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A Comprehensive Economic Development Strategy for the City of Fernley, Nevada

A Proposal by the University Center for Economic Development

November 22, 2021

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PROJECT PROPOSAL

SECTION 1: PROPOSAL INTRODUCTION

Title:	A Comprehensive Economic Development Strategy for the City of Fernley
Primary Investigator:	Dr. Frederick Steinmann, University Center for Economic Development
Duration:	Six Months
Amount Requested:	\$6,000

SECTION 2: BACKGROUND

Overview

The Comprehensive Economic Development Strategy (CEDS) is a federally defined strategic economic development plan as outlined in Title 13 Part 303 of the U.S. Code of Federal Regulations. Local governments, regional economic development authorities, and even state governments and state government agencies must, according to federal law, have an approved and current CEDS filed with the U.S. Economic Development Administration in order to be eligible to apply for all federal non-entitlement economic development grants offered by all federal departments and agencies. The CEDS document must include (1) an analysis of local economies, (2) a clearly defined set of economic development goals and objectives, (3) a clearly identified set of economic development project opportunities, and (4) a formulated approach as to how the economic development goals and objectives and project opportunities will be achieved and how achievement of those goals, objectives and project opportunities will reduce unemployment and increase income benchmarked to established levels of ‘economic distress’. It should be further noted that a CEDS document is not focused on selecting ‘winners and losers’ in-terms of certain businesses that are pursued or discouraged. The purpose of the CEDS is to bring the public sector, private sector, and non-profit community based organizations together to form a strategy designed to create an environment of economic investment where businesses and entrepreneurial-based start-ups can thrive.

In November 2021, representatives from the City of Fernley, Nevada requested that University Center for Economic Development faculty prepare and provide a proposal outlining a scope of work for the development and completion of a new five-year Comprehensive Economic Development Strategy as defined by Title 13 Part 303 of the U.S. Code of Federal Regulations. The purpose of this new five-year Comprehensive Economic Development Strategy will be to develop specific actionable items related to the existing strategic goals outlined in the City of

Fernley’s current 2021 through 2026 organizational strategic plan. This new five-year Comprehensive Economic Development Strategy for the City of Fernley will be developed as a site specific and localized Comprehensive Economic Development Strategy, focused primarily on the City of Fernley’s existing downtown core. As part of the Western Nevada Development District, this new five-year site specific and localized Comprehensive Economic Development Strategy will also incorporate the broader regional goals outlined in the Western Nevada Development District’s existing five-year Comprehensive Economic Development Strategy.

The goals of the current five-year organizational strategic plan for the City of Fernley, divided into four grouped focus areas (Livable Community, Connected and Engaged, Progress through Partnership, Robust Municipal Services), include:

- Livable Community:
 - Manage sustainable growth and maintain public infrastructure.
 - Develop a defined city center with a mix of businesses, restaurants, and entertainment.
 - Encourage a variety of housing types, density and price that accommodate the needs, desires and financial abilities of the current and future households.
 - Develop more community amenities.
- Connected and Engaged:
 - Increase opportunities for civic engagement and community building.
- Progress through Partnership:
 - Maintain strong partnerships with public agencies and community organizations.
- Robust Municipal Services:
 - Ensure municipal services meet the needs and expectations of the community.
 - Develop and maintain revenue sources to support community improvements and services.

In addition to the existing five-year organizational strategic plan for the City of Fernley, the City of Fernley has also established a Main Street program project area which generally includes the historic urban center of the community extending from the Union Pacific Railroad Underpass along U.S. Highway 50 Alternate to the existing roundabout located at the intersection of U.S. Highway 50 Alternate and Farm District Road and includes a portion of U.S. Highway 95 Alternate beginning at the intersection of U.S. Highway 95 Alternate and U.S. Highway 50 Alternate. Existing project goals and priorities for this area, outlined in the City of Fernley’s Downtown Fernley Revitalization Planning Study, include:

- Enhance the character of Downtown through thematic streetscape and building façade improvements.
- Coordinate wider sidewalks with appropriate landscape and lighting treatments to create an attractive environment.

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- Provide safe and attractive pedestrian connectivity.
 - Improve traffic operations of the Main/US 95A intersection.

