

Ron Cerri Elected Public Lands Council President



Fourth-generation Humboldt County rancher Ron Cerri has been elected president of the Public Lands Council, taking on a national role representing public lands ranchers across the West. Photo courtesy of Public Lands Council.

By Jen Anderson

For Ron Cerri, public lands policy has never been an abstract debate taking place hundreds of miles away in Washington, D.C. It is part of the day-to-day reality of raising cattle in northern Nevada.

Cerri is a fourth-generation Humboldt County rancher whose family operation near Orovada relies on a mix of private land and federal grazing permits. Over more than three decades, that work at Rebel Creek Ranch has increasingly taken him from the ranch to meeting rooms, grazing boards, and eventually Washington, where decisions involving federal lands can directly affect ranching operations across the West.

Now, Cerri will have an even larger role in those conversations after being

elected president of the Public Lands Council (PLC).

“Over the last 35 years, I have dedicated my time to representing and advocating for public lands ranchers,” Cerri said. “After serving the livestock industry through these various organizations, it is both an honor and a privilege to have been elected President of the Public Lands Council.”

He said he is grateful for the confidence fellow ranchers placed in him and intends to use the position to be a voice for public lands ranching throughout the West.

The Public Lands Council represents livestock producers who hold federal grazing permits. Cerri, also a Humboldt County commissioner, has already spent years within the organization, serving on its board of directors and executive

committee and traveling regularly to Washington for policy discussions and meetings with lawmakers and agency officials.

As president, Cerri said he will lead the organization's executive committee and represent grazing permittees in discussions with members of Congress and federal agencies.

Those trips to Washington are not new. What changes, he said, is the breadth of the constituency he represents.

Cerri said his previous work with PLC has required him to speak not just for himself, his county, or Nevada, but for public lands ranchers as an industry.

Cerri and his wife, Denise, own a cow-calf ranch in Orovada and lease another ranch in Eureka County. Two of their children and their families are involved in the ranching operation. The family raises Black Angus cattle using private land along with Bureau of Land Management (BLM) and U.S. Forest Service grazing permits.

Cerri's agricultural leadership has included serving as chairman of the Nevada State Grazing Boards Central Committee and president of the Nevada Cattlemen's Association. He has also served for more than 20 years on the N-2 Grazing Board.

That experience has convinced him that many of the problems confronting Nevada ranchers are not particularly Nevadan.

“One of the reasons I have remained so actively involved with PLC over the years is that I recognized early on that the challenges we face in Nevada are nearly identical to those faced by ranchers across the West,” Cerri said.

He pointed to the Endangered Species Act, federal policies, and regulation as examples of issues that cross state lines. Cerri said he came to believe those issues were better addressed collectively

through an organization representing public lands ranchers nationally.

Among his priorities as president are wildfire, increasing demands on public lands, and the federal processes that govern grazing permits and range improvements.

Cerri said the McConnell Fire burned his entire U.S. Forest Service grazing allotment, an experience he said is increasingly common for ranchers across the West.

“When an allotment burns, ranchers often lose a critical portion of the forage their operations depend on,” he said.

The consequences can include finding replacement grazing, purchasing feed, reducing herd sizes, or selling animals that ranchers have spent years breeding and developing.

Cerri wants federal policy to better recognize grazing as a tool in both wildfire prevention and post-fire recovery. He said properly managed grazing can reduce fuel loads and invasive species such as cheatgrass and help create conditions favorable to native vegetation.

“Wildfire is no longer an isolated event,” Cerri said. “It has become one of the greatest threats to the long-term viability of public lands ranching.”

Cerri also wants to see federal agencies move more quickly on permit renewals and proposed range improvements and have greater ability to respond to changing conditions on the ground, particularly after fires.

He said PLC pushed for simpler and more timely federal processes in comments on proposed BLM grazing regulations, while also asking for decisions that better reflect local conditions.

Wild horses and burros remain another priority.

Continue reading on page B-2.

Powering Nevada: Who Uses All This Power?

Large industrial customers are changing the size and shape of Nevada's electric system

By Rachel Dahl

Last week, Great Basin Sun began looking at a basic question: Nevada is going to need a lot more electricity. Where will it come from?

