents loved the isolation of the community—the fact that there was “one family per acre” was widely praised at our listening sessions—many residents also desired a stronger sense of community. Residents would like to have a gathering place for community events.

The dual needs of a Senior Center and a Community Center could be merged. Nelson, Nebraska built a dual purpose Community Center that provides programming for seniors and a 24 hour fitness center for the community.³⁸ Nelson funded the project with a \$72,000 loan from USDA Rural Development, a grant of \$80,920 from USDA Rural Development, and \$19,227 in local funding.³⁹ Stagecoach is not an incorporated area, and therefore this approach may not be feasible in Stagecoach.

Government funding cannot always be the solution to community problems. As the “Amazing Mazie” video shows, sometimes it takes a champion for a project to succeed. There are private resources that can provide some help to community projects. However, these organizations can only provide modest amounts--\$10,000 to \$25,000—that while very valuable, probably will not be enough to construct a community center.

Stagecoach residents should give serious consideration as to whether they would like a portion of a new community center to be dedicated to medical use. Many residents complained about being forced to travel to Carson City or Reno for medical appointments.

Stagecoach does not have the population to support a variety of medical specialists. However, medical technology is rapidly changing. Telemedicine—where a doctor can see a patient over a video uplink—may increase rural residents’ access to medical care.⁴⁰ The United States Government is promoting the adoption of telemedicine through Rural Utilities Services’ Distance Learning and Telemedicine Grant Program.⁴¹

The grant deadline will have passed by the time that this report is finished. However, if this grant, or a similar grant, is ever offered in the future, it could provide Stagecoach residents with access to adequate medical care. In the interim, Stagecoach residents should consider contacting medical centers in Reno to gauge their interest in providing telemedicine services to rural Nevada.

³⁸ “Nelson Community Center Fulfills Need in Rural Area.” United States Department of Agriculture, Rural Development, Nebraska Office 2009 Accessed May 11, 2010 at:
<http://www.rurdev.usda.gov/rd/stories/nebraska/SStoryNelsonCommtyCtrElkCreekNonprofit.pdf>

³⁹ Id.

⁴⁰ American Telemedicine Association “Telemedicine Defined.” Accessed May 11, 2010 on-line at:
<http://www.americantelemed.org/i4a/pages/index.cfm?pageid=3333>

⁴¹ United States Department of Agriculture, Rural Utilities Service “Distance Learning and Telemedicine Grant Program Grant Application Guide, FY 2010.” Accessed May 11, 2010 on-line at:
<http://www.usda.gov/rus/telecom/dlt/2010/2010-dlt-app-guide-final-3-18-2010.pdf>

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Many residents also expressed concerns over the fact that some roads were difficult to pass in the winter after snow melts. Several residents expressed support for paving the dirt side streets of Stagecoach. Residents specifically complained about ruts forming in dirt roads, and excessive pot holes.

Asphalt paving may be prohibitively expensive. Paving a two to four inch thick road can be as much as \$400,000 per mile.⁴² A gravel road could address the problems with potholes and ruts at a fraction of the cost, and should be considered by residents of Stagecoach as a way to solve their road paving problems.

A potential source of funding for infrastructure improvements could be the Community Development Block Grant Program. However, this program must serve Low and Moderate Income Communities. Additionally, applications which leverage a large amount of local funding are given preference under this program.

Resources:

Automated Postal Centers: <http://www.usps.com/alternateaccess/selfserve.htm>

Section 5311 Bus Grants: http://www.fta.dot.gov/funding/grants/grants_financing_3555.html

Volunteer Fire Departments: <http://www.volunteerfd.org/topics/>

Young Entrepreneurs: <http://www.score.org/young.html>
<http://www.nsbdc.org/>
<http://www.nnda.org>
<http://www.silverspringsnevada.com>

