



**NEVADA LEGISLATURE**  
**NEVADA VISION STAKEHOLDER GROUP**  
(Senate Concurrent Resolution No. 37, File No. 102, *Statutes of Nevada 2009*)

**SUMMARY MINUTES AND ACTION REPORT**

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The eleventh and final meeting of the Nevada Legislature's Nevada Vision Stakeholder Group (NVSG) was held on September 10, 2010, at 9 a.m. in Room 4412 of the Grant Sawyer State Office Building, 555 East Washington Avenue, Las Vegas, Nevada. The meeting was videoconferenced to Room 2134 of the Legislative Building, 401 South Carson Street, Carson City, Nevada. A copy of this set of "Summary Minutes and Action Report," including the "Meeting Notice and Agenda" ([Exhibit A](#)) and other substantive exhibits, is available on the Nevada Legislature's website at <http://www.leg.state.nv.us/interim/75th2009/committee/>. In addition, copies of the audio recording may be purchased through the Legislative Counsel Bureau's Publications Office (e-mail: [publications@lcb.state.nv.us](mailto:publications@lcb.state.nv.us); telephone: 775/684-6835).

**GROUP MEMBERS PRESENT IN LAS VEGAS:**

Robert E. Lang, Ph.D., Brookings Mountain West and Department of Sociology,  
University of Nevada, Las Vegas (UNLV), Chair  
Peter C. Bernhard, Cleveland Clinic Nevada  
Doug Busselman, Nevada Farm Bureau Federation  
René Cantu, Jr., Ph.D., Latin Chamber of Commerce Community Foundation  
Alan Feldman, MGM Mirage Inc.  
Marsha Irvin, Andre Agassi College Preparatory Academy  
Janelle Kraft Pearce, Las Vegas Metropolitan Police Department, Retired  
Boyd Martin, Boyd Martin Construction and Associated General Contractors,  
Las Vegas Chapter  
Thomas A. Perrigo, AICP, City of Las Vegas  
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,  
Zephyr Cove  
Donald D. Snyder, The Smith Center for the Performing Arts  
Cedric D. Williams, North Las Vegas Fire Department

**GROUP MEMBERS PRESENT IN CARSON CITY:**

Paul Dugan, Washoe County School District, Retired  
John Packham, Ph.D., University of Nevada School of Medicine  
Robert Lee Potter, American Federation of State, County, and Municipal Employees  
Katy Simon, Washoe County

**GROUP MEMBERS ABSENT:**

Douglas D. Dirks, Employers Holdings, Inc.  
Devin Reiss, Realty 500 Reiss Corporation, Nevada Association of Realtors  
Keith Smith, Boyd Gaming Corporation  
Jacob L. Snow, Regional Transportation Commission of Southern Nevada  
Denise Tanata Ashby, Nevada Institute for Children's Research and Policy, UNLV  
Sylvia Young, FACHE, Sunrise Hospital and Medical Center

**LEGISLATIVE COUNSEL BUREAU STAFF PRESENT IN LAS VEGAS:**

David Ziegler, Principal Research Analyst, Research Division

**LEGISLATIVE COUNSEL BUREAU STAFF PRESENT IN CARSON CITY:**

Donald O. Williams, Research Director, Research Division  
C. J. Smith, Secretary, Research Division

## **INTRODUCTION AND OPENING REMARKS**

- Robert E. Lang, Ph.D., Brookings Mountain West and Department of Sociology, UNLV, Chair, welcomed the members of the NVSG to the meeting.

## **APPROVAL OF MINUTES OF THE APRIL 21, 2010, MEETING, HELD IN LAS VEGAS, NEVADA**

- The Group **APPROVED THE FOLLOWING ACTION:**

SUSAN RHODES MOVED TO APPROVE THE MINUTES OF THE APRIL 21, 2010, MEETING HELD IN LAS VEGAS, NEVADA. THE MOTION WAS SECONDED BY CEDRIC D. WILLIAMS AND PASSED UNANIMOUSLY.

- Chair Lang thanked the Group members for their participation in the NVSG process. He explained that the Group would discuss each section for 20 minutes and take any necessary amendments before voting. Chair Lang stated the members would then vote on the document as a whole at the end of the meeting.

He said it makes sense for the State to consider the structural changes and examine the government reform inherent in the report, which would allow Nevada to represent its future interests and aspirations. Chair Lang stated the report provides a wealth of baseline data and metrics, and that some parts of the report require activation of the private sector. He said the Group has given the Legislature a product to integrate into the legislative process as they choose; the report is an indication by a group of citizens who are experts in their areas, who have listened to a great deal of testimony, and who have thought carefully about the direction of the State.

Chair Lang noted the report is flexible and requires an action plan that will need a lot of input from the Legislature and members of the private sector. He stressed this report is only the beginning and the conversation should not end. Chair Lang stated his organization would use the indicators to keep track of progress against the metrics. He added that this report could set priorities regarding where the State may want to cut less and where to invest when it begins to grow again.

Chair Lang stated the importance of Nevada's institutions of higher education keeping their out-of-state tuition, which generates a large share of revenue, allowing Nevada to have a strong State university with great potential. He said this changes revenue streams rather than raising revenue.

## PUBLIC COMMENT

(As directed by Chair Lang, this agenda item was taken out of order.)

- Jan Gilbert, Northern Nevada Coordinator, Progressive Leadership Alliance of Nevada, complimented the NVSG on the report. She expressed concern that the goals, objectives, and strategies laid out by the Group may not come to fruition due to the lack of revenue. Ms. Gilbert thanked the Group for performing an overwhelming job in a short amount of time and developing goals in the education, health, and well-being sectors. She added that Nevada must expand its Medicaid program and provide assistance for enrollment in federally funded programs.
- Cheryl Blomstrom, Chief Executive Officer (CEO), Blomstrom Consulting, Inc., presented a letter to the Group ([Exhibit B](#)) suggesting the NVSG consider Nevada's struggling businesses before making any decisions. She stated that behind every business is a set of employees, and behind those employees are families and communities at risk. Ms. Blomstrom stressed that businesses are barely hanging on and a small nudge, one way or the other, can make or break them. She expressed concern about increases in unemployment taxes and added there would be costs attributed to businesses for the new health care program.

She asked the members to set priorities and create measurable benchmarks, especially in the economy and job market. Ms. Blomstrom noted that the economic section prominently mentioned Switch Communication, and she questioned if it will be the magnet, as proposed, since it is a communications node and not necessarily a processing point.

