Nevada Strategic Highway Safety Plan

Goal

Nevada's Strategic Highway Safety Plan, or SHSP, is a statewide, comprehensive safety plan that provides a coordinated framework for reducing fatalities and serious injuries on all public roads.

Figure 1 shows the tremendous progress Nevada has achieved in reaching the goal to reduce fatalities and serious injuries. Since 2004, traffic related fatalities in Nevada have dropped by 38 percent from 395 in 2004 to 243 in 2009. Serious injuries show a decrease of 23 percent from a high of 2111 in 2008 to 1558 in 2008 (2009 data for serious injuries is not yet available).

Figure 1. Nevada Fatalities

Figure 2. Nevada Serious Injuries

Despite tremendous gains, 243 people died on Nevada roadways in 2009.

The Nevada Executive Committee for Traffic Safety (NECTS) adopted a zero fatality goal.

The NECTS strongly believes this goal can be achieved by adopting an interim goal of halving fatalities by 2030.

In addition, the majority of people -- even those who drive in a high-risk manner by speeding or being impaired -- have a zero fatality goal for themselves, their family members, and their friends.

It can be achieved!
**Figure 3. Organizational Structure**

**Accomplishments**

- Received the 2009 Safety Leadership Award from the American Association of State Highway and Transportation Officials’ (AASHTO) in recognition of programs that helped decrease Nevada traffic deaths by one quarter; saving more than 100 lives since 2006.

- Established the first SHSP Strategic Communications Alliance (SCA) in the nation. The SCA, whose members are public information officers from public and private sector agencies and organizations involved in traffic safety, advises the NECTS and TWG on marketing and communications programs, activities, and campaigns that relate to the SHSP.

- Implemented 1,400 miles of rumble strips on two-lane roadways throughout Nevada to reduce lane departure crashes. The project received press coverage from media in the Reno area.

- Established a comprehensive, broad-based Nevada Seat Belt Coalition to provide education, buy-in, and support for a primary seat belt law, successfully implemented a new Teen Click It or Ticket program.

- Successfully formed a partnership between Nevada DOT and the Nevada Department of Public Safety’s Office of Traffic Safety (OTS) to coordinate messages on DOT dynamic messages signs for major OTS traffic safety campaigns such as Click It or Ticket and Over the Limit, Under Arrest.

- Over 60 transportation and road safety experts have participated in road safety audits.

---

**NECTS Members**

- Department of Transportation**
- Department of Public Safety
  - Office of Traffic Safety*
  - Highway Patrol
- Department of Motor Vehicles
- Department of Education
- Nevada State Health Division
- RTC Southern Nevada
- RTC Washoe County
- Nevada Sheriffs and Chiefs
- NV Association of Counties
- U.S. Department of Transportation
  - Federal Highway Administration
  - Federal Motor Carrier Safety Administration

*Chair
**Vice Chair

---

**SHSP Update Process**

- Data Analysis
- Goal Setting
- Emphasis Areas Selected
- Road Show
  - Stimulate interest
  - Recruit local participation
  - Market the Summit
- Emphasis Area Teams and TWG Deliberations
- NECTS Review and Approval
- Traffic Safety Summit
Between 2005 and 2009, 574 people died on Nevada roadways because someone made the fatal mistake of drinking and driving. That is an average of 115 deaths per year. Furthermore, in the same five-year period, an additional 915 people were seriously injured in alcohol-involved crashes.

The goal of the Nevada Strategic Highway Safety Plan (SHSP) is to reduce the traffic fatality rate by 33%. The data presented here provides information to accomplish the goal and reduce impaired driving fatalities and serious injuries throughout the State.

**Who?**

Young male drivers are more likely to be involved in an impaired driving fatality or serious injury crash. In fact, males of any age are more likely to be involved in impaired driving fatal crashes than females.

**Where?**

Between 2005 and 2009, 68 percent of impaired driving fatalities and serious injuries occurred in Clark County.

Over three-quarters of impaired driving fatalities and serious injuries occurred in urban areas.

**When?**

Weekends hold the most danger for impaired driving fatalities and serious injuries, comprising almost half of the total.
**Why?**

Most impaired driving fatalities and serious injuries involved single-vehicle crashes. Of the crashes involving a fatality, the majority resulted in an overturned vehicle or a crash with a fixed object.

![Impaired Driving Fatalities and Serious Injuries by Crash Type](chart1)

![Fatal Single-Vehicle Crash Results](chart2)

**How Do We Reach Our Goal?**

**Critical Strategies to Reduce Impaired Driving**

The Nevada SHSP identified several strategies that have the greatest potential to reduce alcohol impaired fatalities and serious injury crashes. By focusing on these strategies, we can begin to reduce the terrible toll caused by impaired driving.

**Increase the number of high-visibility DUI programs:**

- Increase support among law enforcement agencies for high visibility DUI enforcement programs.
- Increase earned media coverage of law enforcement activity.
- Encourage other law enforcement agencies to set up impaired driving reporting programs.
- Encourage agencies to conduct refresher training programs on sobriety testing.
- Determine high crash locations/corridors for impaired driving. This program targets all unsafe driving behaviors including impaired driving, and involves engineering (signage), enforcement, and public awareness.

**Enhance programs on impaired driving for young drivers:**

- Enhance DUI education within existing safe driving programs; and
- Continue programs with Cops in Shops and compliance checks to reduce youth access to alcohol.

**Reduce the number of repeat DUI offenders:**

- Support a stronger ignition interlock law by providing information and data that show effectiveness;
- Support mandatory evaluation of all DUI offenders including first time offenders; and
- Establish a Court Monitoring Research Program for misdemeanor DUI offenders.
On Nevada roadways, 584 people lost their lives and 1,333 were seriously injured between 2005 and 2009, in which the vehicle occupant was unbelted. This accounts for approximately 32 percent of all traffic fatalities and 16 percent of all serious injuries during the five-year period.

The goal of Nevada Strategic Highway Safety Plan (SHSP) is to reach zero fatalities. The data presented here provides information to accomplish that goal and reduce unbelted fatalities.

**Who?**

The most recent data from 2005 to 2009 indicates unbelted fatalities and serious injuries are far more common in male drivers. Young males between the ages of 16 to 25 are especially susceptible to unbelted fatalities and serious injuries.

**Where?**

In Nevada, 63 percent of unbelted fatalities and serious injuries occurred on urban roadways, while 37 percent occurred on rural roadways. From 2005 to 2009, the majority of unbelted fatalities occurred on rural arterials, a roadway with high to moderate traffic flow, followed by rural interstates and minor urban arterials.

**When?**

Unbelted fatalities are more likely to occur on weekends.
Why?

In 2005 to 2009, most unbelted fatalities and serious injuries involved run-off-the-road crashes. Angle crashes were the next most likely contributing factor in unbelted fatalities and serious injuries. Fifty-three percent of unbelted fatalities involved total ejection of the occupant from the vehicle.

How Do We Reach Our Goal?

Critical Strategies to Reduce Unbelted Occupant Fatalities

The Nevada SHSP identifies strategies with potential to reduce unbelted occupant fatalities. By focusing on these strategies, we can begin to reduce the terrible toll caused by driving without safety belts.

Enhance data collection and analysis to identify gaps and improve seat belt usage in Nevada:

- Continue to improve the quality, availability, integration, and analysis of seat belt-related data;
- Support statewide activities pertaining to a primary seat belt law (conduct public meetings, interest group meeting, legislative briefings, etc.);
- Provide seat belt usage-related supporting data for draft legislation for a primary seat belt law.
- Determine seat belt usage and identify the characteristics of non-users and, if possible, part-time seat belt users during any day time and night time periods.

Enhance seat belt enforcement and media campaign(s):

- Coordinate with safety stakeholders (enforcement, EMS, fire department, etc.) high visibility, well publicized seat belt enforcement campaigns statewide throughout the year (two-week enforcement campaigns): 1) sustained seat belt enforcement, and 2) nighttime seat belt enforcement;
- Conduct additional TV and radio paid and earned media activities in English and Spanish during the Click It Or Ticket (CIOT) campaign and use of additional non-traditional media venues (i.e., Facebook, MySpace, YouTube, Online Gaming), dynamic message signs (DMS), fast food establishment sponsorships (WalMart in store displays, marquees), etc.;
- Create youth media contest to design creative and artwork for seat belt messaging; and
- Develop and begin using a Speaker Bureau of crash survivors to share their experience with the media and COIT Kickoff events, etc.

Enhance public education to population groups with lower than average restraint use:

- CEA team continue to work with Strategic Communications Alliance to identify appropriate outreach strategies to reach these target groups;
- Educate and train Nevada law enforcement and fire departments on occupant protection laws and child passenger safety; and
- Obtain approval to provide specific seat belt information to public and private education instructors; work with Clark County plan.

Provide traffic safety-related education to visiting motorists:

- Provide Nevada traffic safety law information, booklets, fact sheets to all Welcome Centers and other related agencies and organizations throughout Nevada.
Almost 800 vehicle occupants died in lane departure crashes between 2005 and 2009, and over 2000 were seriously injured. Lane departure incidents are defined as run-off-the-road crashes.

The goal of Nevada’s Strategic Highway Safety Plan (SHSP) is to reach zero fatalities. The data presented here provides information to accomplish this goal and reduce lane departure fatalities throughout the State.

**Who?**

Data from 2005 to 2009 indicate a larger proportion of fatalities and serious injuries result from crashes involving male drivers age 26 to 35.

**Where?**

Fifty-one percent of lane departure fatalities and 56 percent of lane departure serious injuries occurred in Clark County. The majority of lane departure fatalities (59 percent) occurred in rural areas, while the majority of lane departure serious injuries (58 percent) occurred in urban areas.

**When?**

A larger portion of lane departure fatalities and serious injuries occur during the morning and afternoon commuter periods. Saturdays and Sundays were the most severe days of the week for lane departure crashes.
**Why?**

The largest proportion of lane departure fatalities and serious injuries occurred during daylight hours. Over 9 out of 10 departure fatalities and serious injuries occurred on dry road surface.

---

**How Do We Reach Our Goal?**

**Critical Strategies to Reduce Lane Departure Fatalities**

The Nevada SHSP identified several strategies that have the greatest potential to reduce lane departure fatalities and crashes. By focusing on these strategies, we can begin to reduce the terrible toll caused by lane departure fatalities.

**Create education/awareness programs for how to maintain vehicles on the roadway lanes:**
- Design and conduct coordinated, integrated education programs statewide on how to maintain vehicles on roadway lanes, tailored to specific target audiences;
- Create grassroots stakeholder working group to determine problem roads and awareness issues statewide;
- Develop specific Distracted Driving messages based on crash data to reach target audiences; and
- Research opportunities to develop a milepost education program to decrease emergency response times to crashes.

**Keep vehicles in their lanes through improvements/engineering:**
- Implement centerline rumble strip standards statewide;
- Install shoulder and centerline rumble strips statewide, where feasible/applicable;
- Improve highway curves by evaluating existing curve accident data and providing recommendations of surface friction treatments, reconstruction, and signing;
- Expand and utilize roadway safety audits statewide, and involve local law enforcement agencies; and
- Develop Incident Management Manual.

**Lessen crash in the event of a roadway departure:**
- Conduct regional implementation of slope flattening projects;
- Implement median cable barrier statewide; and
- Decrease animal vehicle crashes.
From 2005 through 2009, 467 people died and 3,981 people were seriously injured in intersection-related crashes. These fatalities include crashes at both signalized and unsignalized intersections.

The Nevada Strategic Highway Safety Plan (SHSP) goal is to reach zero fatalities. The data presented here provide clues about how to accomplish the goal and reduce intersection-related fatalities and serious injuries.

**Who?**

Data from 2005 to 2009 indicate male drivers age 26 to 35 were the most likely to be in an intersection-related crash with fatalities.

**Where?**

From 2005 to 2009, over three-quarters of intersection fatalities and serious injuries occurred in Clark County.

**When?**

Intersection fatalities and serious injuries happened more often during daylight hours (59 percent) than during dark hours (36 percent). A higher proportion of intersection fatal and serious injury crashes occurred on the weekend from Friday to Sunday.
Why?

For both signalized and unsignalized intersections, fatal angle crashes were by far the most prevalent type of crash. Non-collision fatalities were over two times as likely to occur at unsignalized intersections as at signalized intersections.

How Do We Reach Our Goal?

Critical Strategies to Reduce Intersection Fatalities

The Nevada SHSP identified several strategies that have the greatest potential to reduce intersection fatalities and serious injury crashes. By focusing on these strategies, we can begin to reduce the terrible toll caused by intersection fatalities.