Meth Watch: http://www.methwatch.com/How_Meth_Watch_Works/Works_index.aspx

Community/Senior Center: <http://www.wnnd.org>
<http://www.rurdev.usda.gov/nv/>

Telemedicine: <http://www.usda.gov/rus/telecom/dlt/dlt.htm>
<http://www.renown.org/>
<http://www.saintmarysreno.org/index.htm>

Roads: <http://www.expand2nevada.com/CDBG.html>
<http://www.hud.gov/offices/cpd/communitydevelopment/library/stateguide>

⁴² Travis County Texas, Department of Transportation "Road Treatment Types" Accessed May 11, 2010 on-line at: http://www.co.travis.tx.us/tnr/roads/Rd_treatments.asp

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Theme: Basic Services – Shelley Hartmann

Issues:

The community turned out and very graciously discussed their concerns

- Lack of paved roads
- Lack of retail
- Lack of youth oriented employment and things to do
- Transportation
- Community clean up
- Infrastructure

Recommendations:

Getting involved in a county planning process to identify the goals and objectives of the community will help. The economic times mean that it may be a longer wait for paved roads.

The community would like their gas station/minimarket back and that would provide some limited employment. They also identified a ‘large’ community of home based business which could be organized and potentially create a mail room job if products are being manufactured. There are opportunities to explore with a coop type of organization so that the various home based businesses can share the expenses of a bookkeeper, legal advisor, shipping clerk, advertising, catalog development, market development and business directory on line.

The community needs its own website, and perhaps something like Chamber Nation where everyone can have sub-sites would help. There were difficulties related to what the county can allow an unincorporated city.

The people that choose the lifestyle of Silver Springs are not interested in being a city, but they are interested in basic things like good roads, water and sewer while hanging onto what they love, riding horses, live and let live type of atmosphere.

Resources:

Chamber Nation community organization software: <http://www.chambarnation.com/>

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Theme: Economic Health – Des Craig

Issues:

Those who attended the two listening sessions in Stagecoach on April 13, 2010, expressed concern at the economic health of the area. Jobs are scarce, the unemployment rate is at 19%, and retail services are limited, for example, the local market/gas station is presently closed.

Residents called for more jobs, preferably near to Stagecoach, and for additional businesses to set up in their area. In order for the community to grow and develop, residents seemed to recognize and accept the fact that more businesses, and more people stopping and shopping in those businesses, would be needed. While some felt that investment in light industry might be possible, this suggestion was not universally accepted.

Attention was drawn to the fact that there are several successful home businesses in Stagecoach, but not enough was being done to promote and develop such entrepreneurship.

Recommendations:

There appears to be a need to develop a strategic plan for economic growth and development. Preparation of such a document would involve considerable community involvement and would identify the barriers and challenges to growth and development. It would set development goals and objectives for the community, and would recommend a number of initiatives or actions that would lead to the preferred type and scale of growth and development. We would suggest such a study should be done by an external professional adviser, highly experienced in strategic planning for growth, and community facilitation.

During the course of the Community Assessment, several comments were made concerning the lack of small businesses in town and the need for small business development. Entrepreneurial/small business development can help rejuvenate a small rural community but an appropriate enabling environment is essential. The plan referred to above would provide guidelines on how to develop an entrepreneurial environment in Stagecoach. The study might include a gap analysis and leakage study to identify underserved areas of the local economy. This would involve looking at the strengths and weaknesses in the economy, and the demographics of the community and would ultimately show those areas where businesses might do well. Some attendees at the listening sessions recommended exploring tourism, alternative energy projects (wind, solar), light industry, an RV park, motel and equestrian center for the Stagecoach area. Others wanted to see more retail activities, maybe even the development of a small strip mall. All of these are possible and should be explored in more detail in the strategic plan for business development.