The obvious next question may be even more important – who is going to use it?

Increasingly, much of the projected new demand is coming from large industrial customers, including data centers.

New testimony filed by NV Energy with the Public Utilities Commission of Nevada (PUCN) provides a look at how significantly those very large customers could change Nevada's electric system, particularly in northern Nevada.

By 2036, NV Energy projects data centers could account for 59% of all electricity sold by Sierra Pacific Power, the NV Energy utility serving northern Nevada, under minimum-load assumptions included in the company's Oct. 6 testimony.

In southern Nevada, the company projects data centers could account for nearly 35% of Nevada Power's electricity sales.

Those are forecasts, not guarantees. Some proposed projects may never be built, and others may be built at a smaller scale or on a different schedule.

NV Energy told regulators that large-

customer projects now being studied or associated with signed line-extension agreements represent as much as 14,080 megawatts (MW) of potential demand. About 9,484 MW remains in the study stage, while another 4,596 MW represents the estimated full buildout of projects with signed line-extension agreements.

That does not mean Nevada suddenly needs 14,080 MW of new generation. A request to study electric service is not the same thing as a customer beginning operations, and the utility does not include the entire 14,080 MW pipeline in its base forecast.

PUCN staff witness Adam Danise said in Oct. 2 testimony that five large-load agreements already filed with regulators would account for about 3,400 megawatts of demand by 2032.

For scale, one megawatt is enough power to light 10,000 old-fashioned 100-watt lightbulbs at once. The 3,400 megawatts represented by those five agreements would be enough to light 34 million of them.

Loads of this size can require additional generation, battery storage, substations, and transmission infrastructure.

Already before Nevada regulators are proposals for a 510-MW natural-gas generating plant at the Tahoe Reno Industrial Center in Storey County, a

temporary 218-MW gas generation project there, a 125-MW solar and battery project in Lyon County, and a new 345-kilovolt transmission line crossing Churchill, Lyon, Storey, and Washoe counties.

Regulators are also examining how NV Energy should serve multiple large customers when available capacity is limited.

PUCN Regulatory Operations Staff has raised questions about how service priority should be determined among large customers and how the costs associated with serving them should be allocated.

In Oct. 2 testimony, PUCN Regulatory Operations Staff Director Anne-Marie Preisach recommended rejecting NV Energy's proposed standard Large Load Electric Service Agreement and opening a separate investigation into ratepayer protections.

If commissioners approve a large-load framework in the meantime, staff proposed a separate rate class, additional accounting and cost true-ups, and a process for establishing the order in which large customers would receive service.

NV Energy disagrees with rejecting the agreement.

In its Oct. 6 rebuttal, the utility asked the commission to approve a large-load agreement, with whatever

modifications commissioners determine are appropriate, while Nevada develops a longer-term tariff for customers of this size.

The issue has also reached the governor's office. Gov. Joe Lombardo issued an executive order Sept. 17 establishing what he called the Nevada Standard for Responsible Data Center Development.

The order applies specifically to data centers seeking state tax abatements. Before those applications can move forward, developers must enter into a Nevada Community Support Commitment addressing water, electricity, and other impacts.

Among other provisions, the order requires a data center receiving the state incentive to bear the cost of serving its electric load so those costs are not passed to other utility customers. It also requires the facility to meet a water standard appropriate to its location and establishes requirements related to operation during a declared grid emergency.

The order does not replace local land-use decisions or the authority of the Public Utilities Commission, and it does not automatically approve or deny individual data-center projects.

Continue reading on page B-2.

COMMENTARY

We Want Our Neighbors to Benefit as Well

By Rachel Dahl

We can build a truck factory where robots and people work together, turn loose computers that might change the way we think, and dream up entirely new industries out in the Nevada desert.

But we can't figure out the traffic. That was the thought that kept coming back as I listened to Sam Shad's conversation with Storey County Commissioner Clay Mitchell on "Nevada Newsmakers". They covered Tesla's semitruck factory, transportation, artificial intelligence (AI), data centers, and the possibility of opening more land for development near Fernley.