- Geoffrey Lawrence, Fiscal Policy Analyst, Nevada Policy Research Institute, addressed the strategy of encouraging high-growth industries to invest in the State. He questioned how the State would know if these high-growth industries are legitimate or if they are artificial because of the set-up for incentives. Regarding transportation, Mr. Lawrence said one goal is to establish a high-quality road network and a second goal is to assure that no one drives on the roads via alternative transportation means. He suggested the Group consider moving in one direction or the other.
- Paul J. Enos, CEO, Nevada Motor Transport Association, presented written testimony regarding transportation. (Please see [Exhibit C](#).) He stated the NVSG should consider applying a benefit/cost analysis to all transportation projects mentioned in the report. Mr. Enos said this proved successful in 2007, giving the State the opportunity to prioritize its projects in a time of limited resources. He suggested exploring other projects that have a higher benefit/cost ratio. Mr. Enos also suggested Nevada look at jurisdictions that have constructed and completed successful high-speed rail projects. He said the State should use real benchmarks, such as cost-per-passenger mile, to see whether increased ridership has taken cars off the road or the addition of more lanes has provided better service.

Mr. Enos suggested the Group consider deployment and technology life-cycle costs and evasion rates when looking at an alternative to the fuel tax, such as the Vehicle Miles Traveled Tax or the Weight Distance Tax. He stated the current fuel tax is efficient with a low evasion rate. Mr. Enos said the State must consider audit and compliance costs because it currently audits 173 entities in the State. He explained that if Nevada chooses to audit gas stations the number of entities audited would increase to approximately 2,200. Mr. Enos said if the State puts a transponder in every car, over 2 million cars will need to be audited, which will vastly increase the State's audit costs.

**DISCUSSION AND ACTION ON PROPOSED RECOMMENDATIONS TO THE NEVADA LEGISLATURE'S INTERIM FINANCE COMMITTEE ON STRATEGIES AND 5-, 10-, AND 20-YEAR GOALS FOR IMPROVING NEVADA'S QUALITY OF LIFE, RELATING TO:**

- Chair Lang repeated that the Group would discuss each section for 20 minutes. He said if the Group agrees on any changes, then the Group could vote "with amendment." He asked Mr. Ziegler to provide clarity on correcting typos in the report.
- David Ziegler, Principal Research Analyst, Research Division, Legislative Counsel Bureau (LCB), explained that when the Group votes on the entire report, the final motion should include a recommendation, authority, or assumption that Moody's would take care of any minor edits before turning in the final report next week.
- Chair Lang clarified that these changes would be editorial in nature only.

**A. *Economy***

- Donald D. Snyder, The Smith Center for the Performing Arts, NVSG member, said there is tremendous substance in the report titled *Envisioning Nevada's Future: Goals & Strategies for Advancing Our Quality of Life* ([Exhibit D](#)) because it covers a broad cross-section of material. He said the Executive Summary page is less precise but summarizes the depth of the report well, and he suggested the one-page synopsis of the Summary is the weakest part of the document.

Mr. Snyder said the Economy section reinforces the point that quality of life is a hollow promise without a healthy, supportive economy. He said this section did a good job in laying out where the State is and the challenges it faces. Mr. Snyder said Nevada needs a proper fiscal structure in order to deliver the promise of quality of life.

- Chair Lang asked Mr. Ziegler to explain the process of changing or amending the first page of the Executive Summary.
- Mr. Ziegler suggested three alternatives: (1) When making a motion on this chapter, a member could offer a general statement that authorizes or directs Moody's to change page one; (2) The motion could be word-for-word instructions to Moody's; or (3) A

member could say, “I would like Moody’s to add the following words to page one ....” He stressed that the motion should reflect what the Group wants and the amount of latitude it wants to give to Moody’s. Mr. Ziegler stated the Group could do this when voting for the document as a whole.

- Chair Lang suggested that since the first page of the Executive Summary is not in a particular section, the Group could entertain a motion when voting on the entire document.
- Mr. Snyder said he would be happy to meet with Moody’s regarding his comments since they are word changes and not substantive changes.
- Doug Busselman, Nevada Farm Bureau Federation, NVSG member, recalled the need for members to rank priorities within specific sections as well as develop 5-, 10-, and 20-year timeframes. Mr. Busselman asked if all the goals and objectives in the report are equal.
- Terry J. Reynolds, The Reynolds Company, NVSG member, recommended that the Group strengthen each of the subject categories in order to have the strongest approach possible and not prioritize one section over the other.
- Mr. Snyder agreed with Mr. Reynolds’s suggestion because it reinforces the point that this is the start of the process, not the end. He said it is a difficult for the Group to agree on a set of priorities process at this stage.
- Boyd Martin, Boyd Martin Construction and Associated General Contractors, Las Vegas Chapter, NVSG member, appreciated that the report references “do no harm”; states the importance of maintaining a low-tax structure for the benefit of businesses; and highlights the need for the development of Yucca Mountain. He pointed out that the Executive Summary dated May 2010 on the website is not current and suggested removing it.
- Mr. Ziegler said he would remove the outdated Executive Summary from the website.
- Mr. Reynolds pointed out that the potential for research and development (R&D) in the field of energy was discussed throughout the report, but it was left out as a strategy on page 19 of the Economy section. He suggested that working with the Nevada System of Higher Education (NSHE) in R&D should be incorporated into the report as a specific strategy since more private dollars will be coming into the State.
- Chair Lang said Moody’s could add the R&D strategies of investing in energy and alternative energies to the Economy section.
- Mr. Reynolds suggested adding, “Promote and expand R&D clusters in healthcare and energy,” to the Strategy section on page 19 in the Economy section. He also suggested adding a separate strategy of working with NSHE in the areas of R&D.

- Thomas A. Perrigo, AICP, City of Las Vegas, NVSG member, commented on the metrics aligned with the goal of attracting high-growth industries to Nevada found on page 16. He stated the objective is to leverage Nevada's natural resources and existing infrastructure to attract technology-producing and green industries, but he does not see a metric that addresses the green industries component. Mr. Perrigo said he has seen the term "clean-tech industries" used to lump certain green industries together to attract investment capital. He suggested that a metric addressing increased employment in green industries would be helpful.
- Steven G. Cochrane, Managing Director, Moody's Analytics, Inc., introduced his colleague Sophia Koropecyk, Managing Director, Moody's Analytics, Inc., and acknowledged her work in putting the report together.

Mr. Cochrane said the definition of clean-tech or green industries is problematic because there is no accepted definition of these industries. He said Moody's has a definition it uses, but they are not pleased with it because the systems that define industries do not have fine enough categories. Mr. Cochrane stated that the Bureau of Labor Statistics, United States Department of Labor, and the U.S. Department of Commerce have ongoing projects to develop a good definition of clean and green industries. He suggested the Group could use Moody's current definition in the report and state that this metric will change as information improves in these industries.

- Chair Lang and Mr. Perrigo agreed that was acceptable.
- Peter C. Bernhard, Cleveland Clinic Nevada, NVSG member, pointed out there is overlap in the report and suggested that Moody's add a statement that each area is not separate and that they relate to each other.
- Alan Feldman, MGM Resorts International, NVSG member, stated access to federal land appeared in the Energy and Environment section, but not in the Economy section. He said having greater access to federal land provides a huge economic impact for Nevada.