Small business development often starts from within a community and the listening sessions revealed that there already are a number of home-based businesses in Stagecoach. It would be useful to conduct a simple survey of the home-based businesses to determine how many exist, what are their needs and how to meet those needs. It might be possible to set up a local association of home-based businesses and through that group, organize the above study/plan,

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provide for entrepreneurial training, ongoing support for local entrepreneurs and encouragement for new and aspiring entrepreneurs. Training and support could also be sought from outside resources such as the Nevada Small Business Development Center (SBDC) NxLevel course, the Commission on Economic Development which provides seminars for small business owners interested in moving into government contracting, and the Northern Nevada Development Authority.

Once the right enabling environment for small business development is in place, which might involve various incentives peculiar to Stagecoach, a widespread marketing plan would help in attracting entrepreneurs, investors, new residents and visitors to the community. Every community has its strengths and weaknesses. The latter should be mitigated while the former need to be publicized and spread abroad. If a community is uncertain as to its future look and feel, if there is not a common purpose and vision, any effort to promote the community will probably fail. Once there is common purpose and a focus on the future, a good marketing plan is essential. Again, this is something that should probably be crafted and put in place by external professionals with no personal agenda. It would cost money to design and implement but its effectiveness would be measurable and easy to determine.

The marketing plan could be promoted outside the community by various economic development organizations, realtor groups etc. This may involve the development of a special website for Stagecoach and extensive use of social network marketing.

Resources:

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

NxLevel entrepreneurial training, Kathy Carrico – State Training Director, Nevada SBDC, University of Nevada, Reno, Reno, NV 89557 (775) 784-1717 kcc@unr.edu

Rob Hooper, Executive Director, Northern Nevada Development Authority, 704 West Nye Lane, Carson City, NV 89703 Tel. 775-883-4413; rhooper@nnda.org

Des Craig, Rural Community Development, Nevada Commission on Economic Development, 808 West Nye Lane, Carson City, Nevada. Tel. 687-9918

Kathy Agee, Deputy Director, Procurement Outreach Program, Nevada Commission on Economic Development, 808 West Nye Lane, Carson City, Nevada. Tel. 687-9900

Audrey Allan, Western Region Manager, Rural Nevada Development Corporation, 704 West Nye Lane, Carson City, NV 89703 Tel. 775-883-0494; audrey@rndcnv.org

Deborah Prout, Nevada MicroEnterprise Initiative, 113 W. Plumb Lane, Reno, NV 89509 Tel. 775-324-1812; dprout@4microbiz.org

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David Leonard - Senior Area Manager, U.S. Small Business Administration, 745 W. Moana Lane, Ste. 375, Reno, NV 89509. (775) 827-4923 ext 24 www.sba.gov

Northern Nevada SCORE Chapter #415, University of Nevada, Reno Mailstop 032, Reno, NV 89557 (775) 784-4436 info@score-reno.org (for business counseling)

Bob Bricca - Management Assistance Partnership, 475 Edison Way, Suite 201B, Reno, NV 89502-4103. (775) 772-9824 www.mapnv.com bbricca@mapnv.com

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

National Association of Women Business Owners – NAWBO, P.O. Box 15064, Las Vegas, NV 89114 (702) 952-2470; info@nawboLasvegas.org

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

Sirolli Institute - for assistance in small rural community revitalization through small business development and enterprise facilitation www.sirolliinstitute.com

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

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Theme: Economic Health – Shelley Hartmann

Issues:

- JOBS
- Retail development
- Community

The community was in no way interested in industrial development however really would like to see some retail development. They do want USA Parkway developed and job opportunity in Silver Springs that is closer for them to commute and to employ the youth of the community. The unemployment rate is very high and commutes are expensive unless the job is paying enough to make the trip.

Recommendations:

- NNDA participation on a sub committee for the community, even if it is only long enough to make sure a strategic plan is out there that says we want retail but no industrial development.
- NNDA to arrange NxLevel classes
- NNDA to arrange SBDC small business counseling, or participation in Carson City and Dayton small business opportunities.
- Develop Community website to post meetings, clean ups and local on line business directory to identify what businesses exist, what they have and can take advantage of and what they need.