And through it all ran a question that ought to be posted above the door of every economic development office in Nevada: How is this going to work for the people who live here?

Mitchell described touring Tesla's new semi factory, where, he said, the company had thought carefully about which jobs belonged to robots and which belonged to human beings. Different sections of the cab travel along parallel assembly lines before coming together. The trucks get powder coating rather than conventional paint.

There is something satisfying about people figuring out how to do a thing better. Less wasted motion. A process that makes sense. Each factory teaching the company something it can use in its next expansion.

According to Mitchell, Tesla's annual production target is 50,000 semis. The project was originally announced with an estimate of 3,000 permanent workers, and he said roughly 600 to 700 were

already on the semi team when he toured. "We're totally fine if that ramp takes some time," Mitchell said, referencing the buildup to full production.

And that's a sentence you don't hear every day in a conversation about economic development. Usually everybody wants more, faster, preferably announced at a podium with an oversized check.

Mitchell's reason was practical. The transportation infrastructure needs time to catch up. Workers have to get in and out.

A job can look mighty good on paper. It becomes a different proposition when getting there eats up the hours you were hoping to spend with your family.

Sam pressed on that point. What are the companies doing? What can the county require? Who is going to help pay for the roads and other infrastructure that make all this possible?

Mitchell said congestion is affecting companies' ability to attract and keep employees, and that has given them a reason to participate in solutions. He described employee shuttles, a partnership with Tesla to extend the Patrick on-ramp, and continuing discussions about alternative routes and funding.

The ramp had only recently been completed, he said. They needed more data before declaring what difference it made.

The conversation turned to rail, which has a certain appeal. Get on a train, bypass the traffic, arrive at work without having already put in a shift behind the wheel.

But Mitchell described substantial

costs and the difficulty of getting people from their neighborhoods to the train, then from the train to their actual jobs. Every transfer introduces another opportunity for someone to decide the car is easier.

His test was straightforward: the greatest benefit to the greatest number of people for the dollars spent.

That seems like a useful place to start whenever someone brings a beautiful rendering into a public meeting.

Then Sam moved them into artificial intelligence, and suddenly the conversation went from getting people to work to what work might become.

Sam raised the possibilities, including medical breakthroughs, and questioned why so much attention was falling on the dangers. Mitchell acknowledged the potential productivity gains while pointing out something that makes this technological shift feel especially personal: it reaches into thinking tasks.

We're accustomed to machines doing more of the lifting. Having them do more of the thinking takes a little getting used to.

Mitchell also made a distinction worth carrying into the public discussion. AI policy and data center development involve different decisions and different levels of government. A county dealing with land use and development cannot, by itself, settle the national questions surrounding the technology those buildings support.

That's where these enormous conversations come home. Somewhere beneath the predictions about what AI might accomplish is a community making decisions about an actual piece of ground.

Sam and Clay also discussed whether foreign interests might encourage opposition to weaken America's position in the technology race. Mitchell allowed for that possibility, but added that it does not erase people's authentic concerns.

People ought to be able to ask what a development means for their community and get an answer. Asking how something will work is part of the work.

By the end, they were discussing federal land legislation and potential opportunities near Fernley. Mitchell expressed support for neighboring communities seeking more control over land and said the region would need a serious conversation about how to use it.

Then he said something that brought the whole discussion together for me after all these years: "We want our neighbors to benefit as well."

There it is. Finally, recognition that we're in this together.

As a baby economic developer, I was in the room the day, 20 years ago, when Dean Haymore, the economic developer in Storey County, actually said Storey County wasn't going to build homes; they were building industry, and it was up to the rest of us to solve the issues of housing and transportation.

Growth crosses county lines every morning when people leave home for work, carrying the benefits and the burdens with them. A successful project ought to make life better beyond the property where it sits, not make it more difficult for neighboring communities.

The future may be coming down a very sophisticated assembly line, but it still needs a safe way to get home.

Continued from page B-1 - Ron Cerri.