A discussion of federal lands ensued. Mr. Busselman said there is a strategy on page 16 of the report that addresses streamlining the process and expanding the private use of public lands, which may embody the same type of idea. Chair Lang said there is also a direct reference to that streamlining process on page 22. He stated that federal land is a recurring theme throughout the document. Chair Lang noted that even though Nevada has an inordinate share of federal land, it has difficulty accessing that land, which could be an impediment in terms of green energy and other uses. He asked if the Group wants that issue drawn into the tables.

- Robert Lee Potter, American Federation of State, County, and Municipal Employees, NVSG member, suggested that the reference to the Bureau of Land Management

(BLM), United States Department of the Interior, lands should be changed to federal lands for consistency.

Continuing the discussion, Chair Lang stated there are multiple categories of federal land. Mr. Busselman suggested measuring how much federal land is being used and what for rather than measuring what cannot be done with the land. Chair Lang said that BLM land is what remained from the Land Grant Act and was a disposal area not given to homesteading. He stated the intent of BLM land is for private utility, which is important in the hierarchy of preservation when BLM land switches to national monument status.

Chair Lang asked the Group if it wants to add an assessment on the current use of the land. He suggested the report could state that Nevada needs to secure an understanding of the amount of private use of public space, which would include a tremendous amount of land in ranching and agriculture but a smaller share in mining and green energy. He said Moody's could add a sentence recommending the State examine and audit its use of public land.

- Katy Simon, Washoe County, NVSG member, said the Group might want to ask the Division of State Lands, State Department of Conservation and Natural Resources, to develop a plan for the use of public lands in Nevada. She said many local governments and local resource advisory councils for the BLM have plans for maximizing the appropriate balance of uses on public lands, but they have not integrated the plans on a statewide basis. Ms. Simon suggested this would be more active and a step ahead of an assessment or audit.
- Mr. Reynolds concurred with Ms. Simon and said the BLM updates its resource management plans that govern the use of federal lands every few years.
- Chair Lang asked if this item should be placed in the Economy section, the Energy and Environment section, or both. He suggested Moody's state that the Group recognizes these areas are integrated since federal lands are shaping and guiding Nevada's economic opportunities, as well as being an issue of the environment and resource preservation.
- Mr. Snyder suggested the one-page, upfront summary is a natural place for a global comment of this type.
- Mr. Busselman suggested putting the strategy in both sections.
- Mr. Perrigo agreed with Mr. Reynolds' point regarding the process of the resource management plan. He said he is not aware of a coordinated effort within the State to monitor that process, which can greatly influence land usage over the next ten years. He said including that language under the Economy section would be valuable.
- Mr. Potter said the motion is to change BLM lands to either federal or public lands. Pointing out that Nevada is the recreational capital of the world, he said the State uses



federal land for recreation. Mr. Potter noted that Mt. Rose is a federal lease, and there are federal land leases at Lake Tahoe.

- Chair Lang asked the Group if it wanted to change the language to “federal” or “public” lands so that it is less specific to BLM land. The Chair requested Mr. Ziegler to summarize the Group’s discussion before voting.
- Mr. Ziegler said:
  1. Mr. Reynolds made two recommendations for changes to strategies on pages 19 and 20;
  2. Mr. Perrigo recommended an additional metric on green technology employment;
  3. Mr. Bernhard and others discussed the need to literally mention the integration and cross-referencing of strategies throughout the report;
  4. Mr. Busselman, Mr. Feldman, Mr. Potter, and others discussed the need to emphasize the federal land strategy as an economic development strategy and agreed not to limit that only to BLM land; and
  5. Chair Lang and Mr. Busselman discussed an audit of the uses of public lands, which may have been superseded by the idea of encouraging the State to engage in the planning process for the use of public lands, or to develop a State plan for the use of public lands.
- Chair Lang asked the Group to vote on the Economy section.
- Janelle Kraft Pearce, Las Vegas Metropolitan Police Department, NVSG member, reminded the Group that she was an alternate and would not be voting.
- The Group **APPROVED THE FOLLOWING ACTION:**

ALAN FELDMAN MOVED TO APPROVE THE CHANGES TO THE  
ECONOMY SECTION OF THE REPORT WITH AMENDMENTS.  
THE MOTION WAS SECONDED BY DONALD SNYDER AND  
PASSED UNANIMOUSLY.

## **B. *Energy and Environment***

- Mr. Perrigo addressed the third objective on page 28 of the report as well as the strategy, “Promote the adoption of single-stream recycling and more frequent collections.” He expressed uncertainty as to the meaning of or need for “more frequent collections.” Mr. Perrigo said that language also appears in the detailed discussion of the strategies on page 31.

- Mr. Cochrane said the words suggest that recycling should be as available and accessible as possible.
- Mr. Perrigo was concerned that frequent collections become less efficient. He stated that research shows once a week collection is sufficient and twice a week collections yield the same amount of material, picking up half-as-much each time. Mr. Perrigo said additional collections lead to more trucks in the neighborhood, more opportunities for accidents, and more emissions.
- Mr. Cochrane said he could delete the phrase and Mr. Perrigo agreed.
- Dr. René Cantu, Jr., Ph.D., Latin Chamber of Commerce Community Foundation, NVSG member, suggested that all future State fleet vehicles purchased should be more energy efficient.

Chair Lang asked the Group if it agreed to remove the word “frequent” from the strategy on page 28. Ms. Pearce suggested the idea of “increased participation” rather than “frequency of collection.” Ms. Simon agreed with Ms. Pearce’s suggestion.

A discussion took place regarding the energy efficiency of public vehicles. Mr. Potter said energy efficiency is great for fleet and pool vehicles, but the word “all” vehicles will be problematic for snowplows because they use diesel and other fuels. Chair Lang agreed that energy efficiency should be encouraged for routine vehicles. Dr. Cantu stated that it is easier to use hybrid, electric, natural gas, or whatever future fuel option is available when referring to a fleet of vehicles. Regarding plows or other construction equipment, he said the State should consider purchasing equipment that is more cost effective and energy efficient, if available, rather than the energy intensive and dirtier options.

- Mr. Feldman suggested using the words “promote” or “encourage” the purchase of energy efficient vehicles wherever practicable or appropriate.
- Mr. Snyder said he does not know what “production technology” means in the context used under Energy and Environment on page 3 of the Executive Summary.
- Chair Lang suggested modifying the report to say “conservation” since “production technology” could refer to desalination. He said Nevada’s issue leans more toward conservation of the water supply and its efficient use.
- Mr. Feldman said this might be only a typographical error because the Executive Summary uses “new water conservation and production technology” whereas the body of the report uses “promote water conservation technology.”
- Mr. Busselman stated that one of the Group’s strategies is to focus on economic development in attracting less water-intensive industries. He also stated that some of the technology for green energy, such as solar energy, requires a lot of water.