Resources:

Small Business Development Center, UNR – for assistance with small business training and advice; Contact Winnie Dowling, Reno Tel 1-775-327-2334 www.nsbdc.org

NxLevel entrepreneurial training, Kathy Carrico – State Training Director, Nevada SBDC, University of Nevada, Reno, Reno, NV 89557 (775) 784-1717 kcc@unr.edu

Rob Hooper, Executive Director, Northern Nevada Development Authority, 704 West Nye Lane, Carson City, NV 89703 Tel. 775-883-4413; rhooper@nnda.org

National Business Coop Association: www.ncba.coop

Chamber Nation: <http://www.chambernation.com/>

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Theme: Identity – Carl Dahlen

Issues:

- Engagement
- Information Sharing
 - Website
 - Logo
 - Resource Guide
- Clean Up
- Planning
- Not Silver Springs
 - Post Office

One of the most persistent comments heard in Stagecoach was, “We are not Silver Springs!” This comment was mostly centered on not having a post office separate from your neighbors to the east. One commenter put it this way, “Biggest challenge is we have no legitimacy, no post office. We are the red headed step child. Most maps don't even mention our community. I Live 15 miles from the post office in Silver Springs.” However at the same time, no one present gave a clear picture of who and what Stagecoach is. Another commenter said, “My initial reaction to everything is what community--I see no community.” There were a couple of reasons given for this lack of identity as a community. One was that most people who work have to commute to their jobs. When a person gets home from work, they don't want to go out again. Another reason is that Stagecoach is a bedroom community where people don't tend to know their neighbors. When answering “What is your major challenge or problem?” one person said, “Isolation, a lot of people who don't work together; they don't know each other. There doesn't seem to be much happening here but yard sales. There are no community oriented activities.” This lack of community also means that people don't know what is going on in Stagecoach. There is no method to share information and as a result people don't become engaged in the activities that might be happening in the area.

Another major problem identified by participants was the need to clean up Stagecoach. Several people commented about abandoned houses, junked cars and generally trash strewn around the community. One person stated bluntly, “Clean up is needed.” One of the realities of life is that when one person doesn't take care of their yard and house, others around them may begin to take a lackadaisical attitude toward their property as well. Soon whole groups of houses look like they are abandoned.

Recommendations:

The challenge becomes how to get people to care, how to get them involved in their community. One way that was suggested was to set up a community website where events and activities could be posted so everyone can find out what is happening in the area. The website could also contain a blog where people could post their ideas and concerns. Concern was expressed that such a site not be setup by someone from outside the community. Rather it needed to be run by a local resident who knows Stagecoach and cares about the community. One place to look for the expertise to setup and operate the website is through Silver Stage High School. Students have a

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grasp of computer technology well beyond some adults. They have been taught the skills necessary to create and maintain such a site. Using students would also give them a reason to care about their community and encourage them to become involved in other activities as well.

Another suggestion made at a listening session was to create a logo for Stagecoach and use it on entry way signs on Stagecoach Hill and Ten Mile Hill so people know when they are entering and leaving the community. The Nevada Department of Transportation has a sign committee that could help with wording and placement for such signs. Other communities like Minden and Gardnerville have entry way signs in place now that could be seen as possible examples.

Also, a “community clean-up” Campaign may help residents to become more interested in what is going on in Stagecoach. The City of Carlin declared one week as a city wide clean-up effort. They arranged for dumpsters and trash bags to be available for residents. They worked with a local salvage yard to haul off junked vehicles, appliances and furniture. They promoted the week-long event in advance and offered volunteers to help clean-up yards for people who were unable to do the work themselves. At the end of the week, they held a community-wide picnic in the park to celebrate all that was accomplished. The City of Wells had a similar effort following their community assessment. Also in Wells, officials began to enforce ordinances requiring people to keep their property clean and neat. When some people complained, officials were able to say, “This is what our residents called for in our Community Assessment.”