Implement geometric intersection improvements (i.e., left-turn lanes, roundabouts, etc.):
- Implement the standard use of right turn slip lanes, offset lefts;
- Implement statewide crosswalk design standards;
- Implement bus stop placement standards for shared use right turn lane and bus pullout;
- Install medians within the influence of all intersection approaches at major intersections;
- Improve geometry of pedestrian and bicycle facilities; and
- Evaluate a roundabout first when developing new or existing intersection control projects.

Increase intersection awareness with traffic control devices:
- Implement new standard to include intersection/road name ahead signs at all major intersections;
- Develop statewide intersection signage plan;
- Conduct Intersection Sight Distance Evaluation Study;
- Improve visibility of intersection by providing lighting; and
- Improve pedestrian bicycle facilities with signing.

Implement traffic operations improvements:
- Provide for protective/permissive signals – time of day protected left turns, introduction of flashing yellow arrow; and
- Remove unwarranted signal on a case-by-case basis.

Follow the principles of access management at intersections:
- Implement statewide and regional Access Management (AM) Plans;
- Ensure statewide and regional AM Plans are incorporated into county and cities community development and public works standards and codes; and
- Educate public, private industry, and elected officials.

Intersection enforcement:
- Research data to determine crashes caused by red-light running; and
- Educate traveling motorists on the severity of red-light running.
From 2005 to 2009, 258 pedestrians lost their lives and in the last three years, 892 pedestrians were seriously injured on Nevada roadways. The causes of these fatalities can be linked to the actions of the driver, the pedestrian, or both.

The goal of the Nevada Strategic Highway Safety Plan (SHSP) is to reach zero fatalities. The data presented here provides information to accomplish the goal and reduce pedestrian fatalities and serious injuries.

**Who?**

Middle-aged (36 to 55 years old) male pedestrians are more likely than any other demographic group to be fatally struck by a vehicle. In general, males of any age are more likely to be involved in pedestrian fatalities.

Almost 45 percent of pedestrian fatalities are impaired or related to the motorist being impaired.

**Where?**

From 2005 to 2009, a majority of pedestrian fatalities occurred mid-block on a roadway. Pedestrian fatalities in marked crosswalks were also substantial (14 percent). A large proportion of serious injuries occurred at intersections (39 percent), while 19 percent of fatalities occurred at the same locations.

Nine out of 10 pedestrian fatalities and serious injuries occurred in urban areas.
**When?**

Friday was the most dangerous day for pedestrians with 201 combined fatalities and serious injuries from 2005 to 2009. Saturday was the next most severe day with 192 combined fatalities and serious injuries.

**Why?**

From 2005 to 2009, the pedestrian action that contributed most to fatalities and serious injuries was improper roadway crossing.

Other significant contributing factors included darting into the roadway or being in the roadway illegally (out of a crosswalk).

**How Do We Reach Our Goal?**

**Critical Strategies to Reduce Pedestrian Fatalities**

The Nevada SHSP identified several strategies that have the greatest potential to reduce pedestrian fatalities and serious injury crashes. By focusing on these strategies, we can begin to reduce the terrible toll caused by pedestrian fatalities and serious injuries.

**Enforce pedestrian laws at high-crash locations:**

- Provide targeted overtime funding so law enforcement can ticket noncompliant motorists;
- Conduct judicial system outreach to drive home the message of follow through enforcement;
- Publicize new enforcement initiatives; and
- Change the language in the Nevada Revised Statutes so that pedestrian laws are easier for law enforcement and the public to understand and enforce.

**Provide pedestrian safety education for pedestrians and motorists:**

- Coordinate and support pedestrian safety awareness campaigns;
- Put educational materials on bus systems;
- Target messages to minority and low-income neighborhoods; and
- Support programs that provide walking or biking to school.

**Develop criteria to identify high-crash pedestrian locations and placement, design, and implementation guidelines for pedestrian amenities:**

- Identify high-crash pedestrian locations and develop strategies to mitigate problems at these locations;
- Identify and implement a pilot pedestrian safety project;
- Develop more pedestrian-friendly design standards;
- Implement pedestrian-friendly countermeasures; and
- Support the creation and implementation of regional pedestrian safety action plans.
Nevada Department of Transportation

Susan Martinovich, P.E.
Director

December 7, 2010

Major Focus Areas

• Safety
• Communications and Customer Service
• Contractor Relationships and Project Delivery
• Performance Management
• Other – Modes, Enhancement, Aesthetics
• General Maintenance
Typical Maintenance Activities

There are 98 tasks performed by maintenance crews under the Maintenance Management System. This lists the person hours spent last year on some of the tasks.

- Snow and Ice Removal: 108,000 Hours
- Debris/Trash Removal: 92,000 Hours
- Road Slope Repair: 59,000 Hours
- Road Sweeping: 37,000 Hours
- Pothole/Crack Filling: 37,000 Hours
- Road Striping: 22,000 Hours
- Emergency Response: 12,000 Hours

State Highway Fund Revenue Sources

[Graph showing revenue sources in millions, including ARRA funding]
NDOT Expenditures

Focus is Pavement – Capital Program
Capacity – Preservation – Other

Design, Right of Way, Construction
Annual Work Program
Fiscally constrained to projects with a known revenue source.
Any changes require following documented federal/state processes.
State Transportation Program Development

MPO's → MPO's Develop TIP/RTP → NDOT Approves (or disapproves) as a whole (w/o change) → State Transportation Board Adopts STIP (Per CFR 23 part 480) → USDOT FHWA/ETA/ERA provides final approval → Approved STIP

Notes: All documents must be fiscally constrained
- 4 yrs - Transportation Improvement Plan (TIP)
- Statewide Transportation Improvement Program (STIP)
- 5 yrs - Non attainment areas (Washoe, Carson, Clark)
- 20 yrs - Regional Transportation Plan (RTP)

Federal Program
(Typically 5% Match)

33 Categories (Partial List)
- Enhancement
- IM
- NIB
- CMAQ
- STIP Local
- Safety
- Bridge
- Transit
- Landscape
- Project Specific

Notes: CMAQ & STIP Local categories are available only to MPO's and can equate up to 20% of the overall program Per CFR23 Part 480 and NRS 408.233
Present, Future and Summary

- ARRA (Stimulus Bill)
- Federal Transportation Bill Passing Uncertain
- Federal Money received MUST be spent to receive… re-imbursable system.
- NDOT/FHWA work to obligate ALL money authorized by Congress each year

Future and Summary

Goals
Core Efforts
Obligate ALL Federal Money
Communication

Successes
Roads and Bridges – Top 5
Award winning Programs
Reduction of Fatalities
November 19, 2010

TO: State of Nevada Legislators
FROM: Edgar J. Roberts, CPM
       Director – DMV
SUBJECT: DMV Agency Overview and 22 Percent Cap

This binder serves as an agency overview of the Nevada Department of Motor Vehicles. The first section provides a synopsis on the agency as a whole; subsequent sections provide synopses for each division within the agency. The following is a recap of the 22 Percent Cap issue, which is unique to this agency:

The Department of Motor Vehicles operates under the 22 percent cap. This is a complex calculation that takes into account all funding the Department sends directly to the Highway Fund as well as the appropriations it receives for yearly operations.

For budgeting purposes, the Department publishes a Blue Book every two years that contains revenue projections for each year of the upcoming biennium. The Blue Book provides the foundation for the 22 percent cap calculation. The TOTAL HIGHWAY FUNDS line is reduced by the MOTOR FUELS GASOLINE TAX to arrive at the projected Highway Fund revenues. The calculation includes a reversion to the Highway Fund for B/A 4711-Records and B/A 4731 – Insurance Verification Program. Additionally, non-executive BA/4743 – Special Plates Trust Account provides an additional reversion after paying for the costs associated to the manufacture of special plates contained in B/A 4741 – Central Services. These three reversions are added to the projected Highway Fund revenues to arrive at the total Highway Fund proceeds. Of these proceeds, the Department may request up to 22 percent for its operations.

The Highway Fund appropriations section of the cap calculation outlines the approved Highway Fund appropriations granted to the Department for each of its individual budget accounts. The total appropriations are then reduced by the Administrative A and B fees received by the DMV Motor Carrier division for gasoline tax collections. The total appropriations after this reduction must not exceed 22 percent of the above-referenced total Highway Fund proceeds.

This process is followed again throughout the biennium on a monthly basis and the cap is recalculated with actual revenues and expenditures to ensure the Department does not expend more than 22 percent of the money transferred to the Highway Fund.

EJR:kkn
cc:File
MVO1748
| SECTION 1       | Agency Overview                  |
| SECTION 1a     | 22 Percent Cap                   |
| SECTION 2      | Director's Office                |
| SECTION 3      | Compliance Enforcement Division  |
| SECTION 4      | Field Services Division          |
| SECTION 5      | Central Services Division        |
| SECTION 6      | Management Services and Programs |
| SECTION 7      | MVIT                             |
| SECTION 8      | Administrative Services Division |
| SECTION 9      | Motor Carrier Division           |
SECTION 1 -
Agency Overview
Mission
The mission of the Department of Motor Vehicles is to provide progressive and responsive service to our citizens; maintain strict controls to ensure the accurate collection and timely distribution of all revenues; contribute to the safety of those driving our highways through licensing, monitoring, and intervention practices; assist Nevada in meeting its federally mandated air quality standards; protect state consumers and businesses against fraud and unfair business practices; and ensure the integrity and privacy of our records.

Vision
We are recognized as governmental leaders in providing the citizens of Nevada exceptional customer service through innovative and cost-effective technology solutions, strategies and professional standards.

Current Status
We have 18 offices and 1,129 authorized positions. In 2008/2009 we have forgone the purchase of replacement computers and other approved equipment to reduce cost, while we have reduced overall spending in the operations of all DMV Divisions. We are restricted to receiving up to 22% of what we collect and distribute for the Highway Fund for our operations at DMV. Please see Exhibit A for an historical synopsis of this legislatively prescribed mandate.

During the 2009 legislative session, the Department was forced to close three DMV offices (Reno, Sparks, and Gardnerville). Furthermore, the Department lost 137 DMV positions, a majority of which were located in Field Services who provide direct customer service operations.

2010/11 Biennium Strategic Plan
1. Ensure the security of the Department's resources.
   A. Comply with state and federal programs.
   B. Authenticate and identify users accessing data.
   C. Continue to strengthen the security and integrity of licensing processes.
   D. Construct and initiate a strategic plan campaign to revise the Department's funding structure and mechanisms.
   E. Identify other revenue sources.
   F. Create and implement a Critical Incident and Communication plan.
2. Deliver progressive, responsive service to our customers.
   A. Promote and encourage customers to use alternative services.
   B. Expand the range of on-line services.
   C. Provide continuous quality improvement:
      - Leadership knowledge and competency training;
      - Customer service training;
      - Communication skills training;
      - Best Practices implementation.
   D. Use existing facilities and resources to the fullest extent.
3. Ensure Department's revenue collection and accounting efforts operate at peak efficiency.
   A. Increase frequency of Motor Carrier fuel supplier audits.
   B. Monitor audits/transmittals performed by other jurisdictions.
   C. Evaluate alternative payment technologies.
   D. Expand Bad Debt collection for Department.
4. Enhance programs and services through the use of technology.
A. One Individual-One Record implementation.
B. Expansion of the bar coding system.
C. Improve systems availability and performance.
D. Improve and maintain data integrity.
E. Expand document imaging to improve Department record retention and efficient retrieval of information.
F. Continuation of Electronic Data Interchange (EDI).
G. Use of electronic means to foster efficiency and to maximize the use of technology.

5. Enhance employee relations and efficiencies.
   A. Improve communication channels and skills.
   B. Implement Best Practices program throughout the Department.
   C. Expand use of Intranet for internal communication.

6. Provide opportunities for employee growth and stability.
   A. Recognize and reward employees for exceptional service.
   B. Address and standardize Work Force planning to minimize the effects of attrition and improve the quality, professionalism and morale of all staff.
   C. Implement systemic, mandatory annual professional development plans, reviews and evaluative processes.
   D. Utilize organizational design to maximize efficiencies.

7. Protect state consumers and businesses against fraud and unfair business practices.
   A. Utilize Facial Recognition technology to increase consumer protection against fraud and the theft of personal identification information.
   B. Utilize technology to aid in the identity of those persons who could impose frauds and other abuses on the citizens of this state and the public at large with other law enforcement agencies.

8. Growth and development plan.
   A. Construct new DMV office on S. Reno/S. Meadows land that DMV currently owns.
   B. Work with Buildings and Grounds for new DMV office (s) in Las Vegas.
   C. Evaluate existing offices for remolds to better address increased customer traffic.