Mr. Busselman questioned which goal takes precedence—being green or not using much water.

- Chair Lang recalled that during the Group’s discussion of water conservation, green energy was set aside as being worth the water investment. He stated there are some industries, such as bottling, that are too water intensive. Chair Lang said the amount of gross domestic product generated per acre-foot of water is important. For example, he noted that the Bellagio fountains on the Strip use recycled water and generate a great deal of economy and taxation for the State. He said the State should be judicious in its application of water technology; however, Nevada must use some water to gain energy technology. Therefore, he suggested using the phrase “water intensive, low economic uses” for clarity.
- Mr. Busselman said the individuals who own the water rights needed for agriculture, which others may perceive as low value, do not want the State or others to evaluate whether they deserve continued ownership of the water rights.
- Chair Lang asked whether the Group could use the phrase “industrial use.” He said agriculture uses a large share of water, but the Group should not include agriculture with low-yielding, industrial uses.
- Mr. Reynolds said the technology is available for solar systems that do not use much water. He said Nevada and the federal government have been more favorable in their environmental impact statements with types of green energy that use a low amount of water.
- Mr. Perrigo questioned the water numbers noted on pages 4 and 29. He said that a target reduction of 35 percent by 2030 over the 2005 level would yield 181 gallons per day per capita by 2030. Mr. Perrigo explained that the Board of the Southern Nevada Water Authority (SNWA) adopted a plan to achieve 199 gallons per capita per day by 2035. To reach this goal, he said there must be approximately 209 gallons per capita per day by 2030, which is about a 22 percent reduction. Mr. Perrigo suggested this number refers to a weighted statewide average, but the rural areas have a higher use. He commented that if agriculture and mining are included in southern Nevada, the number would go up, making it even more difficult to reach the target level. Mr. Perrigo questioned whether the Group wanted to go with the number from Western Resource Advocates or the number locally adopted with the SNWA plans already set in place.
- Chair Lang asked if the formula in the weighted-share analysis would change if it included the share of water use to cities due to population growth, relative to rural areas.
- Mr. Perrigo said the weight applied to the urban areas would increase. He stated that urban areas use less water than other areas, and if the target is 209 gallons by 2030, it

would be difficult to push for a target of 181 gallons by 2030 considering the changing demographics over the next 20 years.

- Mr. Busselman asked why that idea is a goal in the metric section but not identified in the goal section. He suggested the statement is probably not a warranted goal unless it is stated as a goal on the one-page sheet identifying the Group's goals.
- Chair Lang asked for a suggested remedy.
- Mr. Perrigo recommended that, without additional information, the Group use the SNWA target of 209 gallons per capita per day by 2030 for a 22 percent reduction, as opposed to a 35 percent reduction. He reiterated that the adopted plan is in place, and the SNWA has a record of accomplishment in conservation.
- Ms. Simon stated there are no references to biodiversity, habitat conservation, or air and water quality in the report. She wants to ensure that the Group does not overlook those components in its vision for maintaining the overall health of the State's natural environment.
- Chair Lang asked for a suggestion by way of amendment.
- Ms. Simon proposed an objective that includes maintaining the overall health of the natural environment and a metric that includes reference to the biodiversity.
- Since they are economists, Mr. Cochrane said Moody's expertise on biodiversity is not great. He added that Moody's would work with the Group if there is a level of expertise that could provide a source of historical trends and comparative measures versus other states that show where Nevada stands.
- Ms. Simon offered to assist Moody's with that process.
- Chair Lang said the NVSG has an amendment for consideration that contains a numerical dimension with a measurable quality, which would include more digging to develop a common metric. He asked Mr. Ziegler what flexibility the Group has in charging Moody's to find a reasonable metric and accepted goal relating to the environment.
- Mr. Ziegler said much depends on how the Group words the motion. He suggested the motion be closed-ended in order to avoid the possibility of deliberations after today's meeting, assuming the Group is finished at the end of the meeting. Mr. Ziegler stated that if the Group is comfortable with directing Moody's to add a metric, but if Moody's cannot find a metric within the five days allotted to deliver the report, then Moody's should add a statement or strategy calling for the development of a metric. He cautioned the members about putting a process in place that creates deliberation after the fact.

- Chair Lang asked for the Group's thoughts on directing Moody's to either find a metric or include language that suggests a metric be added later by users of this information.
- Marsha Irvin, Andre Agassi College Preparatory Academy, NVSG member, agreed to the addition of the metric. She said it is important that the NVSG have the flexibility to add metrics in all six areas.
- Mr. Busselman liked the approach of using a strategy to develop a metric because some of the metrics are subjective and the Group may not agree with them until after the fact.
- Mr. Snyder agreed that is a good approach because it stresses the importance and the difficulty in closing the issue.
- Chair Lang said the Group has suggested other metrics on other topics. He asked for any objections to this approach, but there were none.
- Mr. Martin addressed the strategies on pages 28 and 30 of the draft report that encouraged retrofitting public facilities to be energy efficient. He recalled a discussion encouraging private industry to also retrofit and upgrade their facilities to be energy efficient. Mr. Martin said this would be a good strategy since there are more private buildings than public buildings.
- Mr. Perrigo agreed with Mr. Martin since this strategy crosses over with the economy and the creation of green jobs. He added that Nevada's Office of Energy, Office of the Governor, received a \$5 million grant from the U.S. Department of Energy to start a residential retrofit program, which should be included in the report.
- Mr. Potter said that conserving water is a large priority in Nevada, but the State must not forget that a great deal of its water is imported. He stated that maintaining relationships with adjacent states, expanding the opportunities for the importation of water, and creating places for reservoirs must remain on the table.
- Chair Lang agreed that strengthening partnerships with states where there is a relationship on water banking for Las Vegas and exploring future opportunities for importation is important.
- Mr. Snyder suggested emphasizing the importance of regional collaboration on water issues.
- Mr. Ziegler summarized the points discussed by the members on the Energy and Environment section:
  1. Rather than changing the frequency of recycling, the Group suggested to emphasize increased participation in recycling;

2. The Group suggested the addition of a strategy calling for fleets and motor pools to use energy efficient vehicles, fuels, and new technology where possible and practical;
  3. The Group discussed the term “water production technology” with the idea of discussing “water conservation technology;”
  4. The Group discussed water conservation vis-à-vis green energy with the idea of stressing the importance of water conservation in the production of green energy as a strategy;
  5. Mr. Perrigo suggested adjusting the gallons of water per capita per day metric to the SNWA metric;
  6. Ms. Simon mentioned biodiversity as a metric and the idea that the Group call for the investigation and identification of a metric as an important strategy;
  7. Mr. Martin and Mr. Perrigo commented that the retrofit of buildings should include private as well public buildings in the strategy; and
  8. Mr. Potter, Mr. Snyder, and others stressed regional collaboration on water issues.
- Ms. Simon repeated her desire to see a statement that references the importance of the Group’s vision to maintain the overall health of the environment. She suggested this idea would be lost if the Group only identifies a strategy to find a metric to measure biodiversity.
  - Chair Lang said that will be included.
  - The Group **APPROVED THE FOLLOWING ACTION:**

DR. RENÉ CANTU MOVED TO APPROVE THE ENERGY AND ENVIRONMENT SECTION OF THE REPORT WITH AMENDMENTS. THE MOTION WAS SECONDED BY DONALD D. SNYDER AND PASSED UNANIMOUSLY.