To create an identity as a community, residents of Stagecoach need to do things together on a community-wide basis so that they feel like there is a community to belong to. People need to be invited to come out of their houses and meet their neighbors and work toward common goals. A community clean-up may be one way to start getting people together, but there need to be other community gatherings as well. These gatherings may be around specific activities like an ATV rodeo or an equestrian event. Or they may revolve around kids’ events and activities. However, the community should look to establish gatherings that will draw people out of their houses like a picnic or a concert or dance. The Town of Gardnerville has movies in the park once a month over the summer. Minden has concerts in the park as well. Genoa puts on the Candy Dance each year to raise funds for town activities. Events such as these may help overcome the feelings of isolation and build that sense of community identity.

Resources:

Nevada Department of Transportation: www.nevadadot.com

City of Carlin: www.cityofcarlin.com

City of Wells Chamber of Commerce: www.wellsnevad.com

Main Street Gardnerville: www.mainstreetgardnerville.com

Town of Minden: www.townofminden.com

Genoa Candy Dance: www.genoanevada.org/candydancefaire



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Theme: Preserving Rural Character – Michael Guss

I found Stagecoach to be a wonderful community full of citizens that loved, and wanted to protect, Stagecoach’s rural atmosphere.

Issues:

- Help Each Other out
- Outdoor activities
- Star Gazing
- ATV’s
- Horses
- 1 acre per household
- Equestrian Center

Stagecoach residents liked the rural character of the town—where everyone knew each other, and where people are willing to help each other out at a moment’s notice.

Many citizens enjoyed outdoor recreation, such as horseback riding, hiking, star gazing, and ATV riding.

Some residents were concerned about proper training for youth who ride ATVs; however some of these same residents wanted to ensure that the youth could continue to ride on public lands.

Stagecoach is blessed with an abundance of wild horses; some residents were upset by a recent Bureau of Land Management operation which rounded up wild horses.

Residents who rode horses advocated the establishment of an Equestrian Center.

Many residents defined “rural” as one acre per household.

Recommendations:

“Rural Character” means different things to different communities. “Rural Character” can mean agriculture, open spaces, outdoor recreation, wide open skies, bright stars, peace and quiet, solitude, and a small-town sense of community where everyone knows each other, and is willing to help each other. In Stagecoach, “Rural Character” was defined by attendees at our listening sessions as a combination of everything I just mentioned.

Preserving “Rural Character” is a balancing act between providing between protecting a lifestyle that has been lived for generations, and updating infrastructure to allow for the things that are necessary for rural businesses, people, and schools to thrive.⁴³ Stagecoach residents emphasized

⁴³ Washington Department of Community, Trade, and Economic Development, “Keeping the Rural Vision: Protecting Rural Character and Planning for Rural Development,” 1999. P. 1

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the wide open spaces, wild life, and the solitude of one acre per household in describing their rural character.

Stagecoach should consider developing a Master Plan, which can be a useful tool in protecting its “Rural Character” for generations to come. A 2000 report by the New Hampshire Office of Energy and Planning summarized the benefits of framing a Master Plan around “Rural Character:”

“When communities frame master plans around preserving rural character, people are seeking to hold onto and promote traditional rural or small town values of family, community, independence, responsibility, self-government, conservation, entrepreneurship, and strong work ethic in a fast-changing world.”⁴⁴

A Master Plan for Stagecoach could value outdoor recreation, while protecting the one acre per person nature of the town and the wide open night skies that so many residents said they enjoyed.

Residents in Stagecoach love the wild horses that gather in the desert. Residents feel that the horses are a reminder of the not-too-distant frontier past of Nevada. Wild horses are, to the residents of Stagecoach, living and breathing reminders of our heritage as Nevadans.

The federal government owns nearly 90 percent of the land that makes up the state of Nevada.⁴⁵ The Bureau of Land Management manages the wild horse population. A *New York Times* article on the controversy over wild horse round-ups described the unique policies surrounding the management of wild horses:

“Unlike other animals, wild horses cannot legally be hunted or slaughtered, and they have no natural predator. When the area gets overpopulated, food becomes scarce and the horses suffer, said Mr. Abbey, the agency director, who expressed exasperation with some animal rights advocates.