Cerri said overpopulated herd management areas continue to rank high on PLC's agenda because of their effects on land and water resources. The organization has advocated for additional funding for gathers, expanded off-range holding capacity, and greater use of fertility-control tools.

"It's a complex problem that we can't solve overnight," he said.

The larger question underlying many of those issues is how grazing fits alongside wildlife, recreation, energy development, conservation, and other uses of federal land.

Cerri describes multiple use as an ongoing balancing act rather than a choice between any one use and another. He argues that grazing has a role both as an authorized use of federal land and as a land-management tool.

He also wants to challenge what he sees as misconceptions about the economics of federal grazing. Cerri said grazing federal allotments brings expenses and responsibilities that extend beyond grazing fees, including maintaining fences and water infrastructure, treating weeds, and performing road maintenance. Ranchers also contend with risks ranging from wildfire to gates left open by recreational users, he said.

Taking the presidency will mean spending more time away from Oroveda, something Cerri readily acknowledges.

"Assuming a role like President of the Public Lands Council takes a lot of time, and it takes you away from your ranch," he said. "I'm fortunate to have the family that I do, who can manage the ranch while I'm doing all the traveling and attending all the meetings."

For Cerri, success at the end of his term will not necessarily be measured by a single regulation or policy change.

"I would feel successful if lawmakers, policymakers, and the public came to see public land grazing not just as a use of our public lands, but as a valuable tool for improving and protecting the landscapes we all cherish," he said.

Continued from page B-1 - Powering Nevada.

It does, however, put another part of the large-load question before state officials: how the costs and infrastructure required by very large new electric customers should be handled as Nevada's electric system grows.

On Oct. 16, the day this newspaper reaches readers, NV Energy is scheduled to file additional rebuttal testimony related to information the PUCN ordered several large customers to provide in the resource-planning case.

The Public Utilities Commission of Nevada is scheduled to begin hearings on NV Energy's Integrated Resource Plan on Tuesday, Oct. 27, at 10 a.m., with hearings continuing Oct. 28 and 29. Commission Chair Hayley Williamson is the presiding officer in Docket 26-05007.

The hearings will be conducted through PUCN's Carson City and Las Vegas hearing rooms, with live video available through the commission's website. The proceeding will consider NV Energy's proposed 2027-2046 resource plan and 2027-2029 Energy Supply Plan, including issues surrounding large electric loads, future generation, and the infrastructure needed to serve projected demand.

Next in the series: Who pays for Nevada's new power grid?

Grazing against Wildfires



Healthy rangelands can help slow the spread of fire. Livestock grazing reduces fine fuels like grasses and brush that create valuable fuel breaks across Nevada's open range. Ranching is part of the wildfire solution.

When conditions are hot, dry and windy, that fuel can carry wildfire quickly. Properly managed grazing can help reduce fine fuels and break up continuous vegetation.

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EVENTS

Worth the Drive



A long, lonely Nevada road that’s worth the drive. Photo courtesy of Alex Moliski.

By Doris Rodriguez

Howdy, Nevada Neighbors!

This weekend, every backroad and byway in Nevada’s got something worth firing up the engine for. Toss a jacket in the truck, round up the crew, and just pick a direction. October is as good a reason as any to burn a tank and see what’s out there.

Carson City is always up for a tall tale, and this weekend it’s spinning Mark Twain’s best. Friday, Oct. 16, hop on the Twain Train at Eastgate Depot at 4 p.m. for a canyon ride with tunes and a souvenir glass to boot. Mark Twain Days rolls through Saturday, so hang around town and catch the rest of the fun.

Fallon sure knows how to pack a theater. Oct. 16, from 7 to 11 p.m., Judy Collins brings her “Sweet Judy Blue Eyes” farewell tour to the Barkley Theatre at Oats Park Art Center. This is one you don’t want to miss.

Douglas County’s calling, so point your rig at the airport. Minden-Tahoe SkyFest runs all weekend on Airport Road. Friday night, gates open at 4 p.m., with the show at 6 p.m. Jets will light up

the sky after dark, and it’s worth every mile. Saturday and Sunday gates open at 9 a.m., and the show starts at 11 a.m. The Patriots Jet Team is the big draw; just look up and enjoy.