The primary purpose of developing this new five-year Comprehensive Economic Development Strategy for the City of Fernley is two-fold. First, the new five-year Comprehensive Economic Development Strategy will contain a list of specific programs and projects that the City of Fernley will develop, implement and complete over this five-year strategic planning horizon that will be designed to achieve the specific goals and the specific objectives outlined within the existing five-year organizational strategic plan. It is important to note that the development of this new site specific and localized five-year Comprehensive Economic Development Strategy for the City of Fernley and Fernley's existing downtown core is to identify actionable items that the City of Fernley and its various public sector, private sector and, potentially, non-profit sector partners will attempt to pursue over the next five-years. Second, the new five-year Comprehensive Economic Development Strategy will contain a comprehensive action plan for implementation for each of the specific economic development programs and projects developed as part of the new five-year Comprehensive Economic Development Strategy. While other specific goals and objectives will be examined and possibly developed, representatives from the City of Fernley requested that the new five-year Comprehensive Economic Development Strategy focus on five primary areas, including:

- Small Business and Entrepreneurial-Based Development
- Tourism-Based Development
- Workforce Development
- Housing Development, including the Revitalization of Existing Housing and the Development of New Housing through Targeted In-Fill Development
- Related Infrastructure Development Needed to Support Specific Economic Development Efforts

This University Center for Economic Development proposal outlines the general process by which a comprehensive action plan for implementation for each of these five primary focus areas will be developed.

SECTION 3: PROPOSAL OVERVIEW

This scope of work for the development of a new five-year site specific and localized Comprehensive Economic Development Strategy for the City of Fernley has been divided into five separate tasks, including:

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- Task 1, (Methodology): University Center for Economic Development faculty will facilitate a strategic economic development planning process for the City of Fernley using methods that have been proven effective for similar jurisdictions.

The University Center for Economic Development has and continues to use a comprehensive strategic economic development planning process and curriculum based upon the Stronger Economies Together strategic planning curriculum developed by the U.S. Department of Agriculture Rural Development in partnership with the Purdue University Center for Regional Development and the Southern Regional Development Center. The Stronger Economies Together planning curriculum consists of eight separate modules, including (1) Launching and Building a CEDS Team, (2) Exploring Your Community's Socio-Demographic and Economic Characteristics, (3) Identifying Your Community's or Region's Comparative Advantage, (4) Exploring Potential Strategies, (5) Defining the Vision and Goals, (6) Discovering Assets and Barriers, (7) Planning for Success, and (8) Measuring for Success. Completion of these eight modules is done through a series of primary and secondary data collection and analysis efforts and through a series of facilitated strategic planning workshops with key stakeholders including public sector, private sector, and non-profit organization representatives.

As existing goals and objectives for the City of Fernley's economic development efforts have already been developed (namely the goals and objectives outlined in the City of Fernley's existing five-year organizational strategic plan, within the project goals and priorities outlined in the Downtown Fernley Revitalization Planning Study, and within the Western Nevada Development District's existing five-year regional Comprehensive Economic Development Strategy), development of a new five-year site specific and localized Comprehensive Economic Development Strategy for the City of Fernley will focus on Module 4 (Exploring Potential Strategies), Module 6 (Discovering Assets and Barriers), Module 7 (Planning for Success), and Module 8 (Measuring for Success). Elements of the other modules will be used and incorporated as needed and as appropriate.

- Task 2, (Environmental Scan): University Center for Economic Development faculty and staff will complete a comprehensive environmental scan of the City of Fernley's internal and external environment through a series of primary and secondary data collection analysis. This effort will involve, but is not necessarily limited to, the collection and analysis of various socio-demographic, economic, housing, and industry and occupation sector data for the City of Fernley and for individual communities located throughout northwestern Nevada.

University Center for Economic Development faculty and staff will work collaboratively with City of Fernley representatives to identify relevant socio-demographic, economic, housing, and industry and occupation sector data categories for expanded analysis. Utilization of the University Center for Economic Development's *Nevada Economic Assessment Project* (NEAP) proprietary database and various secondary datasets,

including but not limited to datasets maintained by the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis, the U.S. Federal Reserve, the Nevada Department of Employment, Training, and Rehabilitation, and the Nevada Governor’s Office of Economic Development, will be used to complete this analysis.