NRS 481.0473 Divisions of Department. The Department consists of:
1. A Division of the Office of the Director;
2. A Division of Compliance Enforcement;
3. A Division of Field Services;
4. A Division of Central Services and Records;
5. A Division of Management Services and Programs;
6. A Division of Information Technology;
7. An Administrative Services Division; and
8. A Motor Carrier Division.
SECTION 1a -
22 Percent Cap
22 Percent Cap on DMV Expenditures

Historical Perspective
On June, 29, 1956, President Eisenhower signed the Federal-Aid Highway Act of 1956, which created the Interstate Highway system. The Act authorized the federal government to pay 90% of the cost of the system; states would be responsible for the remaining 10%.

On January 27, 1957, and in response to federal legislation, Senate Bill 19 was introduced and referred to the Committee on Aviation, Transportation and Highways. This Act was summarized as, “Provides new highways and road laws”. Further, it amended Title 35 of NRS by: (a) created a new chapter relating to state highways and roads; (b) created a department of highways and its board of directors; (c) created the office of state highway engineers; (d) provided certain funds for public highway purposes; and (e) defined and described the state highway system and designated certain routes. The Act also repealed chapters 401 and 402 of NRS relating to federal and state highways. Presumably, the development of the bill draft for Senate Bill 19 was referenced in the Highway Department Biennial Report (July 1, 1954 – June 30, 1956), wherein it was stated, “We propose, accordingly, to submit to the Legislature a revised draft of our highway statutes for consideration”.

During this period, the Department of Motor Vehicles was part of the Public Service Commission, and remained so until July 1, 1958 in direct response to Assembly Bill 438, enacted on March 15, 1957. Section 47 of Senate Bill 19 established the State Highway Fund in the State Treasury. Section 47.3 of the initial draft of Senate Bill 19 state, “Costs of administration for the collection of the proceeds for any license or registration fee and other charges with respect to the operation of any motor vehicle shall be limited to a sum not to exceed 20 percent of the total proceeds so collected”. On March 11, 1957, Senate Bill 19 was amended by the Senate to reflect a limit of 22 percent. The bill was reprinted and placed in the general file on March 12, 1957; pursuant to a vote of 16 to 0, the bill was referred to the Assembly. The Assembly passed the bill on March 20, 1957 and it was ordered enrolled, and subsequently signed by the Senate. Governor Russell signed the legislation on April 1, 1957, thereby establishing the 22 percent limit. The legislation was placed in Chapter 370 of the Statutes of Nevada, 1957; it was codified in Chapter 408 of the NRS.

On March 5, 2003, John Dobra, Professor of Economics at the University of Nevada, Reno was queried whether or not there was a rationale behind the establishment of the 22 percent cap. Dr. Dobra responded that he did not know of any logical rationale, and that it was probably established to make as much state money available as possible to match the federal highway funds. Dr. Dobra queried several of his peers in the Public Administration program at the university, and their responses were similar.

On March 6, 2003, Dan Miles, former Senate Fiscal Analyst for the Legislative Counsel Bureau was queried if he was aware of any rationale behind the establishment of the 22 percent cap. Mr. Miles stated that there was no rationale behind it, and that it was probably a result of a fee increase in 1957 and the need for state matching funds. The original 20 percent cap limit established by Senate Bill 19 was also discussed, wherein the 22 percent cap expanded from; Mr. Miles believed that there had been some negotiation on the part of the Motor Vehicles Department during the 1957 session, wherein they probably testified that the 20 percent cap was too restrictive.
Since the establishment of the 22 percent limit on expenditures, the Legislative Commission conducted several interim studies relative to financing the construction and maintenance of highways and roads. The first, required by Assembly Concurrent Resolution No. 30 (60th session of the Nevada Legislature, 1979), was to determine whether:

1. The department [of Transportation] is managing and utilizing its available resources for maintenance in an economical and efficient manner;
2. Any inefficient practices or inadequate systems exist and, if so, the causes;
3. The department [of Transportation] is achieving the desired objectives of its programs of maintenance;
4. The department [of Transportation] will require any additional sources of revenue to support future programs of maintenance; and
5. Any new methods or techniques are suitable for application to those programs and would produce greater benefits.

The results of the findings of the Legislative commission were published in October 1980, and are contained in Bulletin No. 81-16, *Maintenance of State Highways*. Though the report contained substantial discussion of sources and use of revenues in the State Highway Fund, no review or evaluation of the spending limitation imposed on the Department of Motor Vehicles was conducted. The subcommittee’s findings and recommendations, in pertinent part, were “…the Highway Fund does need either an increase in existing sources or addition of new sources of revenue with which future programs of maintenance can be funded...”. Members of the subcommittee included Senator Blakemore, and Assemblymen Hickey, Glover, Polish and Webb.

In 1986, the Legislative Commission appointed a subcommittee to conduct a second interim study in response to Assembly Concurrent Resolution No. 36 (63rd session of the Nevada Legislature, 1985). This resolution required:

1. That the Legislative Commission...conduct a study of the taxes and fees which produce the revenues for the construction and maintenance of the highways of this state...; and
2. That the study include a review and evaluation of whether the taxes and fees are adequate to ensure safe highways and whether they distribute the costs equitably among the users of the highways...

The results of this interim study were published in August 1986, and are contained in Bulletin No. 87-23, *Study of the Fees and Taxes which Produce Revenue for the Construction and Maintenance of the Highways*. Members of the subcommittee were Senators Rhodes and Ryan, and Assemblymen Rader, Kerns and Price.

Again, a number of Highway Fund revenue scenarios were evaluated and recommended, but no discussion relative to the 22 percent limitation occurred. Recommendations included increasing the taxes on motor vehicle fuel and special fuel, increasing the vehicle registration fees, increasing the fees and taxes on motor vehicles and increasing the sales and use taxes on new and used motor vehicles. DMV representatives that provided testimony to the subcommittee included Wayne Teglia, Hale Bennett, Dave Lawson and Wink Richards.

The third study conducted by the Legislative Commission occurred in 1994, in response to the Assembly Bill No. 378 (Chapter 586, *Statutes of Nevada*, 1993). The Commission appointed a committee to conduct the study; its members included Senators Nevin, Rhoads, O’Deonnel and Shaffer, and Assemblymen Collins, Regan, Bennett and Hettrick. This study was the first in
which the 22 percent limitation on DMV's expenditures was discussed and evaluated. The formal recommendation of the Committee regarding the limitation was, "That the 22 percent limit on the collection costs of motor vehicle taxes and fees imposed on the DMV&PS by subsection 4 of NRS 408.235 be repealed". [bold emphasis added]

In addition, the Committee stated the following:

The DMV & PS, unlike other agencies, is subject to a funding limit for most of its operations based on the amount of tax and fee revenues it collects. The existing limit of 22 percent applies only to revenues collected for the Highway fund and excludes other revenues collected such as privilege taxes for local governments and sales taxes and car rental fees for the state General Fund. The limit is somewhat arbitrary because it does not consider the conditions during a particular biennium. For example, during a period when highway taxes or fees are increased substantially, it may be easier to get within the limit because costs, such as employees salaries, may not be going up accordingly. During other budgetary periods, costs may be rising even though fees and taxes are not being increased, and the department may have problems developing a budget within the limit.

Some highway users and taxpayer representatives support repeal of the limit because they believe it may also act as a floor on expenditures. It is felt that the DMV & PS budget may not receive the scrutiny it would otherwise get without the limit. In some cases, supporters of repeal believe the limit may trigger fee or tax increases which are approved only to ensure that DMV & PS remains within that limit.

The Committee generally agrees that the 22 percent cap is arbitrary and that the DMV & PS budget should be funded based on its needs during a particular biennium.

This recommendation was formally incorporated into a bill draft request (BDR 35-370) that was presented to the Legislature in 1995. BDR 35-370 was introduced as Assembly Bill 422 on March 29, 1995, and was referred to the Assembly Committee on Transportation. Section 1 of the bill proposed to repeal subsection 4 of NRS 408.235, which contains the 22 percent limitation. Testimony in support of the repeal of the 22 percent limit was provided by Carol Vilardo, Daryl Capurro, and DMV & PS on April 13, 1995. Committee members included Batten, Chowning, Allard, Goldwater, Anderson, de Braga, Nolan, Ohrensall and Tripple. The bill was referred to subcommittee for discussion; the subcommittee included de Braga, Nolan, Batten and Anderson.

On April 25, 1995, Assembly Bill 422 was heard by the Assembly Subcommittee on Transportation. Testimony was taken, and the subcommittee delayed any recommendation on AB 422 to allow another hearing; a subsequent hearing on the bill was held on June 1, 1995 by the Assembly Committee on Transportation. No action was taken on the bill. Another hearing was held on June 6, 1995; AB 422 was amended and re-referred to the Assembly Ways and Means Committee. On June 28, 1995, AB 422 was passed by the Assembly Committee on Ways and Means. It contained none of the funding provisions that were originally proposed.

Senate Concurrent Resolution No. 53 (File No. 143, Statutes of Nevada, 1997) provided for another interim study of construction and maintenance of highways and roads. Interim committee members included Assemblymen Neighbors, Amodei, Parks and Price, and Senators Rhoads, Alder, Jacobsen and O'Donnell. During its meeting on January 9, 1998, the Committee stated, "Recommending that the Legislature remove the 22 percent cap on administrative
costs found in NRS 408.235...”. Further, in its meeting of June 10, 1998, the committee stated as recommendation number 20, “Repeal the 22 percent limit imposed by Nevada Revised Statutes 408.235 on the amount retained by the Department of Motor Vehicles and Public Safety to cover the cost of collecting motor vehicles fees and taxes”. [This proposal was introduced in the 1995 Legislative Session as part of AB 422, but was not enacted]

As a footnote to the recommendation, Debbra King, Program Analyst for the Fiscal Analysis division stated, “The 1995 Legislature moved the motor vehicle privilege tax commission from a direct deposit into the SHF to the motor vehicle account. This was not an issue during the 1997 Legislative Session and probably will not be an issue during the 1999 Session, but with the increased population in Nevada, as well as increased service requirements, it could become an issue in future bienniums”.

Finally, and most recently, Assembly Bill 611 (BDR 35-1322) was introduced by the Assembly Committee on Ways and Means on March 26, 2001. This bill, as did previous proposals, attempted to repeal the 22 percent limitation imposed by NRS 408.235. On March 26, 2001, AB 611 was read for the first time, forwarded to Committee on March 27, 2001, received a notice of exemption on April 8, 2001, was heard by the Senate Committee on Transportation on April 16, 2001 (no action taken), and was heard by the Assembly Committee on Ways and Means on April 25, 2001. No action was taken by the Committee and the bill failed.

**Current and Summation**

In summary, several attempts to repeal the 22 percent limitation have been made. To date, none have been successful, even with recommendations of interim legislative studies. There appears to be no rational basis for the limitation. Based on discussions with former legislative fiscal staff, it is an arbitrary limit most likely established to maximize available state matching funds for federal highway funds in the late 1950’s.

The Highway Fund appropriations section of the cap calculation outlines the approved Highway Fund appropriations granted to the department for each of its individual budget accounts. The total appropriations are then reduced by the Administrative A and B fees received by the Motor Carrier division for gas tax collections. The total appropriations after this reduction must not exceed 22 percent of the above-referenced total highway proceeds.

This process is followed again throughout the biennium and recalculated with actual revenues and expenditures to ensure the department does not expend more than 22 percent of the money transferred to the Highway Fund.

Empty windows at DMV offices are a result of the combination of closed offices, mandated furloughs, a reduction in the number of employees due to the recession and legislative cuts, and ongoing issues with the budget that is restricted by law under the 22 percent cap, which the citizens of Nevada address in their consistent complaints to the department.

In the 2009 Legislative Session (76th), DMV again proposed said revision to NRS 408.235 via a bill draft; no action was taken.
SECTION 2 - Director's Office
Division Overview
The Director's office establishes policy for the department and directs and controls the operations of the agency. The Director's office handles all media inquiries through the Public Information Officers. Additionally, internal controls, review of operations, policies and procedures, and the Personnel and Training units are all located under the responsibility of this office. Statutory authority: NRS 481.031; 481.035; 481.047; 481.0473; 481.051; 481.052; 481.055.

Division Sections
Administration & Administrative Support
This unit includes five FTEs - the Director, Deputy Director, Executive Assistant, Administrative Assistant and Management Analyst. The activities conducted within the division of the Director's office establishes policy for the department and directs and controls the operations of the agency toward achieving its mission to provide progressive and responsive service to our citizens. Statutory authority is provided for by NRS 481.031; 481.035; 481.047; 481.0473; 481.051; 481.052; and, 481.055. This activity is a core function of state government, is a high priority level, is funded through the Highway Fund, and is ongoing. Based on the state's population projections for 2012 and 2013 this activity will serve roughly 86 percent of the citizens of Nevada.