Genoa is throwing its Oktoberfest: Harvest Festival style on Saturday, Oct. 17, from 11 a.m. to 3 p.m. Raise a glass and enjoy food, drinks, and good times in Nevada’s oldest town. Corley Ranch in Gardnerville keeps the pumpkin patch rolling all weekend. Pick your winner and cruise the scenic way home. Gardnerville also has the Paint it Pink 5K on Saturday.

Winnemucca’s got a full lineup, and the raceway’s still roaring. Friday, the dirt track’s open all day, with racing at 7 p.m. for just 10 bucks at the Winnemucca Regional Raceway. Sunday, racing is back at 7 p.m. Same track, same \$10 at the gate.

Saturday starts bright and early with a women’s run at Germain and Callahan at 6:30 a.m. and hot coffee waiting at the finish line. Also, the Pleasant Senior Center craft fair runs from 9 a.m. to 3 p.m. with handmade goods, local hands, and plenty to see. Crafters are also setting up at Winnemucca Christian Fellowship from 10 a.m. to 2 p.m.

Winnemucca will have a Chamber Sip & Shop from 1 to 4 p.m. on Saturday as well. Trunk-or-treat at Affordable Home Center goes from 3 to 6 p.m., thanks to the Koyote Kruisers. Tapestry Boutique is hosting a fashion show at The Columns, 343 W. Second St., at 5:30 p.m. A \$60 ticket covers the show, a drink, swag, and nibbles. There’s an all-day fall festival and the WDVS Mayor’s Ball on tap for Saturday too, which will be held at the Convention Center, West Hall, 50 W. Winnemucca Blvd.

Battle Mountain’s got a shop-to-shop weekend ready. The Great Basin Shop Hop runs Friday through Sunday, 10 a.m. to 5 p.m., across six fabric shops in four towns. On Friday, the library’s got story time from 11:15 a.m. to 12:15 p.m. Battle Mountain High School (BMHS) also has its homecoming; JV takes on Spring Creek from 4:30 to 6:30 p.m. BMHS varsity plays North Tahoe from 7 to 9 p.m. Additionally, the Justice for Stephanie masquerade ball runs from 5 to 11 p.m.

In Tonopah, the “Knowhere” design

symposium will be at the convention center from 9 a.m. to 4 p.m. A Nightmare on Main Street booze walk will run from 3 to 7 p.m. on Main Street.

Reno’s got a fun lineup as well. See the Dragon Lights at Rancho San Rafael Regional Park, open until Nov. 29. This year’s theme is “Many Worlds Aglow.” On Saturday, the Reno Phil will play Rachmaninoff at the Pioneer Center at 6 p.m., with a Sunday matinee at 2:30 p.m.

Up at the lake, Incline’s Fall Fest is at the Village Center Saturday from noon to 3 p.m., and it’s free. Fresh lake air, free entry, worth the drive every time.

Ely’s got the best small-town poster this weekend. Friday and Saturday, 10 a.m. to 4 p.m., the Renaissance Faire and Pumpkin Festival takes over Broadbent Park with punkin’ chunkin’, knights, and a pumpkin patch. Pumpkins fly, and you ought to be there.

Pick a highway, any highway. The weekend’s already rolling; don’t let it leave you behind.

Chukar Season Opens Saturday



Photo courtesy of Jesse Bell.

By Rachel Dahl

Nevada’s general chukar season opens Saturday, Oct. 17, with a poor hatch pointing toward tougher hunting. The Nevada Department of Wildlife (NDOW) says birds surviving from earlier seasons should still provide opportunities across northern Nevada.

The season continues through Feb. 7, 2027. Shooting hours are from sunrise to sunset. Hunters may take six chukar and Hungarian partridge combined each day and possess 18 combined. The shared limit is a change from last season, when the two species had separate limits. The youth-only hunt ran Sept. 26 through Oct. 4; young hunters may also participate in the general season.