“If it were up to them, we would be allowing wild horses to starve to death, which is no way to honor an American icon,” he said in a telephone interview.

Most of the older animals are moved to distant pastures that provide lots of room and abundant food. The younger horses are put up for adoption, though the government has struggled to find qualified people who want to adopt, particularly in the recession.”⁴⁶

Wild horse advocates contend that round-ups are inhumane to horses and diminish Nevada’s heritage.⁴⁷ According a report by a Las Vegas news station, “The BLM says it has the authority

⁴⁴ State of New Hampshire, Office of Energy and Planning, “Preserving Rural Character” The Agriculture Connection,” 2000 P. 2

⁴⁵ Beck, Glen. “Land Grab By the Federal Government.” FOX News March 10, 2010. Accessed on-line at: <http://www.foxnews.com/story/0,2933,588789,00.html>

⁴⁶ Archibald, Randal, “Debate Grows Over Round Up of Wild Horses in Nevada,” *New York Times*, December 31st, 2009. Accessed May 12, 2010 on-line at: <http://www.nytimes.com/2010/01/01/us/01horses.html>

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to remove the animals under provisions of the Wild Free-Roaming Horse and Burro Act passed by Congress in 1971.”⁴⁸

Stagecoach residents will not be able to resolve this dispute alone. However, Stagecoach residents should express their opinions on Wild Horse Round-Ups to relevant elected officials and federal agencies.

Stagecoach is a town of many horse-lovers, and some residents would like to see the construction of an Equestrian Center to add to the abundant outdoor recreation activities that Stagecoach residents enjoy. Equestrian Centers are generally privately-run and provide a place for people to ride horses, show horses, and keep horses. With the anticipated completion of USA Parkway, Stagecoach may be an ideal location for an Equestrian Center. Stagecoach residents should consider whether an Equestrian Center fits in with what they want the community to be 15 years from now as part of a Master Plan process.

Finally, we heard that many Stagecoach residents wanted to balance the right of youth to ride All Terrain Vehicles (ATVs) and Motorcycles on federal land with safety for riders, and for those who they may cross paths with.

Residents were very concerned about irresponsible use of ATVs and Motorcycles on county roads. Lt. Abel Ortiz of the Lyon County Sheriff’s Office instituted a program that monitors county roads for irresponsible use of ATVs and other off-road vehicles in May.⁴⁹ This program will reduce the number of irresponsible riders in Silver Springs and Stagecoach.

Resources:

National Agricultural Library: http://www.nal.usda.gov/ric/ricpubs/what_is_rural.shtml

Master Planning:

- Nevada Rural Development Council, <http://www.nrdc.org>
- Western Nevada Development District: <http://www.wndd.org>

Wild Horses:

- Barack Obama, President of the United States. 1600 Pennsylvania Ave. Washington, D.C. 20500 (202)-456-1111. <http://www.whitehouse.gov/contact>

⁴⁷ *Voice of America*. “Critics Protest Capture of Wild Horses,” April 13, 2010. Accessed May 12, 2010 on-line at: <http://www1.voanews.com/english/news/usa/Critics-Protest-Capture-of-Wild-Horses-90775569.html>

⁴⁸ Lawrence, Edward. “Advocates Will Fight On for Nevada’s Wild Horses,” *8 News Now*. Accessed May 12, 2010 on-line at: <http://www.8newsnow.com/global/story.asp?s=6007145>

⁴⁹ *Reno Gazette-Journal*. “LCSO to Monitor Roads in Wake ATV Complaints,” May 12, 2010. Accessed On-line at: <http://www.rgj.com/article/20100512/FERNLEY04/5120370/1306/FERNLEY>