Deliverable: University Center for Economic Development faculty and staff will prepare a comprehensive summary of the collected and analyzed socio-demographic, economic, housing, and industry and occupation sector data for use during the strategic planning workshops and meetings outlined in Task 3.

- Task 3, (Strategic Economic Development Planning Workshops): Upon completion of Task 2 (Environmental Scan), University Center for Economic Development faculty and staff will work with representatives from the City of Fernley to develop a series of strategic economic development planning workshops and meetings. University Center for Economic Development faculty and staff will work collaboratively with representatives from the City of Fernley to develop a series of dates and locations for each workshop and meeting as well as a list of prospective participants that will be invited to each workshop. While additional workshops and meetings may be necessary, University Center for Economic Development faculty propose that six strategic planning workshops and meetings be initially developed.

One of the six initial strategic planning workshops and meetings will be dedicated to collecting input from property owners within the designated City of Fernley Main Street project area. This ‘property owner’ strategic planning workshop and meeting will be focused on identifying specific property owner needs and areas of possible collaboration and partnership to better frame specific actionable areas in the areas of small business and entrepreneurial-based development, workforce development, housing development, and related infrastructure development. Another one of the six initial strategic planning workshops and meetings will be dedicated to collecting input from existing businesses already located within the designated City of Fernley Main Street project area. This ‘business owner’ strategic planning workshop and meeting will be focused on identifying specific business owner needs and identifying specific barriers to future business retention and expansion strategies that will be developed as part of the new five-year site specific and localized Comprehensive Economic Development Strategy’s implementation and action plan.

Deliverable: University Center for Economic Development faculty and staff will prepare a comprehensive summary of the results of the ‘property owner’ and ‘business owner’ strategic planning workshops and meetings. The results of this comprehensive summary will be used in subsequent strategic planning workshops and meetings.

The remaining four initial strategic planning workshops and meetings will primarily focus on completing the actionable items outlined in Stronger Economies Together (SET) Module 4 (Exploring Potential Strategies), Module 6 (Discovering Assets and Barriers),

Module 7 (Planning for Success), and Module 8 (Measuring for Success). Elements of the other modules will be used and incorporated as needed and as appropriate. While elements of the other SET strategic planning modules may be incorporated into these four remaining initial strategic planning workshops and meetings, the purpose of these remaining four workshops and meetings will be to develop a series of specific actionable items tied to the existing goals and objectives outlined in the existing five-year organizational strategic plan for the City of Fernley, to the existing Downtown Fernley Revitalization Planning Study, and to the broader regional goals outlined in the existing Western Nevada Development District Comprehensive Economic Development Strategy. In addition to developing an implementation and action plan for these existing goals and objectives, the resulting implementation and action plan will contain (1) a detailed timetable for achievement, (2) a detailed description of responsible parties who will implement specific actionable items, and (3) a detailed description of estimated and anticipated costs as well as a strategy for financing those costs.

Attendees and participants of these remaining four initial strategic planning workshops and meetings will include a variety of local and regional strategic economic development partners including, but not limited to, representatives from the City of Fernley, Lyon County, the Lyon County School District, the Fernley Chamber of Commerce, the Pyramid Lake Paiute Reservation, the Economic Development Authority of Western Nevada, the Northern Nevada Development Authority, the Western Nevada Development District, and the Nevada Small Business Development Center. State and federal government agency representation may include, but again is not limited to, the Nevada Governor's Office of Economic Development, the Nevada Department of Business and Industry, the Nevada Department of Tourism and Cultural Affairs, the Nevada Department of Transportation, the U.S. Economic Development Administration (Seattle Regional Office), and the U.S. Department of Agriculture Rural Development.

Deliverable: University Center for Economic Development faculty and staff will prepare a comprehensive summary of the results of the remaining four initial strategic planning workshops and meetings. The results of this comprehensive summary will be used in subsequent strategic planning workshops and meetings if needed and will also be used to develop the eventual new five-year Comprehensive Economic Development Strategy for the City of Fernley.