Operational Review (Internal Controls)
The Operational Review unit operates within the division of the Director's office. Its function is to ensure agency compliance with state internal control policies, and to ensure the department is maintaining strict controls over public funds and records as stated in the agency's mission. To that end, regular reviews, audits, and revisions of policies and procedures are conducted to ensure compliance with the uniform system of internal accounting and administrative control adopted pursuant to subsection 1 of NRS 353A.020 and SAM Chapters 2402 “Implementation of Legislative Audit Recommendations” and 2404 “Audit Reports”.

This section includes two FTEs, and is a core function of state government, is a high priority level, is Highway funded, and is ongoing. Based on the state's population projections for 2012 and 2013 this activity will serve roughly 86 percent of the citizens of Nevada.

Human Resources
The HR Services office is responsible for the full scope of human resources services for approximately 1,100 employees statewide to include a delegated agreement with the Department of Personnel to the following: perform recruitment, examination and classification functions for classes specific to DMV, compensation, appeal and grievance resolution, training and consultative services. HR Services office is responsible to maintain all employee files (workers’ compensation, medical, FMLA, grievance, EEO), recruitment files, provide guidelines to staff regarding human resources related matters, conduct employee surveys, develop and maintain human resources policies and procedures, develop future workforce planning strategies for recruitment and retention, provide career development, provide employee relation services, provide guidance and representation of the department for corrective/disciplinary and grievance issues, manage the EEO program, manage the work place safety program and the workers’ compensation program.

This unit includes eight FTEs (six in the north and two in the south). This is a core function of state government, is a high priority level, is highway funded, and is ongoing.
Employee Development (Training)
The Employee Development unit is part of the DMV’s HR Services office. This unit is responsible to administer the new hire and supervisor academies. They develop and implement training curriculum and train over 1100 employees on new and continuous programs to ensure compliance with state and federal regulations. They provide training to external entities such as law enforcement. The Employee Development unit plays a key role in the department’s Strategic Plan to “deliver progressive, responsive service to our customers.”
This section includes one FTE training manager and six FTEs (two in the north and four in the south). This activity serves a core function of state government (public satisfaction through quality customer service), is a high priority level, is highway funded, and is ongoing.

Public Information Office
Public Information is a support activity responsible for developing and managing the agency’s public relations program, which involves serving as a spokesperson for the agency to the media as well as advising the director and top management on the public relations impact of proposed actions; maintaining the agency’s website; and designing an agency-wide public relations program with focus on image and strategies. Currently there are two ongoing campaigns - the Smoking Vehicle campaign and the Department Campaign, managed by two Public Information Officers.

This section includes two FTEs (one in the north and one in the south). This is a core function of state government in that it provides for public awareness and public input, which is essential to the agency’s mission to provide progressive and responsive service to our citizens. It is a high priority level activity, it is highway funded, and it is ongoing. Based on the state’s population projections for 2012 and 2013 this activity will serve roughly 86 percent of the citizens of Nevada.

Administrative Hearings Office
The Department of Motor Vehicles’ Administrative Hearings office ensures the public’s right to an administrative hearing on issues that range from the suspension or revocation of a citizen’s driving privilege or vehicle registration, to the revocation or suspension of a license to conduct business involving motor vehicles in the State of Nevada. Administrative law judges assigned to this division are the presiding officers in the adjudicative proceedings. Their decisions may significantly affect public interest and the lives and property of thousands of Nevadans. The office initiates and conducts all hearings in a timely, fair, and impartial manner. The program is supported primarily from Highway Fund revenues. The Statutory authority for these hearings are found in: NRS 366, 445B, 481, 482, 483, 484, 485, 487, and 706. All administrative hearings are conducted in accordance with and pursuant to the provisions in the Nevada Administrative Procedures Act, Chapter 233B.

The Hearings Office is required to hold administrative hearings in any contested case where the Department has a statutory interest. After the hearing is conducted, the judge is also required to write a decision containing findings of facts and conclusions of law.

This office includes 12 FTEs (four in the north and eight in the south). This is a core function of state government in that it provides for public rights to an administrative hearing, which is essential to the agency’s mission to provide progressive and responsive service to our citizens. It is a high priority level activity, it is highway funded, and it is ongoing. Based on the state’s population projections for 2012 and 2013 this activity will serve roughly 86 percent of the citizens of Nevada.
Department of Motor Vehicles
Public Information Office
Director Edgar Roberts, 0001
Budget Account 4732

Support Staff

Public Information Officers
Tom Jacobs, PIO II, 0051
Kevin Malone, PIO I, 0052
COMPLIANCE ENFORCEMENT DIVISION – 47.40/4722

Division Overview
The Compliance Enforcement division is the regulatory arm of the Department of Motor Vehicles. The division serves as the umbrella organization for budget account 4722 Emission Control. Administrative and operational oversight is funded through this budget account. The main function of this account is to support the activities of division investigators whose primary purpose is to regulate the automobile industry as it relates to the sale or transfer of ownership of vehicles and to investigate fraudulent issues relating to department documents. In addition, this account is responsible for licensing and registering wreckers, salvage pools and body shops as well as registering automobile repair garages. By conducting investigations, taking enforcement actions, and providing advice to members of the industry, investigators seek to gain voluntary compliance with the various laws and regulations governing the business practices of vehicle manufacturers, distributors, dealers, lessors, and salesmen, as well as preventing identity and other related fraud. Through education, audit and enforcement, the Compliance Enforcement division protects the interests of regulated businesses by eliminating unfair competitive and business practices while safeguarding the financial well-being of Nevada citizens by protecting property interests in vehicles and reducing instances of fraud and misrepresentation in connection with repairs, salvage and disposal of motor vehicles. Division activities in this account for the biennium are primarily funded through a direct appropriation from the Highway Fund. Statutory authority: NRS 481.0473, 481.0475, 481.048, Chapters 108, 482, 483, and 487.

The Compliance Enforcement Division (CED) is governed under NRS 481. CED oversees three primary focus areas: (1) vehicle emissions: Clark and Washoe County emission testing; (2) vehicle industry licensing and regulation; and (3) fraud; identity, document, stolen vehicles and deceptive trade practices.

Division Sections
Vehicle Emissions Control
The Compliance Enforcement division, through budget account 4722, is responsible for ensuring compliance with Nevada's laws and regulations (Chapter 445B of the Nevada Revised Statutes and Nevada Administrative Code) as they relate to the vehicle emission standards in Clark and Washoe Counties. The division implements and enforces the on-road vehicle emissions portion of the state's Air Quality program. The division carries out its role by providing training and certification of applicants seeking employment as emission inspectors; conducting audits and inspections at licensed emission stations; investigating potential program evaders; and applying appropriate sanctions against program violators. Additionally, the division cooperates with the various planning agencies (state and local) involved in the Air Quality program to evaluate air quality standards and identify strategies to improve them; participates in the advisory committee on the control of emissions from motor vehicles; and conducts periodic public information programs regarding motor vehicle emissions. Statutory authority: NRS Chapter 445B, 481.0475, 481.0477, 481.0481, 482.461,482.465.

Emissions is a primary activity, which ensures compliance with Nevada's laws and regulations as they relate to the vehicle emission standards in Clark and Washoe Counties; implements and enforces the on-road vehicle emissions portion of the state's Air Quality program by providing training and certification of applicants seeking employment as emission inspectors; conducts audits and investigations at licensed emission stations; investigates potential program evaders; and applies appropriate sanctions against program violators.

Vehicle Industry Licensing and Regulation
Regulation of the auto industry is a primary activity which protects consumers by licensing automotive dealerships, salesmen, garages, body shops and salvage pools. This activity also investigates consumer complaints; regulates the licensed industry; conducts garage audits; investigates unlicensed activities; investigates title fraud; prepares reports of investigation including fines/revocations; testifies at hearings; and approves drive schools.

**Fraud, Identity, Document, Stolen Vehicles, and Deceptive Trade Practices**

The Fraud Investigations section is a primary activity that is responsible for the following functions: investigation of all criminal complaints of identity theft; fraudulent documents; the processing and recovery of stolen vehicles; the arrests and booking of suspects; providing testimony in court proceedings; preparation of criminal complaints; service of arrest/search warrants; provides assistance to other law enforcement agencies with criminal investigations; provides assistance to other departments with suspicious documents/suspected fraudulent documents; interviews suspects and witnesses; prepares reports; completes background investigations for new hires; investigates complaints against dealerships related to identity and document fraud; conducts internal investigations for other departments; investigates deceptive trade practices; supports/promotes various programs, i.e. undercover identities and titles/registrations for law enforcement agencies, facial recognition, and lien sales.

**Division Activities**

1. **Vehicle Information Database (VID):** The VID is the database that maintains all emission testing data for vehicles registered in Washoe and Clark counties. It integrates with the DMV Application to allow or prevent motorists from registering their vehicles based on the passing requirements for the vehicle’s acceptable emissions levels. The Department was recently awarded the 2010 NASCIO Recognition Award in the category of digital government: government business for this program.

2. **Electronic Dealers Report of Sale (EDRS):** The EDRS project is a way of expanding on-line services to the public while addressing concerns of the vehicle dealer industry. The Web services transaction is the first of its kind in Nevada and for the first time allows an individual who purchases a vehicle from a Nevada auto dealer to avoid a trip to the DMV. Phase three will be for the DMV IT staff to build a web interface for dealers that do not use DMS systems to enter the DRS information into the DMV database.

3. **Facial Recognition Integration (FR):** This project took a vendor supplied program and integrated the data obtained into a useful tool within the DMV application. Part of the Central Issuance project resulted in the Department obtaining FR which allows the comparison of all DMV database records to one-another. Part of the IT changes facilitated by DMV IT staff were to integrate a fraud window for use by investigators and technicians to allow for information flow between the two entities. It also allows for investigators to flag a record as fraudulent, so that technicians are noticed and prevented from performing a transaction until the individual is cleared or arrested by investigators.

4. **Occupational and Business Licensing On-Line Renewals:** In an effort to speed up processing, prevent physical visits to a DMV office, and to provide customer convenience, online business renewals were developed and implemented.

5. **Case log Database:** A current project underway is to create a case log database for the investigations units within the Compliance Enforcement Division. The goal is to replace an outdated self-built basic data file that does not allow sufficient tracking or retrieval of operational and statistical data.

6. **Vehicle Registration Renewal Program at Emission Stations:** Customers that have their vehicles emission tested at participating stations may renew their registrations upon
successful completion of the test. This system was contracted to the existing analyzer manufacturer and cost nearly a quarter million dollars to develop. Programs like this that are developed and maintained by DMV IT staff are without these fiscal and operational barriers and serve the state’s purposes in a more efficient manner.
Department of Motor Vehicles
Compliance Enforcement Division
CED Emissions Control
Administrator, Burel Schulz CC1003
Budget Account 4722,4740

Emission Control
Program Manager
Lloyd Nelson, CC2010

Admin Asst III
Ivie Hatt, CC7014

Management Analyst II
Steven Bauder, CC4017

Program Officer III
Debbie Shope, CC4019
SECTION 4 -

Field Services Division
Division Overview

The Department of Motor Vehicles’ Field Services division is responsible for direct customer service operations for the driver licensing and vehicle registration functions. Field Services assures that only safe, knowledgeable drivers receive the privilege to drive on our highways. It also registers vehicles, collects appropriate fees and taxes imposed upon the owners and operators of vehicles, and provides service in the insurance verification program. This budget is funded primarily from Highway Fund revenues, governmental services tax commissions and penalties. Statutory authority: NRS 108, 293, 366, 481, 481A, 482, 483, 484, 485, 486, 487 and 706.

These operational activities are conducted in 19 offices statewide. Office locations include the headquarters office in Carson City, five full-service metropolitan offices in Reno, Henderson, Las Vegas and North Las Vegas, commercial licensing offices in Sparks and North Las Vegas, and full-service rural offices in Yerington, Hawthorne, Tonopah, Fallon, Winnemucca, Elko, Ely, Laughlin, Pahrump and Mesquite. In addition, registration services are performed under contract and on behalf of the department by eight county assessor/recorder offices in Stateline, Virginia City, Pioche, Austin, Battle Mountain, Lovelock, Goldfield and Eureka and by the Boulder City Police Department. As a point to note, there have been no new offices constructed since 1998.

The Division currently has 646 authorized positions, of which approximately 460 perform direct customer service functions at customer windows. Of the 460 positions statewide, 431 are dedicated to the seven office locations that are equipped with Q-Matic customer management systems (Carson City headquarters, Galletti Way, East Sahara, Henderson, West Flamingo, North Decatur, and Donovan). These systems allow us to track the number of customers served daily as well as enabling us to monitor the wait times on a real-time basis.