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- Jim Gibbons, Governor of Nevada. State Capitol 101 N. Carson Street Carson City, NV 89701, (775) 684-5670
- Harry Reid, United States Senator. 600 East William St, #302 Carson City, NV 89701 (775)-882-7343
- John Ensign, United States Senator. 600 East William Street, Suite 304 Carson City, Nevada 89701 (775) 885-9111
- Dean Heller, Member of Congress. 400 S. Virginia St., Suite 502 Reno, NV 89501 (775)-686-5760
- Bureau of Land Management, Carson City District Office. 5665 Morgan Mill Road Carson City NV 89701 (775)-885-6000

Equestrian Center:

- Northern Nevada Development Authority: <http://www.nda.org>

Priority Setting Results **Stagecoach**

A Town Hall Meeting took place Thursday, June 10, 2010 to hear the Draft Report presentation by the Resource Team. At the meeting Resource Team Members addressed the issues, recommendations and resources they had written up in regard to the four themes identified from the comments they heard through the Listening Sessions. Community representatives attending the meeting determined the priority for the four themes to be:

- Economic Health
- Identity
- Basic Services
- Preserve Rural Character

Those present recognized that these themes were overlapping in the issues they represented. Community representatives determined to work on the top two themes, Economic Health and Identity.

Additional Resources

Heartland Center for Leadership Development
650 "J" Street, Suite 305-C
Lincoln, Nebraska 68508
402/474-7667
www.heartlandcenter.info

Nevada Association of Counties
201 S. Roop Street, Ste. 101
Carson City, NV 89701
(775) 883-7863
www.nvnaco.org

Nevada Commission on Tourism
401 North Carson Street
Carson City, NV 89701
775 687-4322
www.travelnevada.com

Nevada Department of Health and Human
Service
4126 Technology Way, Suite 100
Carson City, Nevada 89706-2009
775/684-4000
www.dhhs.nv.gov

Nevada Department of Transportation
1263 South Stewart Street
Carson City, Nevada 89712
775/888-7000
www.nevadadot.com

Nevada League of Cities and Municipalities
310 S. Curry Street
Carson City, NV 89703
775/882-2121
www.nvleague.org

Nevada Rural Development Council
PO Box 3926
Carson City, NV
775/829-1048
www.nevrdc.org

Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV 89701
775/687-6680
www.nevadaculture.org/nac

Nevada Commission on Economic
Development
808 West Nye Lane
Carson City, Nevada 89703
775/687-9900
www.diversifynevada.com

Nevada Department of Conservation and
Natural Resources
901 S. Stewart St., Ste. 5001
Carson City, NV 89701
775/684-2700
www.dcnr.nv.gov

Nevada Department of Public Safety
555 Wright Way
Carson City, NV 89711
(775) 684-4808
www.dps.nv.gov

Nevada Fire Safe Council
440 West Spear Street
P.O. Box 2724
Carson City, Nevada 89702
Phone: (775) 884-4455
www.nvfsc.org

Nevada Microenterprise Initiative
113 W. Plumb Lane
Reno, NV 89509
775/ 324-1812
www.4microbiz.org

Nevada Rural Housing Authority
3695 Desatoya Drive
Carson City, Nevada 89701
775/887-1795
www.nvrural.org

Silver Stage Community Assessment – 2010 Section 1

NV Small Business Development Center
University of Nevada, Reno
College of Business Administration
Ansari Business Building, Room 411
Reno, NV 89557-0100
775/784-1717
www.nsbdc.org

Nevada System of Higher Education
2601 Enterprise Rd.
Reno, NV 89512
(775) 784-4958
<http://system.nevada.edu>

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\(pxtqpl55jbsqcp55h0ly4o23\)\)/PUCHome.aspx](http://pucweb1.state.nv.us/PUCN/(X(1)S(pxtqpl55jbsqcp55h0ly4o23))/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

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

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
http://www.blm.gov/nv/st/en/fo/carson_city_fileld.html

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



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 your community's pursuit of effective governance.

Nevada Rural Development Council