- Task 4, (Development of a New Strategic Economic Development Plan): Final development of a new five-year Comprehensive Economic Development Strategy for City of Fernley will include the corresponding elements for each of the ten technical requirements of a Comprehensive Economic Development Strategy as outlined in Part 303 Section 303.7 of Title 13 of the U.S. Code of Federal Regulations, including:
 - Background of the community's and/or region's economic development situation.
 - Economic and community development problems and opportunities.

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- Community and/or regional goals and objectives.
 - Community and private-sector participation.
 - Suggested priority projects and estimated jobs created.
 - Identification and prioritization of vital projects.
 - Identification of community and regional economic clusters.
 - An action plan.
 - Performance measures associated with the achievement of specific goals and objectives.
 - Methodology tying the Comprehensive Economic Development Strategy to any existing state economic development plan.

Development of the new five-year Comprehensive Economic Development Strategy for the City of Fernley will be completed through the completion of the eight separate modules (with primary focus on Module 4, Module 6, Module 7, and Module 8) outlined in Task 1 in this scope of work that comprise the Stronger Economies Together strategic economic development planning curriculum. Use of each of the eight modules in the completion of the environmental scan and in each of the six outlined initial strategic planning workshops will help guide eventual development of the new five-year Comprehensive Economic Development Strategy for the City of Fernley through a series of primary and secondary data collection and analysis efforts and facilitated workshop and meeting participant exercises.

- Task 5, (Development of a New Strategic Economic Development Plan, Deliverables): The specific written deliverables that will be prepared by University Center for Economic Development faculty and staff as part of this scope of work, as already outlined throughout this project proposal, include:
 - ***Deliverable:*** University Center for Economic Development faculty and staff will prepare a comprehensive summary of the collected and analyzed socio-demographic, economic, housing, and industry and occupation sector data for use during the strategic planning workshops and meetings outlined in Task 3.
 - ***Deliverable:*** University Center for Economic Development faculty and staff will prepare a comprehensive summary of the results of the ‘property owner’ and ‘business owner’ strategic planning workshops and meetings. The results of this comprehensive summary will be used in subsequent strategic planning workshops and meetings.

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- **Deliverable:** University Center for Economic Development faculty and staff will prepare a comprehensive summary of the results of the remaining four strategic planning workshops and meetings. The results of this comprehensive summary will be used in subsequent strategic planning workshops and meetings if needed and will be used to develop the eventual new five-year Comprehensive Economic Development Strategy for the City of Fernley.
 - **Deliverable:** University Center for Economic Development faculty and staff will develop a University Center for Economic Development technical report that will contain the elements required in a five-year Comprehensive Economic Development Strategy. This University Center for Economic Development technical report will consist of a comprehensive summary of the completed socio-demographic, economic, housing, and industry and occupation sector data collection and analysis and the results of the work completed during the six initial strategic planning workshops and meetings including the results of the ‘property owner’ and ‘business owner’ workshops and meetings.

A draft copy of each of the various written deliverables outlined above will be provided to the appropriate representatives of the City of Fernley, each in electronic format for review and comment before final publication and before use in the various strategic planning workshops or in other appropriate ways. Appropriate changes to each draft written deliverable will be completed by University Center for Economic Development faculty and staff and these changes will be based upon the feedback received by City of Fernley representatives for each written deliverable. Upon completion of this project, up to two (2) printed and bound copies of the completed University Center for Economic Development technical report, along with a final electronic copy of the technical report, will be provided to the appropriate representatives of the City of Fernley.

In addition to these specific deliverables, University Center for Economic Development faculty and staff will be responsible for making all logistical and facility arrangements, including catering, the production of handout materials, and the use of miscellaneous supplies, for all strategic planning workshops and meetings outlined in this project proposal and for any subsequent additional workshop and meeting. University Center for Economic Development faculty and staff will make themselves available for up to four (4) public or semi-public presentations including, but not limited to, final presentation of the completed five-year Comprehensive Economic Development Strategy for the City of Fernley to the Fernley City Council and to any other group, agency, or organization to be determined by representatives of the City of Fernley.

University Center for Economic Development faculty will be responsible for preparing and providing all presentation materials ahead of each public or semi-public meeting on a date to be determined for each meeting by representatives from the City of Fernley. Upon completion of these public or semi-public meetings, University Center for Economic Development faculty will work collaboratively with representatives from the City of Fernley to properly submit the new five-year Comprehensive Economic

Development Strategy for the City of Fernley to the appropriate representatives of the U.S. Economic Development Administration.