With regard to customer wait times, the metropolitan offices in Henderson, East Sahara and West Flamingo in Las Vegas, North Decatur in North Las Vegas and Galletti Way in Reno averaged 45 minutes in October 2010 (FY11). This is compared to an average wait time of 57 minutes in October 2009 (FY10). In fiscal year 2010, we served 1.55 million customers in these five offices, compared to 1.49 million in fiscal year 2009 and 1.55 million in fiscal year 2008. In fiscal year 2011, to date (10 months) total customer counts have decreased from a monthly average of 132,581 to 114,047.

Implementation of the kiosk program has allowed us the opportunity to reduce the number of customers that must meet one-on-one with a technician. Since the inception of the Kiosk program in 2008, in FY10 - 422,147 customers successfully used a kiosk to renew their vehicle registration or their driver’s license, obtain driver history printouts or pay insurance verification reinstatement fees; in FY09 - 324,630 customers successfully used a kiosk; and in FY08 - 151,135 customers successfully utilized a kiosk. As of today, kiosks are located in 14 of our 18 offices and there are an additional seven kiosks in partnership Triple A locations in Las Vegas, Henderson, and Reno. We continue to work diligently to provide quality customer service through well-trained staff and an aggressive use of alternate technologies to meet the registration and licensing needs of Nevada’s citizens.
Department of Motor Vehicles
Field Services Division
Administrator CC1001
Budget Account 4735

Analyst III, WF4010

AA III, RE7004

Southern District Administrator
CC7032

DONOVAN FIELD SERVICES
MANAGER I
CA3026

W FLAMINGO FIELD SERVICES
MANAGER III
WF2001

Operations Coordinator
WF4001

CSR TL Laughlin
CSR TL Pahump

Mesquite

HENDERSON FIELD SERVICES
MANAGER III
HN2002

Operations Coordinator
HN4073

SAHARA FIELD SERVICES
MANAGER III
SA2003

Operations Coordinator
SA4002

DECATUR FIELD SERVICES
MANAGER III
CA2004

Operations Coordinator
CA4003

RENO FIELD SERVICES
MANAGER III
RE2005

Operations Coordinator
RE4005

CARSON CITY FIELD SERVICES
MANAGER III
CA2006

Program Officer III
CA4072

Reno Galletti
Sparks CDL Office

Carson City
Yerington
Fallon
Hawthorne
Tonopah
Elko

Elko
Winnebago
Department of Motor Vehicles
Field Services Division
Administrator Nancy Wojcik, CC1001
Budget Account 4735

Field Services
Southern District Administrator
Linda VanTiborg, CC7032

Sahara Field Services Manager
Robin Aliender, SA2003

Operations Coordinator
Kathy Like, SA4002

Sahara Teams

Team 37
Hollyfield, Dorothy TL, CC3044
Vacant, RFS322
Brown, Katrin, CA6576
Grayes, Sara SA5213
Vacant, SA5175
Nelson, Teresa, CA6699
Smith, Pauletta, YY0130
Peterson, Constance, SA5236
Tamborine, Peggy, CA5583

Team 104
Smith, Pat, TL, SA3029
Vacant, SA5579
Cabrals, Goldena V., CA6680
Guzman, Maria, WF5090
Montanez-Guerrero, Alice, SA5215
Pangilinan, Fonda, XX6516
Sanfio, Eugene, SA5219
Whitaker, Darrell, SA5570

Team 38
Jodra, Tina TL, SA3018
Avila, Thomas, SA5208
Vacant, CA6591
Casartello, Honeylyn, XX6537
Cardinal, Todd, RE5523
Daniels, Cami, WF5034
Kelley, Cher, SA5209
Naughton, Russell, WF5022
Rumsey, Iris, YY0240
Sette, Debra, WF5020

Team 39
Sahey, Carmella TL, WF3098
Brown, Nancy, CA6579
Cooke, Ernest, CA6607
Davis, Betty, SA5242
Gunter, Sharon, SA5166
Kinas, Patricia A., SA5184
Kruger, Georgina, WF5067
Lattin, Jeffrey, SA5673
Orihiano, Jilee, SA5443
Ware, Jean, SA5118

Team 43
Debra Sanders TL, CA3288
Armstrong, Wayne, CA6582
Carpen, Debra, SA5251
Farr, Brenda, WW6035
Francq, Sherry, DN5306
Ginn, Wai Chun (Dawn), SA5210
Hoyle, Patricia, SA5193
Salto Jens, SA5693
Sanford, Shannon, WF5955
Warren, Salise Ann, SA5187

Team 40
Amy Bayouth TL, SS3029
Blasi, Norma, HS5133
Camp, Stephanie, HS5151
Daila, Debra, WF5092
Johnson, Heidi, SA5248
McCauley, Kelly, SA5214
Meehan, Robert, SA5255
Rozz, Agnes, SA5197
Treviz, Rustie (Ruska), SA5444
Vacant, SA5436

Team 41
Marquez, Garelyn TL, SA3023
Allan, Nancy L, CA6691
Dobbs-Rayes, Maria (Verges), SS5220
Kurnik, Michael M, YY0150
McGregor, Robin, CA5279
Ongaro, Angel, SA5682
Rickerts, Kevin, SA5165
Solomon, Fredimanda, YY0095
Sussaud-Roman, Char, SA5204
Wilhelm, Astrid, CA6760

Team 44
Williams, Cheryl TL, SA3022
Combs, Margaret, SA5168
Hill, Kimberly S, CA5254
Iceta, Ophelia, SA5171
Krueger, Jennifer, YY0225
Owers, William, WF5093
Sweeney, Joanne, WF5028
Thomas-Lewis, Shana, SA5185
Tuttle III, Leland S, SA5667

Team 42
Roberts-Larson, Adrian TL, WF3005
Agayo, Maria (Isabel), WF5087
Vacant, DN5317
Cowley, Walter (Examiner), DN5311
Hartsmann, Rachel, WF5164
Sahvid, Pamela, SA5244
Vacant, SA5245
Stockdale, Anne (Examiner), WF5988
Wilson, Kimberly (Examiner), SA5238
Woolley Thomas, CA5269
Southerland-Worth, Stacey, DN5312

Team 60
Kim Burton TL, SS3094
Aldinsson, Beaulah (Rochelle), SA5182
Vacant, SA5181
Balders, Melissa, CA6698
Barrows, Sherlean, XX6004
Costello, Carol, SA5246
Vacant, SA5230
Horton, Beverly, CA6587
Mall, Maria (Lucy), HS5118
Wise, Barry, CA6768

Team 61
Walker, Jeanette, TL, HS3011
Bolduc, Sue, SA5684
Corliss, Mary Grace, SA5195
Buckley, John, HS5148
Bussnell, Russell SA5217
Cleveland, Joy, RE5355
Diggins, Cheri, XX6013
Hall, Mary, SA5571
Vacant, SA5571
Vacant, YY0305
SECTION 5 -
Central Services Division
Central Services Division – 4741/4711/4731

Division Overview
The Central Services and Records division maintains records and provides information and alternative services for Nevada motor vehicle customers regarding driver’s licenses, registrations, titles, and license plates. Statutory authority: NRS 108, 233B, 371, 482, 483, 484 and 487.

Division Sections
The Central Services and Records division is made up of three distinct areas of responsibility: the License Plate Factory, the Processing Center, and the Alternative Services unit. They process documents received by mail, regarding driver licenses, registrations, titles; manufacture license plates, and process requests for DMV data.

License Plate Factory (Tag Plant): The Tag Plant is a primary activity that designs, manufactures and delivers license plates to all DMV offices statewide in order to issue license plates to vehicles registered in the State of Nevada. The License Plate Factory (Tag Plant) is responsible for:
- Production, distribution and delivery of license plates to offices throughout the state.
- Collection, storage and recycling of used plates.
- Management of inmates who produce the plates.

Alternative Services: Alternate Services is a primary activity which serves motor vehicle customers by providing various options when renewing drivers' licenses and registrations. These options include Mail-in-Renewal, Web, IVR (Integrated Voice Response), kiosks, and Electronic Dealer Report of Sales (EDRS). Alternate services also processes titles for motor vehicles. Alternative Services is responsible for:
- Processing Registration and Driver Licenses renewals received by mail.
- Monitoring renewals transacted by the WEB, Emission Stations and IVR (Interactive Voice Response system).
- Processing first time registrations for military personnel based outside the State of Nevada.
- Ordering and issuing special plates and handicap placards.
- Disseminating department record information to appropriate requestors.
- Entering drive record information received from the courts, law enforcement agencies and other states into the DMV application.
- Providing Help Desk functions for national driver information systems and Central Issuance.
- Manufacturing decals for statewide issuance.
- Operating the Centralized Call Center for the entire state.
- The Department of Motor Vehicles, Central Services Division, Records Research Section is responsible for researching and disseminating driver's license and vehicle registration information. Revenue is generated from fees collected by processing requests. Statutory Authority: NRS 481.063.

Processing Services: Processing Services is responsible for:
- Reviewing, researching and processing vehicle ownership documents to produce titles.
- Monitoring and sanctioning vehicle privileges to ensure compliance with Nevada Motor Vehicle liability coverage requirements through the Insurance Verification Program.
- **Nevada Live**: The Insurance Verification Program verifies that owners of motor vehicles registered in Nevada maintain liability insurance. Revenue is generated from fees collected for reinstatements resulting from "no insurance" suspensions. Statutory authority: NRS 485, 482.480, 482.4805. Nevada LIVE (Liability Insurance Validation Electronically) is a primary activity responsible for validating vehicle liability insurance for all registered vehicles in the State of Nevada. To validate insurance, this unit mails postcards and certified letters to customers for the purpose of validating insurance coverage. When a lapse in insurance coverage occurs, this unit collects fees from registered owners in order to reinstate the vehicle registration. This unit also runs a call center to resolve customer issues and receive verbal verifications of coverage from authorized insurance underwriters.
  - Reviewing and suspending driver privileges as a result of infractions or non-compliance with financial responsibility requirements.
  - Imaging documents and creating microfilm for historical purposes.
  - Opening and distributing mail throughout the department.
  - Providing Help Desk functions for national motor vehicle titling information system (NMVTIS).
  - Document Processing is a support activity that is responsible for scanning documents for the department's mandated retention schedule compliance. To accomplish this task, technicians prepare, scan and validate all documents. The scanned documents are then "burned" to film. Error lists are generated and errors are corrected. The scanned documents are then shredded and the film is sent to archives in accordance with state historical records requirements. Technicians also conduct research for other program areas for missing documents.
SECTION 6 - Management Services and Programs
Division Overview
The Management Services and Programs division is a resource to the department to help achieve the goals of the department's strategic plan. The Management Services and Programs division is responsible for the development of regulations, draft legislation, fiscal notes, surveys, forms, desk reference manuals, the development of requests for proposals and project management for areas including: vehicle programs, driver programs, occupational and business programs. Policies and procedures are developed within this division to ensure consistent and uniform program delivery in areas including: vehicle programs, driver programs, occupational and business programs. Division responsibilities also include support for the other divisions in areas of strategic planning, research, coordinating regulation and statutory changes, and legislative interaction. Statutory authority: NRS 481.019, 481.035, 481.0473 and 481.051.

Division Sections
Management Services and Programs is made up of three teams which cover three major program areas for the department. They are as follows:
  o Vehicle Programs – This team supports vehicle registration, titles, special plates, fleet registration, and insurance verification.
  o Driver Programs - This team supports driver licensing and commercial driver licensing.
  o Business Programs - This team supports licensing of the automotive industry, drive schools, DUI and traffic safety schools, also supported by this team is the Motor Carrier and motor fuel industry.

These program areas:
  o Make recommendations for changes necessary to improve effectiveness and ensure consistency.
  o Evaluate computer application processes and interfaces with outside entities, (e.g. WorldCom, AAMVAnet, ACS).
  o Establish priorities for changes in information technology to ensure computer processes are consistent and functional.
  o Manage the development and implementation of new technology projects.
  o Keep abreast of industry trends by communicating with other jurisdictions, related associations, publications, and investigation of new technologies.
  o Communicate with industry representatives.
  o Research current and future industry trends and technologies to assist in development of policies and procedures, recommendations for process improvement, and budget preparation.
  o Coordinate system enhancement activities with the Motor Vehicle Information Technology division.
SECTION 7 - MVIT
Division Overview

The Motor Vehicle Information Technology Division (MVIT) provides data processing support for the Department of Motor Vehicles. It maintains application systems and the necessary infrastructure for systems data and provides technical and operating support. The activities of this budget are primarily supported by Highway Fund revenues. Statutory Authority: NRS 481. MVIT is a support activity that provides data processing services including applications programming, network support, and operations support for the department. This includes programming the computers that the DMV personnel use and the DMV system application; maintaining all the individual personal computers and printers; supporting the Internet application; supporting the Kiosk application; and supporting the transmission of data to and from the state's IBM mainframe. MVIT is organized into the following program areas: Applications, Production Control/Help Desk, Network Support, and Systems Support.