The later opening is deliberate. In June, the Nevada Board of Wildlife Commissioners approved NDOW’s proposed one-week delay. Meeting minutes describe wildlife specialist Justin Small’s concern about declining trends and low recruitment, or the addition of young birds to the population. He said delaying the hunt would ease pressure on birds and water resources during a sensitive period.

The department’s summer brood surveys subsequently recorded 0.3 chicks per adult, down from 1.1 in 2025. NDOW describes that as a 73% decline in production. The figure measures young birds relative to adults; it does not mean Nevada’s entire chukar population fell 73%.

Small discussed the limits of the surveys in NDOW’s Sept. 25 “Nevada Wild” podcast. The routes provide information about production but do not amount to a comprehensive population count. Fires prevented some surveys, and the routes do not cover every drainage or mountain range. Conditions in an individual hunting area can differ from a countywide summary.

In Humboldt County, crews counted 571 adults and 20 young, the lowest

production rate among the counties surveyed. NDOW nevertheless describes fair hunting in the usual destination ranges. It urges hunters to avoid burned habitat in the Santa Rosa Range and Slumbering Hills to reduce pressure on wildlife and recovering habitat.

For hunters, Small’s advice in the podcast was to remain flexible. If familiar country is not producing birds, try another area rather than spending the whole day there. His recommendation reflects a season when finding birds may depend on covering different country instead of returning to the same reliable spot.

The birds are well suited to Nevada’s rocky country. NDOW describes chukar habitat as dry shrubland with hillsides containing a mixture of brush and grasses. The light-brown partridge has black bars along its sides, a dark band framing its white throat and cheeks, and a red bill and legs. Adults eat seeds and grass leaves, while young chicks depend on insects. Water is particularly important to their summer distribution.

Although closely associated with Nevada, chukar are introduced birds from Eurasia. Wildlife biologist Glen Christensen’s historical account records statewide releases in 1935, when 289 birds were distributed among several counties, including Humboldt. Nevada held its first chukar hunting season in 1947, a two-day hunt. Christensen’s history was published in 1970 and reprinted by NDOW in 2008.

The bird remains part of Winnemucca’s public identity. The Winnemucca Convention and Visitors Authority promotes the community as the “Chukar Capital of the Country,” linking its tourism pitch to the surrounding hunting country.

Hunters also need to separate an open hunting season from permission to use a particular road or campsite. Land ownership, local closures, and fire restrictions still matter. The Bureau of Land Management’s Winnemucca District issued a Stage I fire order scheduled through Oct. 31 unless rescinded, with restrictions on campfires and operating or parking vehicles over dry vegetation. Hunters should check the current order before leaving home.

NDOW’s hunt-planning guidance calls for food, water, extra clothing, and a first-aid kit, with extra water and a dish for dogs. Hunters using all-terrain vehicles should stay on existing roads to avoid damaging habitat. Before heading out, check the weather, share a trip plan, and confirm legal access. Hunters aged 12 and older need a Nevada hunting or combination license. People born after Jan. 1, 1960, generally must provide accepted hunter education proof to buy a hunting license.

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MADE HERE

Starting a Business in Rural Nevada

By Brad Scribner, community program manager, Nevada Small Business Development Center

Starting a business can be exciting, but a good idea alone does not guarantee a successful business. Before investing savings, purchasing equipment, or signing a lease, it's important to determine whether your idea can become a sustainable business and what it takes to get there.

For rural entrepreneurs, that process comes with unique considerations. Smaller communities may offer less competition and opportunities to fill unmet needs, but they can also mean a smaller customer base, greater distances from suppliers, workforce challenges, and seasonal changes in demand. Taking the time to evaluate an idea and plan carefully can help to identify these challenges before they become expensive problems.

Start by Evaluating Your Idea

One of the first questions every entrepreneur should ask is simple: *Who will pay for what I'm offering, and why?*

At its core, a business opportunity exists when people have a problem and you have a solution that matches their needs. Every business exists because someone has a problem they cannot, or would rather not, solve themselves.

Once you understand the problem you are solving, determine who has that problem. Rather than trying to sell to everyone, divide potential customers into groups based on factors such as demographics, geography, lifestyle, needs, or purchasing behavior. Identifying three to five target groups can help focus limited time and marketing resources on the customers most likely to buy.