### ***C. Transportation***

- Dr. Cantu suggested enhancing the goal of moving goods and people throughout Nevada in an energy-efficient manner. He noted a tie between transportation and the environment by referencing energy efficiency and alternative forms of transportation and fuel.
- Mr. Perrigo said he is comfortable with emphasizing alternative forms of transportation and the strategy to develop policies for alternative fuel vehicles.

- Referring to earlier statements made by Mr. Enos regarding alternative methods of taxation, Mr. Reynolds suggested adding language to page 38 that references the cost to deploy a new method or type of taxation.
- Ms. Kraft Pearce noted the strategy on page 36 regarding the maintenance of existing infrastructure that is in good condition, and she pointed out there is nothing addressing the infrastructure that is in bad condition.

Responding to Chair Lang's request for a remedy, Ms. Kraft Pearce stated that the second strategy of investing in transportation infrastructure sounded confusing and she is open to suggestions. Chair Lang said the State does not have much capacity, but what it has is in good order due to climate and newness.

- Mr. Martin suggested that the strategy on page 37 that refers to maintaining existing infrastructure in good condition addresses Ms. Pearce's concerns.
- Mr. Potter said that current language is moving away from "maintaining" to "preservation" because this allows adding life to structures, such as deck overlay systems. He said "maintaining" means to keep a structure in its original condition, whereas "preservation" allows doing all things necessary.
- Chair Lang asked Mr. Ziegler for a summary of proposed changes to Transportation.
- Mr. Ziegler said he captured two amendments:
  1. Mr. Reynolds suggested being mindful of the cost of deployment and implementation related to researching alternative fuel taxes; and
  2. Substituting the word "preserve" for the word "maintain" regarding existing infrastructure.
- Mr. Busselman asked for an explanation of Objective 2 on page 36.
- Chair Lang said it refers to environmental sustainability and perhaps economic sustainability.
- Mr. Cochrane said it would help improve the environment by reducing air pollution through more efficient sources of transportation.
- Mr. Snyder asked if "diversify" is the best possible word.
- Mr. Cochrane said the last sentence of Objective 2 on page 39 states, "To sustain long-term population growth and environmental quality ...." He suggested this might also refer to economic growth and preserving the environment at the same time.

- Chair Lang said there was a question about the word “diversify” at the beginning of Objective 2. He suggested Mr. Cochrane is talking about a greater mix.
- Mr. Cochrane agreed that he was talking about a greater mix. He said there is a specific objective of trying to encourage high-speed rail to improve interregional connections, which is part of diversification.
- Chair Lang asked if Moody’s could insert “add a greater mix” or “achieve a greater mix” for the State’s transportation network, in lieu of “diversify.”
- Mr. Perrigo added that sustainability, in its broadest context, could include community and people because diversifying the transportation network increases mobility for all segments of the population and the community.
- Regarding sustainability, Chair Lang said the triple bottom line is economy, environment, and equity.
- Mr. Busselman agreed as long as there is balance, but he does not agree if the objective is trying to social engineer for some other reason, which does not take into account sustainable economics. Mr. Busselman does not want something to be used later to justify something that is not economical.
- Chair Lang asked if Moody’s could add the word “balance.”
- Mr. Feldman said the definition of Objective 2 on page 39 states two reasons, sustain long-term population growth and environmental quality, but the Group is considering adding “balanced economic growth” which is the triple bottom line to which the Group is referring.
- Chair Lang asked Mr. Ziegler for a summary of proposed changes.
- Mr. Ziegler summarized:
  1. Mr. Reynolds commented on the fuel tax rollout and the research into the cost of deployment;
  2. Change the wording from “maintenance” to “preservation” of infrastructure; and
  3. Ensure that the triple bottom line is the explanation of the word sustainability in Objective 2.



- The Group **APPROVED THE FOLLOWING ACTION:**

BOYD MARTIN MOVED TO APPROVE THE TRANSPORTATION SECTION OF THE REPORT WITH AMENDMENTS. THE MOTION WAS SECONDED BY ALAN FELDMAN AND PASSED UNANIMOUSLY.

#### **D. *Education***

- Chair Lang said the goals and aspirations for achievements in K-12 given to the NVSG originally seemed exaggerated and he wanted them pushed back, but now he would like to see them pushed forward. He suggested switching the metrics to attaining average status in 10 years and a better than average status in 20 years.
- Ms. Irvin said that Nevada anticipates the State superintendent and others will develop action plans for the children in Nevada. She stated the Group should change the metric to 2015 because those children will be gone by 2030.
- Chair Lang said that education and the economy tie together, but the State's human capital capacity is holding it back. He stated Nevada must dramatically improve its performance. Chair Lang recalled a discussion about other states with education reform, and that Florida compared well to Nevada, having no state income tax and being a retirement state. He suggested more robust discussion and encouragement for "Florida-style reform," which includes greater accountability and additional strategies.
- Paul Dugan, Washoe County School District, retired, NVSG member, stated that the high school graduation rate must be a priority. He asked Chair Lang if his intention was to increase that priority by shortening the time when our students would reach the national average for graduation, to which Chair Lang replied it was.
- Mr. Dugan said the graduation statistic in Nevada is alarming, and he suggested the NVSG make a strong statement that Nevada cannot wait for its graduation rate to reach the national average.
- Relative to the graduation rate, Ms. Irvin said the State should look at Florida's formula because Nevada's formula is complex, and what the State assumes it means is not necessarily the correct interpretation. The comparison needs to be apples to apples, she said.
- Chair Lang said there are differences between graduation rates and completion rates. He asked for suggestions on the right metric to complete a national comparison.
- Mr. Dugan said that several years ago, the National Governors Association (NGA) adopted a formula that all states were to use, a cohort-type formula, which Nevada is required to use next year. He questioned what formula the report would address.

A discussion occurred between Chair Lang and Mr. Dugan regarding the impact of the cohort formula. Mr. Dugan said the NGA cohort formula lowered Washoe County's graduation rate from 76 to approximately 58 percent, which was a more realistic and honest look at the graduation rate. Chair Lang asked if the metric Nevada is using is the same one that other states have switched over from and if Nevada is further behind than the State thought. Mr. Dugan assumed the report's formula reflects the NGA adoption, which explains the large discrepancy. He said he is not sure whether the numbers would change and needs verification to ensure the comparison is apples to apples.