DMV Goals for IT/MVIT

- Make DMV government services more accessible: Work with DoIT on promoting data sharing between agencies, expanding broadband access and usage throughout the state.
- Implement common business applications and systems to improve efficiency and cost effectiveness; work with DoIT for a statewide process for access, management, and preservation of digital material.
- Ensure DMV's information/assets are secured and privacy protected; work with DoIT on statewide security and privacy standards.
- I.T. Disaster Recovery updates; lower I.T. cost of equipment through volume purchases with other agencies; improve security reliability and performance of DMV's infrastructure; work with DoIT disaster recovery plans; standardize state documents/systems; and group purchase of IT equipment.
- Strengthen our DMV technology workforce through agency succession/workforce planning, the recruitment of top I.T. professionals, and provide update training to I.T. staff; work with DoIT and the Department of State Personnel on recruitment measures, training for I.T. staff, and succession/workforce planning ideas for smooth agency transitions of leaders/managers in I.T.
Prashanth Vankalapati
Chief IT Manager (0002)

Applications
Tom Joseph
ITM II (0003)

Systems
Anand Vijayaraghavan
ITP IV (0015)

Prod. Control
Wannetta Bernard
ITP II (0010)

Networks
Bill Bernard
ITM II (0016)

OBL
Arun Kumaran
ITP IV (0027)

Leo Castano-Duque - VID
ITP III (CC4102)

Scott Hatanaka
ITP III (0042)

Praveen Madhusuchanan
ITP III (0031)

Help Desk
John Stewart
ITP I (7513)

Julie Chaffee
ITT IV (0037)

Vacant
ITT III (0073)

Sheila Case
ITT IV (0037)

Vacant
ITT III (CC4096)

Vacant
ITT III (0073)

Vacant
ITT III (CC4106)

Framework and Control Group
Asit Kumar
ITT III (0078)

South Help Desk
Lori Alberti
ITT IV - LV(SAS201)

Ericka Beaton
ITT III - LV(SAS5200)

Mary King
ITT III - LV(SAS5206)

Operations Day
Don Armstrong
ITT IV (0021)

Operations Swing
John Gomez
ITT IV (0074)

Teresa Ramirez
ITT III (0035)

Kevin Thompson
ITT III (0019)

Jeffery Stewart
ITT III (5705)

Bob Bartz
MC(CC4100)

Vladimir Mardzsky
ITT III (0034)

Linda Gerfen
ITT III (CC4098)

MC
Isai Maricharny
ITT IV (CC4101)

Jason Tighe
ITT II (0081)

Vacant
ITT II (0005)

Sreejith and Ravi
ITT I (0032)

Vacant
ITT II (0005)

Girish Mahapatra
ITT III - LV(0007)

APL
Vacant
ITP IV (0033)

Mark Walworth
ITP III (0023)

Vacant
ITP III (0075)

Sridhar Veeravalli
ITP III - LV (0076)

Mary Cross
ITT II - LV (0085)

VR
Mani
Karuppuswamy
ITT IV (0009)

Vacant
ITT II (0041)

Prashanth Kodela
ITP III - LV (0006)

Sondra Baker
ITP III (0008)

Sreelatha Attota
ITT I (0032)

Vacant
ITT II (0005)

Girish Mahapatra
ITT III - LV(0007)

MOTOR VEHICLES INFORMATION TECHNOLOGY
11/04/2010
SECTION 8 - Administrative Services
Division Overview
The Administrative Services division (ASD) is charged with providing professional, timely and accurate support services to the director, various divisions of the department, and other associated agencies. Support services include fiscal accounting, budgeting, travel arrangements, payroll, warehousing, inventory control, mail services, purchasing services, contract management, facilities management and revenue and bad debt service. Through its centralized functions, it provides services to all divisions. With the centralized services, the department is able to ensure consistency, accuracy, and compliance with laws and regulations for all divisions in these service areas. ASD is comprised of four sections including: Fiscal Services, Revenue, Budget Analysis and Facilities Management.

Division Sections
Fiscal Services
Fiscal Services are a support activity providing professional, timely and accurate support services to the director, various divisions of the department, and other associated agencies. Support services include fiscal accounting; budgeting; payroll; travel arrangements; revenue collections, reconciliations and distributions; and bad debt service. Through its centralized functions, it provides services to all divisions. With centralized services, the department is able to ensure consistency, accuracy, and compliance with laws and regulations for all service areas.

The Fiscal Services Section is comprised of three units including: Purchasing/warehouse/mail service; accounts payable; and payroll.

- **Purchasing and Inventory**: Purchasing and Inventory is a support activity that provides a comprehensive centralized purchasing and inventory program for all DMV divisions.

- **Warehouse and Mail Services**: Warehouse and mail services is a support activity responsible for providing all mail services to the DMV locations statewide, including pick-up and delivery of inter-office mail and inter-departmental mail. This activity also coordinates mail sent via United States Postal Service and the State Mailroom as required and is responsible for receiving and shipping goods; delivering received goods to the applicable division; and warehousing supplies and equipment for the DMV. Warehouse and Mail Services supplies all DMV locations state-wide by maintaining "central stores" of pre-printed forms, printer toner cartridges, envelopes, copy paper, office supplies, etc., as well as coordinates the shredding of secure documents and stores internal archived records.

- **Contract Management**: Contract Management is responsible for the development, processing and tracking of contracts, amendments and leases of all types for the department. All contracts, amendments and leases initiated by DMV are processed through the Administrative Services division’s Contracts Manager, who ensures compliance with federal, and state laws, rules and regulations and authorizes certain payments.

- **Payroll**: Payroll function for approximately 1,100 department employees.

Revenue
The Revenue section is responsible for the deposit and distribution of approximately $1.1 billion that the Department handles in each Fiscal Year. Included within Revenue is the Bad Debt collection unit. This is an extremely effective unit and operates in the black. This means that the fees and penalties from the approximately 5,500 bad debt instruments that we get each year more than pays for the costs associated with operations of the unit.
Budget Analysis
The Budget Analysis section develops cost estimates, assists in preparing and presenting the department’s biennial budgets and provides financial analysis and reports to the Director, Division Administrators, and other state agencies.

Facilities and Telecommunications Management
Facilities and Telecommunications Management is a support activity that provides resources for the maintenance of all physical locations and communication equipment for the entire department. The Facilities Management section provides statewide coordination for the 19 department facilities, oversees capital improvement projects, and coordinates all telecommunication services for the department.
SECTION 9 - Motor Carrier
Division Overview
The Motor Carrier Division (MCD) is responsible for ensuring compliance with Nevada's Fuel Tax laws by special fuel and motor fuel suppliers and motor carriers in order to collect and distribute the maximum amount of fuel tax revenue owed to Nevada. Additionally, MCD is responsible for licensing all commercial vehicles over 26,000 pounds; licensing all vehicles with apportioned registrations; and conducting audits of motor carriers and fuel suppliers to ensure compliance with Nevada laws and regulations, the International Registration Plan (IRP), and the International Fuel Tax Agreement (IFTA). Statutory authority: NRS 233B, 353C, 360A, 365, 366, 371, 373, 482, 590, and 706.

Division Programs
IFTA/IRP/NCORS Programs
The IFTA program is an agreement between the 48 contiguous United States, the District of Columbia and 10 Canadian Provinces. For IFTA member jurisdictions, the agreement means increased taxpayer compliance, an uninterrupted flow of tax revenues and streamlined tracking and reporting requirements for both carriers and jurisdictions.

The IRP program is a repayment or reciprocity agreement between 48 contiguous United States, the District of Columbia and 10 Canadian Provinces whereby a motor carrier pays all vehicle taxes and fees to the base jurisdiction for all participating jurisdictions; based on the percentages of travel claimed in each jurisdiction. The base jurisdiction is responsible for auditing motor carriers in its jurisdiction to ensure compliance in mileage reporting and the payment of fees.

Currently the Motor Carrier staff is working with MVIT on the Nevada Commercial Online Registration System (NCORS) project. This project will convert all licensing, registrations and fuel tax collections off of a vendor based system and on to a Web-Based in-house system. It will also allow carriers to update their account information, renew their registrations and obtain permits on-line.
Envisioning Nevada’s Future

Goals & Strategies for Advancing Our Quality of Life

PREPARED FOR THE NEVADA VISION STAKEHOLDER GROUP BY MOODY’S ANALYTICS

September 2010
Nevada Vision Stakeholder Group

Members
Robert E. Lang, Ph.D., Brookings Mountain West and Department of Sociology, University of Nevada, Las Vegas (nonvoting), Chair
Peter C. Bernhard, Cleveland Clinic Nevada
Doug Busselman, Nevada Farm Bureau Federation
René Cantú, Jr., Ph.D., Latin Chamber of Commerce Community Foundation
Douglas D. Dirks, Employers Holdings, Inc.
Paul Dugan, Washoe County School District, retired
Alan Feldman, MGM Resorts International
Marsha Irvin, Andre Agassi College Preparatory Academy
Boyd Martin, Boyd Martin Construction and Associated General Contractors, Las Vegas Chapter
Thomas A. Perrigo, AICP, City of Las Vegas
Robert Lee Potter, American Federation of State, County, and Municipal Employees
Terry J. Reynolds, The Reynolds Company
Susan Rhodes, LASW, National Association of Social Workers, Nevada Chapter
Brian Rippet, Nevada State Education Association, Middle School teacher, Zypher Cove
Katy Simon, Washoe County
Keith Smith, Boyd Gaming Corporation
Donald D. Snyder, The Smith Center for the Performing Arts
Denise Tanata Ashby, Nevada Institute for Children’s Research and Policy, University of Nevada, Las Vegas
Cedric D. Williams, North Las Vegas Fire Department
Sylvia Young, FACHE, Sunrise Hospital and Medical Center

Alternate Members
Janelle Kraft Pearce, Las Vegas Metropolitan Police Department, retired
John Packham, Ph.D., University of Nevada School of Medicine
Devin Reiss, Realty 500 Reiss Corporation and Nevada Association of Realtors
Jacob L. Snow, Regional Transportation Commission of Southern Nevada
Stakeholders

In accordance with State of Nevada Senate Concurrent Resolution No. 37 of the 2009 Legislative Session, the Interim Finance Committee’s Subcommittee to Conduct a Review of Nevada’s Revenue Structure appointed the Nevada Vision Stakeholder Group. The group was created to assist in developing five-, 10-, and 20-year strategic plans for improving Nevada’s quality of life. Facilitated by Moody’s Analytics, the group’s primary task was to look broadly at the most important goals for Nevada’s future and to identify the key investments and structural changes needed to achieve them.

Although the group included several policy experts, detailed policy analysis was not its aim. Discussions covered a wide range of topics, from the structure of the economy to education, healthcare, energy and the environment, public safety, and transportation. Stakeholders came from many backgrounds, representing Nevadans’ diverse interests. Business leaders joined representatives of organized labor, philanthropic groups and public servants. The members brought a wide range of perspectives, from academic to practical, representing educators, researchers, builders and farmers. Nevada’s regional diversity was evident, with members from both urban and rural areas. Given the group’s range and broad consensus, its recommendations for the future are relevant and critical for the state.

The stakeholders had the advantage of meeting outside the legislative process. Thus, the group could set goals and make recommendations without considering political trade-offs or other constraints faced by policymakers. This freedom helped generate a wealth of creative ideas, both large and small. Some of these innovations may not receive the attention they deserve because of current legislative or constitutional barriers that can be removed only through structural reform. Yet Nevada’s needs are serious enough to suggest that such reforms be on the table for discussion.

Quality of life

Quality of life can mean very different things to different people. This was particularly true within the NVSG because of the diverse interests and viewpoints represented. The group’s overall vision for Nevada revolves around a “triple bottom line” principle of economic development, environmental sustainability, and equitable opportunity for the citizens of Nevada. Economic development is the bedrock of progress and the reason living standards continue to rise. Environmental sustainability captures the commitment to responsibly and efficiently manage the state’s natural resources. Equity embodies a pledge to ensure that all Nevadans have a share in the state’s future.

The discussion of the stakeholders’ vision is organized around six subjects, corresponding to broad policy areas that are essential to enhancing Nevadans’ quality of life and fostering a fertile business environment throughout the state:
» The economy
» Energy and environment
» Transportation
» Education
» Healthcare and well-being
» Public safety

There is considerable overlap among these subject areas. For example, a successful economy requires plentiful energy, a strong transportation network, and a healthy environment. Similarly, a secure, well-educated and healthy population needs a growing economy.