The University Center for Economic Development agrees to facilitate up to four (4) additional yearly review half-day workshops. Each of these four additional yearly review half-day workshops will occur annually during the five-year planning horizon upon final adoption and approval of the new five-year Comprehensive Economic Development Strategy for the City of Fernley. The purpose of these yearly review half-day workshops will be to review the progress the City of Fernley has made in regard to implementation of the new five-year Comprehensive Economic Development Strategy over the past year and to identify priority actionable items for the coming year. The results of each yearly review half-day workshop will be summarized in a University Center for Economic Development technical report and presented to the City of Fernley and submitted to the appropriate representatives of the U.S. Economic Development Administration. ***There is no additional cost for these yearly half-day annual review workshops*** and is part of the University Center for Economic Development's continued commitment to building organizational capacity throughout Nevada.

SECTION 4: BUDGET

Total University Center for Economic Development costs for this proposal are outlined on the second-to-last page of this proposal.

Total salaries, wages and benefits costs, including fringe, is **\$3,500.00**. Dr. Frederick Steinmann will serve as the Primary Investigator.

Total operations and travel costs is **\$2,500.00**. A total of \$500.00 is budgeted for operations and supplies. This line will cover general material costs (pens, paper, post-it notes, flip-chart paper, etc.) for use in the various strategic planning workshops as outlined above. A total of \$500.00 is budgeted for printing including the printing of agendas, handout packets, technical reports, and other materials. Hosting and catering for the various strategic planning workshops is budgeted at \$1,000.00. A total of \$500.00 is budgeted for various travel costs, largely associated with required travel for the various strategic economic development planning workshops and possible public and semi-public meetings as outlined above.

The University Center for Economic Development will utilize existing funds that the Center has received from a U.S. Economic Development Administration Coronavirus Aid, Relief, and Economic Security (CARES) Act grant in 2020. Any costs associated with this project that exceed the \$6,000.00 quoted in this proposal will be covered by existing funds that the University Center for Economic Development has received as part of its 2020 CARES Act grant.

PROPOSED BUDGET

SALARIES, WAGES, and BENEFITS:

Dr. Frederick Steinmann \$ 3,500

TOTAL SALARIES, WAGES, and BENEFITS \$ 3,500 (Includes Fringe)

OPERATIONS and TRAVEL (Use in Workshops)

Operations and Supplies \$ 500
Printing \$ 500
Hosting and Catering for Workshops \$ 1,000
Travel \$ 500

TOTAL OPERATIONS and TRAVEL \$ 2,500

TOTAL COST \$ 6,000

PRIMARY INVESTIGATOR and CO-INVESTIGATOR BIO

Dr. Frederick Steinmann (Primary Investigator): Frederick currently works for the University Center for Economic Development with expertise in strategic planning, redevelopment, land use planning, public policy, and economic development. Frederick has previously worked on several successful strategic planning processes in Nevada and California, including several Comprehensive Economic Development Strategies (CEDs) for the Northeastern Nevada Regional Development Authority, the Southwest Central Regional Economic Development Authority, and the Western Nevada Development District. Dr. Steinmann has also recently completed a number of organizational strategic plans including a new five-year organizational strategic plan for the Carson City Library and for the Lyon County Library System. Previously, Frederick has worked for the City of Reno (NV) Redevelopment Agency, the Nevada Small Business Development Center, and the City of Carson (CA) Business Services Development Department and Carson (CA) Redevelopment Agency. Frederick currently holds a Bachelor's of Science and a Master's of Science in Economics from the University of Nevada, Reno and a Doctorate of Policy, Planning and Development from the University of Southern California.

ABOUT THE UNIVERSITY CENTER FOR ECONOMIC DEVELOPMENT

The University Center for Economic Development (UCED) in the College of Business at the University of Nevada, Reno was established in the fall of 1992 in response to the growing need within the state for economic development research, technical assistance and educational services. UCED's primary objective is fostering economic development throughout Nevada by making the extensive resources of the University of Nevada, Reno available to organizations and areas that can benefit from job and income creation and job retention efforts. The University Center for Economic Development is the only U.S. Economic Development Administration university center in the state of Nevada.