- Mr. Cochrane said Moody's looked at the 1990s and saw a fairly consistent number in the United States but noticed a sharp drop-off for Nevada's numbers previous to 2003 and 2004. To explain the decrease in numbers, he said Moody's called the Department of Education which confirmed there had been a structural change in reporting Nevada's data. Mr. Cochrane stated the report shows a short time period because Moody's was of the opinion that the previous figures did not reflect what was really happening in Nevada. He stressed the importance of understanding what is reported and that each state is providing the apples-to-apples comparison.
- Chair Lang said the State should be concerned that it has incorporated a system which does not capture its bottom line and instead reports a statistic to employers and potential businesses relocating to Nevada that may damage the State's prospects. He added that Nevada is no longer competitive since using the new metric.
- Mr. Snyder said the report needs a common metric to measure accordingly, even though it creates unintended consequences. Mr. Snyder suggested it is in the State's best interest to encourage normality rather than a difference.
- Cedric D. Williams, North Las Vegas Fire Department, NVSG member, concurred.
- Mr. Dugan said there is no question that Nevada's graduation rate is unacceptable. He stated this report should highlight the graduation rate as the State's number one priority and develop strategies to improve the graduation rate as soon as possible.

A discussion ensued regarding the graduation rate. Mr. Snyder suggested an addition to the Education strategies on page 3 that will focus on improving the graduation rate. Chair Lang agreed that the high school graduation rate must be increased, but questioned by what means. Mr. Snyder suggested recognizing that high school graduation rates are unacceptable and encouraged the development of strategies focused on effecting real change and improvement.

- Dr. Cantu concurred with all the comments made. He said the goal on page 45 related to the dropout rate is not very compelling. He suggested using a stronger phrase, such as, "Solve Nevada's dropout crisis."

- Chair Lang said Moody's could add Dr. Cantu's suggested phrase or replace the phrase, "investing in early childhood education."
- Mr. Dugan agreed with the intent, but suggested that "dropout" is not the State's only issue. He noted that Nevada has students who stay the full four years but do not graduate. Mr. Dugan suggested the phrase, "Solve the crisis in Nevada's graduation rate."
- Chair Lang suggested the language, "Dramatically improve Nevada's graduation rate."
- Dr. Cantu suggested using the word "retention" instead of "dropout" since the metric discusses increasing the number of diplomas, associate degrees, and baccalaureate degrees.
- Chair Lang asked the members for a resolution.
- Mr. Snyder suggested the statement could read, "Recognize that Nevada is in a state of crisis with regard to ...," and continue from there.
- Ms. Irvin said she likes the focus on increasing the graduation rates and concurs with Mr. Snyder's proposal. She suggested moving the objective of increasing graduation rates from the college area to elementary and secondary education because it starts there first.
- Chair Lang suggested the phrase, "Recognize that the State has a dropout crisis and needs to dramatically improve the graduation rate."
- Ms. Irvin concurred. She also stated on page 45 that the only metric listed under elementary and secondary education is the National Assessment of Educational Progress (NAEP) test in fourth grade. Ms. Irvin said that if Nevada is reaching for the national average, national assessments must be considered, such as the federal No Child Left Behind Act (NCLB) of 2001. She added that high school seniors in Nevada must pass all four subject areas of a high school proficiency examination to receive a diploma, and Ms. Irvin suggested that data-driven instruction be included under the metric.

She expressed concern with the second paragraph on page 46 under Strategies that discusses private charter schools. Ms. Irvin said she is not aware of any private charter schools in Nevada; the charter schools in the State are public and receive the per-pupil funding allocated to the school districts.

Chair Lang asked for clarification from Moody's on "private charter schools," to which Ms. Koropecykj replied the language will be changed to "public charter schools."

- Ms. Irvin repeated that since all public schools across the country must meet the standards of NCLB, the report needs standard metrics consistent with national metrics. She said that the passage of all four areas of the high school proficiency examination in order to receive a high school diploma should be a metric. Ms. Irvin said the focus

should be on data driving the instructional decisions because the only achievement data in the education section was for the fourth grade.

Mr. Feldman asked Ms. Irvin if her last point was a strategy to which she replied it was.

- Ms. Irvin also requested that the final report include data metrics. She recalled a lengthy discussion related to data driving the achievement instructions for children. Ms. Irvin said this gives the superintendents much to work with since not all schools use the same achievement data. As an example, she cited that an elementary school could use the “Dynamic Indicators of Basic Early Literacy Skills” as an assessment. Ms. Irvin suggested a broad framework so that educators across the State can incorporate their own achievement data, but the basics should be comprised of NCLB and the high school proficiency exam.

Ms. Irvin suggested adding “reading, writing, science, and math proficiency” to the third paragraph on page 46 under the strategies since that is what the high school proficiency examination assesses.

- Mr. Reynolds agreed with Ms. Irvin. He suggested adding reading to the strategy that urges teachers to supplement mathematics and science.
- Ms. Irvin did not find the statement in the second paragraph on page 47 regarding all secondary school graduates in Nevada receiving the same high school diploma to be true because Nevada has adjusted diplomas, advanced diplomas, honors diplomas, and a standard diploma. She suggested modifying that language.
- Mr. Dugan agreed with Ms. Irvin; not all students receive the same diploma and the report should reflect this fact.

Group members discussed various types of diplomas. Ms. Irvin said Nevada has an honors track where students earn certain credits to receive a particular diploma.

Continuing, Chair Lang asked about Nevada’s college track curriculum. He explained that in New York, if a student receives a regents diploma, the student has access and receives aid to the state university system. He asked if Nevada has a similar program. Mr. Dugan said Washoe County’s honors diploma would be the closest to what Chair Lang described. He does not know of any additional benefits, other than entrance into college.

- Brian Rippet, Nevada State Education Association, NVSG member, recalled a discussion stating that Nevada should have a standard honors diploma tied to the Millennium Scholarship. He said there is no harm, currently, if a student opts out of the Millennium Scholarship.
- Mr. Williams asked if the last sentence of paragraph two on page 47 is correct since the students do receive differentiated diplomas.

- Chair Lang suggested it would be good to offer a student who has worked hard at a more difficult curriculum some incentive, such as priority on State aid.
- Mr. Dugan said the entire second paragraph on page 47 is incorrect because not everyone receives the same diploma. He stated the second sentence incorporates what currently exists in Nevada. Mr. Dugan suggested the statement, “Students should be encouraged to be involved or to enroll in exceptional type diplomas, with incentives,” would be worthwhile.
- Chair Lang asked the members if they not only want to encourage and create the linkage but also recommend a State standard, or leave it to local flexibility.

Since there is no local flexibility, Mr. Rippet said it would be helpful if there were a State standard. Ms. Irvin said a student would still have access to online courses because not all high schools can offer certain classes if there are only 10 to 12 students. Mr. Rippet said Douglas County offers the classes but it is his understanding that a student cannot acquire an honors diploma.