Goals

Determining how Nevada can reach and sustain a desirable quality of life was the task of the NVSG. Members of the group identified a number of broad goals along with specific objectives and strategies to achieve them.

Among these broad goals is the need to diversify Nevada’s industrial structure in a way that will reduce volatility in its economy, employment and public services. Nevada’s infrastructure and resources can be leveraged to attract clean energy producers and other high value-added industries. Nevada can also take advantage of its position near growth markets on the West Coast to support its transportation and logistics industries.

Complementing the goal of diversification is a modern, well-maintained transportation system that will increase the connectedness of communities throughout the state and strengthen Nevada’s links with the Intermountain West. New industries must also be developed in conjunction with suitable water conservation practices.

Diversity will add well-paying jobs in high value-added industries that can help Nevada stay competitive in a changing global economy. Such jobs require a wider array of skills and increased workforce quality, in turn demanding more from education and training systems. To produce workers for growing, prosperous industries, graduation rates from high school through graduate school must rise. The commitment to education must start in early childhood, particularly for those from lower-income families, and continue with a focus on hiring qualified teachers and keeping students engaged.

A healthy community means providing not only educational opportunities for all but also a clean and safe environment and a wide range of cultural and recreational opportunities. A healthy population remains the foundation, producing important objectives for improving Nevadans’ access to healthcare while increasing efficiency to contain costs.

Greater educational attainment and improved public safety would make Nevada more attractive to households and firms, leading to stronger and more stable economic growth. Income gains associated with growth in turn would improve the performance of the state’s systems of education and public safety.

Key themes

While the NVSG’s goals are as diverse and wide-ranging as the state itself, several common themes emerged from its discussions regarding strategy, and these are woven through its recommendations. Four such themes are:
Other important themes highlighted by members of the NVSG include youth intervention and prevention programs, expanded home- and community-based programs, early-childhood development, efficient use of resources, and accountability.

Key strategies

The NVSG proposed an array of strategies that would help the state achieve its quality of life goals. The following key strategies were proposed by the group for each subject area:

**Economy**
- Expand public-private research capabilities and technology transfer through increased venture capital funding and use of federal grant money.
- Attract growth industries by reviewing the state’s incentive system and improving upon its already-accommodative regulatory environment.

**Energy & Environment**
- Secure better access to federal land for renewable energy development.
- Promote new water conservation technology for application in the state and for export.

**Transportation**
- Build Interstate 11 between Las Vegas and Phoenix and seek another round of federal support to eventually extend the highway to Reno.
- Build high speed rail between Las Vegas and southern California.

**Education**
- Increase the share of adults with at least a high school diploma or its equivalent.
- Allow public universities to retain a larger share of tuition and differentiate tuition for different schools and programs.

**Health & Well-being**
- Expand enrollment in Medicaid and CHIP programs to expand access to healthcare in the near term.
- Promote investment in healthcare information technology to lower costs and improve efficiency.

**Public Safety**
- Establish a second National Fire Academy to serve the needs of the western U.S.
- Promote agency collaboration to reduce substance abuse to include rehabilitation options.

Measuring progress

For the NVSG’s efforts to be of lasting use, progress toward Nevada’s goals must be monitored through quantitative performance measures. Tracking performance allows the state to make midcourse corrections or adopt alternative strategies where needed, promoting flexibility and a focus on long-term outcomes.

Each stated goal or objective in this report includes a performance metric, with five-, 10- and 20-year benchmarks. In most cases, the near-term goal is simply stabilization, with measurable progress expected in 10 years. After 20 years, the successful implementation of these strategies will advance Nevada’s ranking significantly among its relevant peer group of states. The following pages include two key metrics with benchmarks for each subject area. Additional metrics and benchmarks can be found in the focus chapters.
Nevada boasts a high-quality road network, but transport links to neighboring communities such as Phoenix and southern California need to be improved. The NVSG proposes the state improve highway links between Las Vegas and Phoenix and eventually extend the route north to Reno. The NVSG also recommends pursuing the development of a high-speed rail service between Las Vegas and Southern California.

The share of commuters who find alternatives to driving alone highlights the travel choices available to workers. The 20-year goal is to match or exceed the share of commuters using alternative means in Montana, the current leader in the Mountain West. In 2008, Montana’s share was 27.2%.

The American Community Survey documents three- and four-year-olds who are enrolled in school programs. Nevada lags the national average. Numerous factors influence parents’ decisions to enroll children in such programs, including their employment status and the cost of the programs. Nevada’s goal is to cut its gap with the national average in half by 2015, match the current U.S. average in 2020 and lift into the current top third of all states by 2030.

The averaged freshman graduation rate examines the number of high school graduates in a given year compared with the number of entering students four years earlier. This indicates how successful the school is in having students complete their schooling. The measure has limitations, as it does not account for students who changed schools. The state’s goal here is to cut its gap with the national average in half by 2015, match the current U.S. average in 2020, and lift into the current top third of all states by 2030.
Nevadans’ collective choices regarding infrastructure play a critical role in shaping how the state grows, how its communities connect, where businesses choose to locate, and how the environment responds.

One major strength is that Nevada’s transportation network is in better shape than those of many other states. Nevada’s roads and bridges are structurally sound, and the state is home to one of the largest and most efficient passenger airports in the nation. Even among the relatively young western states, Nevada’s transportation system stands out as one of the best maintained.

Yet measures of mobility and access show Nevada falling behind national and regional averages. Over the last several years, Nevada’s largest urban area has grown into one of the nation’s most congested.1 Despite heightened interest in energy efficiency and environmental protection, Nevada’s communities still rely more heavily than most on automobiles. The state also lacks important links to some of its largest neighbors.

Nevada now faces unique challenges to growth and the improvement of its living standards. The sizable role of transportation in advancing economic development and quality of life is a compelling reason for Nevadans to assess both the state’s relative ranking and its progress toward an integrat-ed and efficient system.

Targeted investments in infrastructure such as highways, airports, mass transit, and water and sewer systems stand to generate important long-term benefits for Nevada. Transportation infrastructure influences costs and productivity, health and safety, and environmental quality. Nevada’s transportation policy initiatives are therefore critical to improving the state’s overall quality of life.

Infrastructure and economic growth are intrinsically linked. A larger stock of public capital is associated with higher output and overall productivity, although the benefits created by additional investment vary substantially over time.2 The mechanisms through which public capital influences output and productivity are fairly straightforward. Investments in transportation capital allow greater access, save time, and make private investment more efficient, leading to higher productivity. Better highway access can enable a business to distribute products to a larger customer base and to hire from a larger pool of labor, reducing the gap between the supply of skilled workers and available jobs.3

One measure of Nevada’s transportation efficiency is the ratio of vehicle miles per inflation-adjusted dollar of gross annual output. The more efficient the system, the lower the ratio. Nevada has seen rapid improvement in this metric in recent years: The number of vehicle miles traveled per thousand dollars of real gross product fell from 239 in 2000 to 201 in 2008. The transportation efficiency of the whole U.S. economy has improved, but not as fast as Nevada’s. The shift may be partly structural, as information technology and a shift away from manufacturing made it possible to increase output with less travel.

The effectiveness of Nevada’s transportation investments can be seen in the growth of competitive export-oriented industries in the state. The benefits of good highways vary across industries; those that gain the most include agriculture, food-related activities, transportation, trade, and construction.4 Nevada’s location along a major trade route between Canada and Mexico has helped the region develop export-oriented transportation and warehousing industries, although delays and bottlenecks are frequent along I-15 through Las Vegas. The share of employment in transportation and warehousing stood at 4% across Nevada during 2009, compared with 3.2% nationwide.5 This is an appropriate measure of the business community’s response to additional investment in major highway expansion and maintenance.

Highways can also allow a business to reach suppliers faster and at a lower cost. Shorter delivery times can minimize the need to carry inventory.6 Conversely, if a poorly maintained road surface lowers average speeds or decreases the volume of traffic, it may negate some of the improvement in productivity that a road provides.

Nevada maintains a high-quality network of roads and bridges, and the state is served by one of the nation’s largest airports. One measure of road quality is the proportion of Nevada’s highways and major arteries rated “good” or “very good” in terms of pavement smoothness. Road roughness is closely associated with safety, comfort and travel time.7 These rating systems allow for comparison among regions and over time.

Notes:
Among western states, which generally boast above-average road quality, Nevada ranks highly in its share of roads rated “good” or “very good.” In 2008, the proportion of highways and arteries rated at least good in Nevada stood at nearly 63%, higher than the national average of about 40% (see Chart 1). Even so, Nevada’s roads, like those across the nation, have deteriorated over the last several years. In 2003, for example, nearly 67% of Nevada’s roadways were rated at least good. Only Georgia, Florida, Montana, and Tennessee reported better overall pavement conditions.

Another measure of transportation infrastructure quality is the condition of a region’s bridges. Most bridges receive regular inspection for deficiencies that could restrict performance or require repair or replacement (see Chart 2).

The proportion of Nevada’s bridges found structurally deficient to the point of reduced load-carrying capacity stood at just 2.5% in 2009, the lowest share of any state. The proportion of the state’s bridges classified as functionally obsolete—indicating they no longer meet current design standards and may require improvement—was higher at 9.8% but still below the national average rate for obsolescence (see Chart 3).

Beyond purely economic effects, public infrastructure has a large bearing upon a community’s quality of life. Access to employment opportunities, amenities such as parks and recreational areas, and goods and services produced elsewhere can define a region for both existing and prospective residents. Nevada depends heavily on automobile travel and lags other regions in offering alternative modes of transportation. Moreover, the costs of auto dependence are increasing. Traffic congestion in Las Vegas is a significant challenge to the growth of southern Nevada, while many of the state’s other communities offer few travel options other than automobiles.

Congestion in the Las Vegas metropolitan area is increasing rapidly. This can be measured a number of ways, such as the ratio of total usage to total capacity or by analyzing the costs of congestion. An example of the former is the number of vehicle miles traveled per freeway lane mile. This metric provides information about the demand for travel relative to the supply of road space; an increasing number represents disproportionate growth in usage relative to capacity.

According to the Texas Transportation Institute, the number of vehicle miles traveled daily on Las Vegas’ freeways rose 7.5% between 2006 and 2007 to 11.51 million, while the number of available lane miles of freeway was unchanged at 575. As a result, Las Vegas’ ratio of miles of vehicle travel per lane mile climbed to 20,000 in 2007, up from 18,600 in 2006. Measured this way, Las Vegas ranked second, after Los Angeles, in congestion among cities in the West (see Chart 4).

Outside Las Vegas, average miles of vehicle travel per capita appear relatively stable, but this has not prevented a sharp rise in the number of vehicle miles of travel per year. Save for a sharp drop in the recession in 2008, the average Nevadan has consistently driven around 8,700 miles per year for a decade (see Chart 5). Nevada commuters...

---

generally travel fewer miles per year than do drivers in other regions of the country, but even this lower level, when combined with rapid population growth, produces a faster increase than average in total vehicle miles. Total annual vehicle miles traveled rose 144% from 1990 to 2007, compared with an increase of 40% nationwide.

With more cars competing for the same road space, the average commute time has increased rapidly, as have the costs associated with congestion delays. Such costs are another important measure of a region’s quality of life. According to the Texas Transportation Institute, the average number of hours per year spent delayed in traffic by a traveler in Las Vegas during peak commute periods rose from 36 to 44 between 2002 and 2007, compared with an increase of 40% nationwide.

Transportation infrastructure also significantly affects the environment. Some transportation modes are more environmentally friendly than others. Mass transit systems may help reduce carbon emissions and other forms of air pollution if commuters are induced to replace automobile travel.

Travel within Nevada’s largest urban areas is still highly dependent upon automobiles, and few alternatives exist for commuters. In 2008, nearly 77% of Nevadans traveled alone to work in a car, truck or van. This was slightly above the national average of 76%, while most other western states reported rates of solo automobile commuting at or below the national average. Nevadans use carpools slightly more than average, with 12.1% of commuters participating in such arrangements, compared with a national figure of about 11%. Fewer Nevadans use public transportation, walk, or ride a bicycle to commute to work than the U.S. average (see Chart 6).

Within Las Vegas, however, public transit is used extensively despite the area’s lack of passenger rail service, an alternative found in many other urban areas. One measure of public transit use in an urban setting is the number of public transit trips made per year per capita. During 2008, the number of unlinked passenger trips per capita in Las Vegas ranked 14th highest among the nation’s largest urban areas (see Chart 7). Bus travel was the dominant mode of transportation, accounting for 86% of all trips.