Then consider the competition. Some competitors may offer nearly the same product or service, while others may solve the customer's problem in an entirely different way.

This process should help define your

unique value proposition: What problem do you solve? Who has that problem? And what makes your solution a better choice?

These questions are particularly important in rural Nevada. Customers might include local residents, tourists, mines or other large employers, government agencies, neighboring communities, or customers reached through e-commerce. A smaller local population does not necessarily mean a business cannot work, but you need to know where enough customers will come from to support it.

Build a Practical Business Plan

Once an opportunity is identified, it's time to make a plan. A business plan does not have to begin as a 50-page document. At its most useful, a business plan is a roadmap for how your business will operate and make money.

Four areas deserve particular attention: money, operations, marketing, and structure.

For money, calculate both startup and ongoing operating costs. Startup costs might include equipment, inventory, licenses, deposits, renovations, signage, and initial marketing. Operating expenses can include rent, payroll, insurance, utilities, supplies, shipping, loan payments, and advertising.

Also consider working capital, i.e., the money needed to keep operating while sales grow. Build your projections using conservative sales estimates and leave room for unexpected expenses.

An operations plan explains how you will consistently deliver your product or service. In rural Nevada, that might require additional consideration of suppliers, transportation, shipping, workforce availability, or distance to customers.

A marketing plan answers another fundamental question: How will people who have the problem you have identified find out about your solution? Word of mouth can be particularly powerful in smaller communities, but it

should complement a deliberate plan for reaching customers.

Choose Your Structure and Understand Licensing

The plan should also address how the business will be organized and licensed.

Common legal structures include a sole proprietorship, partnership, limited liability company (LLC), or corporation. The selected structure can affect personal liability, taxes, ownership, recordkeeping, and how you pay yourself. There is no single structure that is right for every business, so consider professional guidance when necessary.

Depending on the business, there may also be state and local requirements to meet before opening. In Nevada, that can include registering your business, obtaining applicable state and local business licenses, and meeting tax, zoning, health, professional, or industry-specific requirements.

Rural entrepreneurs should pay particular attention to jurisdiction. Requirements can vary by county, incorporated city or town, location, and industry. Identify which agencies have authority over your business early in the planning process, rather than discovering a missing permit just before opening.

Acquire Resources and Put the Plan Into Action

With a plan established, determine what resources are needed to make it happen. One way to think about this is *time, talent, and treasure*.

How much of your time will the business require? What skills do you have, and where will employees, contractors, partners, or professional assistance be needed? Finally, how much money will be needed to start the business and sustain it until revenue can support operations?

Then it's time to implement the plan. Before opening, make sure all licenses and registrations are complete, banking and accounting systems are established, insurance is secured, vendors are

ready, prices are finalized, and payment systems are working. Marketing should begin before opening day so potential customers already know who you are and what problem you can solve for them.

Opening Is the Beginning, Not the End

Business owners continually move between planning and implementation as customers, competitors, technology, costs, and local economies change.

Continue scanning for new opportunities and potential disruptions. That may eventually mean expanding into a new market, adding a product, opening another location, or changing the business model. At some point, it could also mean harvesting the value you have created by selling the business or deciding that it is time to wind it down and pursue something new.

The same questions that helped you start can help guide what comes next: What problem exists, who has it, and how can I provide the best solution?

About Nevada SBDC

You do not have to navigate that process alone. The Nevada Small Business Development Center (SBDC) provides confidential, no-cost business advising to entrepreneurs and small business owners throughout the state. Whether you are evaluating an idea, preparing to open, or considering your business's next opportunity, an adviser can help you evaluate your options and build a stronger foundation for what comes next.

Nevada SBDC's Reno state office is housed within the University of Nevada, Reno College of Business, with services available to entrepreneurs and small business owners throughout Nevada. Nevada Small Business Development Center receives funding from the U.S. Small Business Administration.

Full funding disclosures are available at nevadasbdc.org/nevada-sbdc-funding-sources. Learn more about Nevada SBDC's no-cost and confidential business advising services at nevadasbdc.org.

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