- Chair Lang said the issue is that certain counties are giving an honors diploma and others are not. He asked if the Group wants to encourage a universal State standard for the honors diploma to which Ms. Irvin said yes. Chair Lang said Moody’s must redraft the last paragraph on page 47, with the Group agreeing on the components. He asked if the members want to encourage a universal rewards structure at the State level for taking on a more difficult curriculum.
- Ms. Irvin said the Group discussed the college board, its curriculum, and students taking the tests for Advanced Placement classes. She stated the importance of including the academic rigor in the report because some counties can implement certain components while others cannot. Ms. Irvin said the counties that can implement all of these courses should continue to raise their bar with academic rigor. She asked if there was a way to better define this within the flexibility of the State.

Ms. Irvin said there is measurable discussion under each goal and objective as it relates to the State’s goal of rising from its recent low by 2015, cutting its gap with the national average in half by 2020, and matching the current U.S. average in 2030. She would like to see Nevada exceed the national average by 2030.

Concluding, Ms. Irvin said she does not want the Group to lose sight of the fact that the State is looking for additional industries to come to Nevada, and these industries will look at the educational services offered by the State. Ms. Irvin hopes that strategies that highlight the pockets of excellence that Nevada does have in education will be included while being transparent about those things that are not working well.

- Dr. Cantu commented on the strategies related to expanding the English Language Learner (ELL) programs on page 50. Noting that students speak over 80 different languages in the Clark County School District, Dr. Cantu suggested modifying and strengthening the first two sentences of the paragraph to read:

English Language Learner programs are an ‘essential’ component in Nevada’s education system. Given the State’s ‘diverse’ demographics, education goals cannot be met without ‘stronger’ support for ELL programs.

Continuing with that strategy, a discussion took place regarding the funding of ELL programs. Dr. Cantu stated that Nevada depends entirely on public funding for ELL; there is no public-private funding for ELL. Ms. Irvin asked if this connects to grant funding. Mr. Snyder suggested keeping the information about “public-private partnerships” because it could encourage private sector contributions.

- Dr. Cantu concurred. He said it would be notable to report positive stories about ELL students. Dr. Cantu suggested changing the last sentence of the paragraph to read, “Large numbers of students cannot be properly engaged and graduate without the support of an ELL program.”
- Ms. Irvin said it is important that the Group not appear to be ignoring other demographics within the State. She said it would serve the Group well if it could explain through data why the report currently highlights ELL as a priority in Nevada and the need for highly specialized bilingual teachers.
- Mr. Busselman encouraged the NVSG to include in its strategies the adoption and implementation of the reform proposals provided in Nevada’s Education Reform Blue Ribbon Task Force’s (Task Force) Race to the Top application.

Members discussed the proposals of the Task Force. Chair Lang stressed the importance of not losing the work done by the Task Force, and he asked the members for their thoughts on including the Task Force information in the NVSG report. Mr. Snyder pointed out that the State does many studies and strategic plans but does little with the information. He suggested that including the Task Force report would encourage action by the State. Mr. Bernhard suggested the following language as part of the report’s strategies: “To incorporate and evaluate the work and input from Nevada’s Education Reform Blue Ribbon Task Force.”

- Ms. Irvin referred to the strategy on page 50 regarding the enhancement of staff development and evaluation. Recalling that Nevada has strong academic school principals and educational leaders, she noted not only is the teacher in the classroom important, but the supervision and evaluation received must be a strong focus. She stated that staff development and hiring effective administrators are ways to achieve this goal.

- Mr. Feldman said the first objective in Goal 1 is to increase the share of adults with a high school diploma, but he noted there is no comment on what the State would do for Nevada’s adult population who does not have a high school diploma or how they can obtain one. Mr. Feldman stated this factor is important to businesses looking to relocate in Nevada .
- Ms. Irvin said with the emphasis placed on K-12 education, the Group did not elaborate on adult education, but it certainly is a need within the State. She stated there are education classes in southern Nevada where adults can earn a diploma after high school. Ms. Irvin recalled a casino that offered adult education training and second language programs to its employees.
- Chair Lang said businesses researching Nevada must know that the State supports a method for alternative completion. He stressed the importance of letting the public know that adults are completing the credential with a level of skill needed for the workforce. Chair Lang suggested using the phrase, “encourages a nontraditional completion” or “an adult completion through General Equivalency Diploma (GED),” and the State should track and report the metric. Chair Lang said the State should not use this metric in place of the original metric—the cohort analysis on completion rates—but use it to complete the story.
- Dr. Cantu supported Chair Lang’s proposal. He also suggested adding the GED completion rates under strategies to strengthen and support adult education programs that would yield more high school equivalent diplomas.
- Mr. Busselman asked for a definition of “student engagement” found in the first objective of the second goal on page 45.

Responding to Chair Lang’s question concerning the language, Ms. Koropecyk said it came from the materials received from the Group as well as the members’ structured discussions with Moody’s. She said these were the particular words used, and they mean that students are and want to be in school.

- Mr. Dugan said that “Broaden student engagement” referred to the teacher’s delivery of material to the student where the student had a hands-on involvement in the learning process as opposed to the stereotypical lecture by the teacher. He said the term relates to the quality of the teacher’s ability to engage the student as an active learner in the classroom. Mr. Dugan suggested using the language, “student’s active involvement in the learning process.” He said the chance for success is much greater when a student is involved rather than just sitting in the classroom.
- Mr. Snyder agreed that active involvement is important, but he wondered about the role of parents in the learning process.

- Ms. Irvin said she has used the phrase, “student ownership for learning.” She stated you can add parents to the equation, but the student must have personal responsibility and ownership for learning.
- Chair Lang suggested the phrase, “student’s personal responsibility for learning.”
- Dr. Cantu said the teacher’s ownership of effective teaching must be present as well. He stated the relationship of both the student and the teacher is important for quality improvement.
- Mr. Martin said he is not sure if the pupil-to-teacher ratio is a metric or a strategy. He asked what the metric would be to evaluate the performance of the student taking ownership of his or her education.
- Ms. Irvin said the metric could be academic achievement data. Referencing the statement, “Schools need to be visionary and focus on the job markets of tomorrow, offering education to meet those future needs,” on page 46, Ms. Irvin recalled the Group’s discussion of aligning the curriculum with the future job market. She emphasized this was a curriculum-based discussion to academically prepare children to enter the workforce without needing further skills or taking additional classes.

Chair Lang asked Ms. Irvin if she thought the language worked well in that instance, to which she replied it did, but it should tie in “curriculum.” She suggested adding an additional sentence that focuses on K-12 curriculum alignment. For example, she stated that when the career technical academies in southern Nevada were developed, they looked at the job market over a 10- to 15-year span to be sure the schools offered a program that would align with workforce needs.