Set against the background of Nevada’s population explosion over the last several decades, the transportation system within much of the state appears to have largely kept up with demand. Links with other states in the region, however, appear underdeveloped. Expanded trade among the U.S., Canada and Mexico has led to a sharp increase in the volume of traffic through Nevada. One response to this shift could be the expansion of the interstate highway system from Canada to Mexico, including a direct link between Las Vegas and Phoenix.15

---

Nevada boasts a strong air transportation system, but adding capacity to meet increased demand will be a long-term challenge. McCarran Airport in 2009 boasted a greater overall on-time arrival percentage than many other large passenger airports, ranking fifth-highest among the nation’s 50 largest airports.\textsuperscript{16} However, existing runway capacity may not accommodate future growth in business travel and tourism. As airport traffic grows and bottlenecks increase, Nevada’s performance edge may erode.

Securing the funds necessary to preserve Nevada’s existing infrastructure and invest in new systems will be an important part of the state’s long-range transportation plan. The largest portion of funding for Nevada’s Department of Transportation comes from federal and state highway user fees, which depend upon fuel taxes, vehicle registration and permit fees, and the government services tax.\textsuperscript{17} The reliance upon revenue from gasoline consumption may mean funds will fail to keep pace with required investment in new forms of transportation, particularly if alternative modes of travel reduce fuel usage, for example. Over the long term, dependence upon the gasoline tax could lead to a shortfall in state and local government revenues.

A Vision of a Connected Nevada

Promoting Connectivity

The Nevada Vision Stakeholder Group’s long-term goals include the improved movement of goods and people across the state as well as stronger connections to other parts of the Intermountain West. Nevada can take advantage of its position near growth markets on the West Coast to support development of transportation and logistics industries. A well-maintained road system that provides access to Nevada’s largest neighbors will accelerate development of these industries.

Connecting communities within Nevada will also promote equity, providing better access throughout the state.
<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
<th>METRIC</th>
<th>STRATEGIES</th>
</tr>
</thead>
</table>
| Enhance the movement of goods and people throughout Nevada in an energy-efficient way; strengthen Nevada’s connection to communities across the Intermountain West | 1. Maintain Nevada’s lead over the nation in the quality of its infrastructure | Roadway and bridge condition indices | » Preserve Nevada’s existing infrastructure  
» Invest in transportation infrastructure throughout Nevada  
» Investigate innovative ways of financing infrastructure  
» Investigate alternatives to the fuel tax |
| | 2. Achieve a greater mix of forms of transportation | Commuters using alternatives to driving | » Develop alternative forms of transportation |
| | 3. Strengthen Nevada’s connection to communities throughout the Intermountain West | Interstate highway center line miles per mil residents | » Improve highway links between southern Nevada and Arizona  
» Pursue development of high-speed rail with a federal subsidy  
» Coordinate infrastructure development through regional planning organizations  
» Develop policies to support alternative-fuel vehicles  
» Orient transportation systems toward the development of inland ports |
**GOAL 1**
Enhance the movement of goods and people throughout Nevada in an energy-efficient way; strengthen Nevada’s connection to communities across the Intermountain West.

**OBJECTIVE #1**
Maintain Nevada’s lead over the nation in the quality of its infrastructure.

Nevada must strive for balance between investing in new roadways and providing upkeep for its existing structures. Nevada’s first-rate roads and bridges are essential to sustaining a high level of mobility and enhancing trade connections. Well-maintained roadways are associated with improved driver comfort, time savings, greater fuel efficiency, and lower vehicle maintenance costs.

**METRIC**
Roadway and bridge condition indices.

Reported annually by the Bureau of Transportation Statistics, the road and bridge condition indices assess the health of Nevada’s surface transportation infrastructure relative to that of other states. This indicator responds to the state’s resurfacing and reconstruction activities. Road conditions are measured according to the international roughness index, a measure of pavement smoothness. Bridges are rated based on how much their flaws reduce load-bearing capacity.

The five-year benchmark calls for Nevada to remain above its 2008 level. Nevada’s 10-year goal is to increase its share of roads rated at least “good” to 65%, which would put it second among the states by 2008 values. Over the next 20 years, Nevada’s goal should be to maintain the highest-quality roads in the country, which, based on 2008 data, would be consistent with a percentage of at least 73% rated at least “good.”

**STRATEGIES**
Preserve Nevada’s existing infrastructure.

Nevada’s arid climate helps preserve its infrastructure, but most of its roads and bridges are relatively young and will require increased maintenance over time. This is essential to developing Nevada’s trade connections, as smooth roads form a comparative advantage for the development of trucking and warehousing.

Prioritizing existing infrastructure ahead of investment in new projects is consistent with the policy recommendations outlined by the Blue Ribbon Task Force to Evaluate Nevada Department of Transportation Long-Range Projects.¹

Over the next decade, about one-fifth of the state’s bridges will reach 50 years of age, considered a normal usable life span.² Nevada’s bridges will thus require more repair or reconstruction over the next two decades, and the state may find itself losing its lead if infrastructure repair is neglected.

Invest in transportation infrastructure throughout Nevada.

Investing in additional road infrastructure is a strategy to help alleviate congestion in the Las Vegas and Reno-Sparks metropolitan areas. Connectivity is a greater concern in rural communities, and investment in new roadways will be necessary to provide a consistent level of access to expanding towns.

Investigate innovative ways of financing infrastructure.

Innovative borrowing arrangements may allow Nevada to accelerate certain types of in-

---


fastructure projects. When funds are needed for large projects, the state may consider the use of Grant Anticipation Revenue Vehicles. Interest and issuance costs related to the use of GARVEE bonds may be eligible for federal reimbursement. Nevada may also consider a state infrastructure bank, a revolving investment fund for transportation projects. A broad array of innovative financing options are available and should be considered for funding future projects.

Investigate alternatives to the fuel tax.

Nevada’s fuel tax constitutes an important source of funding for state highway construction and maintenance, but it may not be a stable source of revenue over the long term. Revenue from the fuel tax is particularly sensitive to changes in demand for gasoline, and the price of crude oil can create volatility for this revenue stream. Revenues may decline as commuters shift toward more fuel-efficient or fully electric vehicles.

Research on alternative sources of revenue should continue. One alternative revenue structure would involve assessing a fee based upon miles driven in lieu of a tax on fuel. This concept has been extensively studied in other states.3 Such alternatives have the potential to produce more stable revenue while better managing congestion by creating incentives to travel during off-peak hours.

Any study of a viable alternative must weigh the costs of implementation and maintenance associated with it against the intended benefits. These costs should be considered in the design of any future revenue structure.

---

GOAL 1
Enhance the movement of goods and people throughout Nevada in an energy-efficient way; strengthen Nevada’s connection to communities across the Intermountain West.

OBJECTIVE #2
Achieve a greater mix of forms of transportation.

Limited available land and water, the cost of infrastructure, and longer travel times constrain the outward growth of Nevada’s communities. Urban land use patterns in Nevada are in many ways more efficient than elsewhere in the West, yet they still depend on travel by automobile. To sustain long-term population growth, preserve environmental quality, and achieve balanced economic growth, Nevada’s cities must provide better ways to link residents, businesses and community facilities.

METRIC
Commuters using alternatives to driving.
The share of commuters who find alternatives to driving highlights the travel choices available. In 2008, 76.8% of Nevadans traveled alone in an automobile as their primary means of getting to work. Just 8.1% of Nevada workers took public transportation or taxis, bicycled, or walked as their primary means of commuting, compared with 9.6% nationwide. The remaining 15.1% worked at home, carooled, or rode with family members or friends.
The five-year goal is to increase Nevada’s share of commuters not driving alone to 24.4%, which was the national average share during 2008. A reasonable 10-year goal is to raise the share of commuters using alternative modes of transportation to the regional average; during 2008, this was 25.4%. The 20-year goal is to match or exceed the share of alternative commuters in Montana, the current leader in the Mountain West. In 2008, Montana’s alternative commuter share was approximately 27.2%.

STRATEGY
Develop alternative forms of transportation.

Policies should encourage greater use of pooled transportation, urban transit, walking and bicycling. Nevada may require additional investment in infrastructure or rights-of-way to encourage alternative modes of transit. The return on such investment will be highest in regions now suffering from congestion.

A light rail service could connect communities to businesses and recreational areas such as parks. The Las Vegas Valley lacks such a service, in contrast with a number of other similarly sized metropolitan areas in the West. The Las Vegas bus rapid transit system could complement the development of a regional light rail network.

A complementary strategy would incorporate bicycling plans into new construction or rehabilitation projects involving state roads. Bicycle-friendly improvements might include wider road shoulders or dedicated bicycling lanes.

GOAL 1

Enhance the movement of goods and people throughout Nevada in an energy-efficient way; strengthen Nevada’s connection to communities across the Intermountain West.

OBJECTIVE #3

Strengthen Nevada’s connection to communities throughout the Intermountain West.

Nevada boasts a high-quality road network, but transport links to neighboring communities such as Phoenix and southern California need to be improved. Linking Nevada with other regions in the West will generate trade and transportation synergies as goods and people move more freely.

METRIC

Interstate centerline miles per million residents.

The amount of interstate highway per permanent resident measures Nevada’s relative connectedness compared with other Mountain West states. The metric will rise as new roads are added, although it will not reflect the addition of lanes to an existing roadway.

Population everywhere has been growing faster than the interstate highway system, which has caused this ratio to decline over time. This has been particularly true for Nevada. The state’s long-term goal involves increasing the size of its interstate highway system through connections to Phoenix and between Las Vegas and Reno. Efforts to improve existing roads to freeway standards in northern Nevada will increase connectivity over the next several years. However, a suitable 10-year goal involves the creation of Interstate 11, which will add 31 miles of interstate highway in Nevada. Over the 20-year horizon, the goal is to extend the proposed interstate between Las Vegas and Reno, which would contribute 375 to 415 centerline miles to the interstate network. A new highway would be constructed and portions of the existing highway (US-95) between Las Vegas and Reno would be reclassified once they are expanded by including additional lanes and resurfacing.


Increase Connectivity With Mountain West

<table>
<thead>
<tr>
<th>Interstate highway centerline miles per mil residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>150 175 200 225 250 275 300 325 350 375 400 425</td>
</tr>
<tr>
<td>Nevada Mountain state average</td>
</tr>
</tbody>
</table>

Sources: Census Bureau, Bureau of Transportation Statistics

STRATEGIES

Improve highway links between southern Nevada and Arizona.

The upgrade of U.S. Highway 93 to freeway standards and its inclusion in the interstate system as Interstate 11 would complete an improved link to Phoenix. The future I-11 would also form a part of the CANAMEX corridor, ultimately linking Mexico, the U.S. and Canada through the Intermountain West.

Pursue development of high-speed rail with a federal subsidy.

A high-speed rail service would dramatically shorten travel times between Las Vegas and southern California, offering a viable alternative to short-haul flights between the two regions. This strategy would complement diversification efforts and allow existing capacity at McCarran International Airport to be reallocated toward long-haul flights.
A longer-term expansion of the western rail corridor would involve creating routes between other large urban areas, including Las Vegas, Phoenix, Salt Lake City, and Reno.

The state should seek to capture more federal matching funds and grants. Funding from the federal government for a future high-speed rail will depend heavily upon the completion of early feasibility studies, budgets, and project schedules. As is evident from the overwhelming number of applications received in the most recent round of federal grants, many states are competing for limited federal funding. Funds made available through the American Recovery and Reinvestment Act of 2009 targeted individual projects for which preliminary impact and design work had been completed.1

Another strategy for financing a high-speed rail would involve a loan from the Federal Railroad Authority. Government credit assistance can help in overcoming short-term financing hurdles for projects in which the initial stream of fare revenue may be volatile or uncertain.2

Coordinate infrastructure development through regional planning organizations.

Regional planning organizations can help develop highways and rails across political boundaries. Planning at this level also enables projects to serve broad areas with future expansion in mind.

Develop policies to support alternative-fuel vehicles.

Increased use of alternative-fuel vehicles such as fully electric cars will require investment in charging stations. The shift toward these types of vehicles is expected to accelerate as neighboring states, particularly California, move toward mandating greater fuel efficiency or imposing tougher standards on fossil-fuel vehicles.

Orient transportation systems toward the development of inland ports.

Promoting the development of an inland port is consistent with several other strategies outlined in this section. An inland port located in southern Nevada would help move goods throughout the rapidly growing Intermountain West. Such a port would benefit from cargo shipped by highway or rail from Arizona and California, and it could tie into the planned Ivanpah Valley airport.3

---


3 This strategy is consistent with a recommendation from the Legislative Commission’s Subcommittee to Study the Development and Promotion of Logistics and Distribution Centers and Issues Concerning Infrastructure and Transportation to draft a letter urging support for allocation of funds for the development of road and rail infrastructure into the Ivanpah area. See Summary of Recommendations, Assembly Concurrent Resolution No. 30. Available at www.leg.state.nv.us.