- Mr. Rippet addressed the strategy of maximizing the schools’ ability to attract good teachers on page 45 and the text on page 49 that discusses how to get good teachers. He stated that schools need to have qualified and innovative leaders, and there must be a way to identify and promote innovative school principals and site leaders. Mr. Rippet said the Race to the Top application emphasized the site leader in addition to the teachers.

Referring to the bottom of page 50 where it suggests there are no national standards, Mr. Rippet commented that, through the Race to the Top and prior work, Nevada has adopted Common Core Standards in mathematics and writing. He suggested using the language, “Nevada could lead the way by fully adopting the Common Core Standards adopted by most other states.”

- Mr. Potter suggested adding the word “retain” to the strategies on page 45 that refer to attracting qualified teachers. He understands using the word “welcoming” in the last sentence on page 49, but he would like future residents of the State to know that Nevada is a place to build their teaching career and would like to add the phrase



“career environment.” Mr. Potter also suggested inserting the word “retain” into the strategy on page 49 that addresses maximizing the schools’ ability to attract good teachers as well as in the last sentence of paragraph three on page 50.

A discussion occurred regarding teacher compensation. Dr. Cantu suggested tying teacher performance to compensation on page 45. Ms. Irvin recalled the Group’s discussion that value-added pay and merit pay provide better results when teacher performance is competitive. Mr. Rippet said page 50 addresses performance-based pay adjustments. He stated there must be a base level of compensation or the State will not attract high-quality teachers, because if compensation is completely performance-based, one could teach and have a zero salary. Mr. Busselman asked if there is a strategy in the tenure process to help decide when a teacher should no longer teach due to a lack of performance.

- Mr. Dugan cautioned the NVSG about adding a statement regarding pay enhancement related to merit, because it might give the impression that the members spent time looking at merit pay, when that is not the case.
- Chair Lang suggested the Group draft a precise statement that will eliminate any ambiguity.
- Dr. Cantu said his original intent was to enhance teacher pay for good performance—if Nevada has the money. He stressed the importance of holding teachers accountable for effective teaching in the classroom, capturing the idea that good teachers will make more money than poor teachers will.
- Mr. Rippet said the sentence on page 50 covers the idea that an excellent teacher can and should make more money.
- Chair Lang asked the Group if there is sufficient language in the report to indicate that the State should explore merit pay—or—do the members want greater formality to existing language and the inclusion of additional language, with the proviso being that the NVSG did not allot much time to discussing merit pay.
- Ms. Simon said that the NVSG is not ready to recommend the implementation of pure merit pay in this report. She suggested removing the word “any” and adding the words “attract and retain” so that the phrase will read, “Nevada should consider making performance-based pay adjustments an extra facet of compensation as a part of the effort to attract and retain high-quality teachers.”
- Mr. Feldman drew the Group’s attention to the prior two sentences which address the topic of merit pay and accountability with vague and passive language. He suggested the members are struggling with the political delicacy of the topic. Mr. Feldman said the Group has focused on the compensation issue, and he questioned whether the section addresses the issues as the NVSG has heard them and how the Group wishes to convey these topics.

- Mr. Busselman reiterated that he does not have a problem paying good or superior teachers but he has a problem paying poor teachers.
- Chair Lang called for a recess.

COMMITTEE BREAK: 11:55 a.m. to 12:10 p.m.

- Chair Lang brought the meeting back to order.
- Since the teacher evaluation process is to highlight good performance and correct underperformance, Mr. Perrigo suggested the statement, “The teacher evaluation process should be examined to gauge its effectiveness in rewarding top performers and addressing underperformance.”
- Mr. Dugan approved of that statement.
- Since there was no objection to Mr. Perrigo’s statement from the other members, Chair Lang asked the Group for other topics not yet addressed.
- Mr. Bernhard said the objective on page 45 that discusses giving universities more control over tuition was too narrow, and he suggested the language should read, “Give universities more flexibility over the use of tuition and other resources to meet the State’s workforce needs.”
- Chair Lang asked Mr. Ziegler for a summary of the proposed changes for Education.
- Referring to the chart on page 45 and subsequent pages, Mr. Ziegler summarized:
  1. There was consensus to add “recognize the crisis” to the goal on raising educational attainment;
  2. Dr. Cantu suggested adding the “GED rate” to the metric regarding high school graduation rates;
  3. There was a suggestion to add a corresponding strategy to promote and track the completion of GEDs;
  4. Under the goal of raising the quality of elementary and second education, there was a request to reword the objective “Broaden student engagement” so that it reads, “increase or improve the involvement and the commitment of students, parents, and teachers in education”;
  5. Under the same goal, looking at the metrics regarding “NAEP 4th grade test scores,” Ms. Irvin suggested adding additional national metrics from No Child Left Behind and high school proficiency in four areas;

6. Under the strategies corresponding to that metric, it was suggested to add the word “retain” to attracting qualified teachers, and add the idea that data from test scores and proficiency drive curriculum and instruction;
7. Referring to the goal of increasing the value of education at Nevada’s universities and colleges, Mr. Bernhard suggested changing the wording in the second objective to, “Give universities more flexibility over the use of tuition and other resources to meet the State’s workforce needs”;
8. Mr. Ziegler said the Group discussed a general strategy to highlight the State’s pockets of excellence in Education. He stated both he and Moody’s think this is more of an economic development strategy, which should be added to the chapter on Economy;
9. Regarding page 46, there was a suggestion to remove the word “private” from charter schools. Instead of the schools’ primary goals being basic literacy and math proficiency, it was suggested the goals include reading, writing, science, and mathematics. It was also suggested that the phrase “and appropriate K-12 curriculum for those future needs” should be added to the sentence that reads, “Schools need to be visionary ... offering education to meet those future needs”;
10. There was a suggestion to rewrite the paragraph on page 47 regarding differentiated diplomas;
11. On page 49, it was suggested to rewrite the objective and add the words “retain” and “principals or site leaders” to the strategy regarding maximizing schools’ abilities to attract good teachers. There was also a suggestion to emphasize the idea of longevity and teaching as a career in that strategy;
12. On page 50, Dr. Cantu suggested strengthening the wording on ELL programs. Regarding the strategy about enhancing staff development and evaluation, Mr. Perrigo suggested, “The teacher evaluation process should be examined to gauge its effectiveness in rewarding top performers and addressing underperformance”;
13. On page 50, there was a suggestion to add the words “in adopting the Common Core Standards” to the sentence “... Nevada can lead the way in setting ambitious standards ...”; and
14. There was a suggestion to change the goals so that the report reads not to meet the national average by 2030, but rather get to the national average by the midterm goal and the top third by 2030.

- Moody's asked if that last metric is for everything.
- Ms. Irvin repeated her suggestion to move, "Increase graduation rates," from the university section to the section on elementary and secondary education, or include it in both places on page 45. In addition, she said there should be an explanation with data on page 50 regarding why the report highlights second language learners versus other demographic populations in Nevada.

Chair Lang asked if the percentage of people in the State who do not speak English as a second language would be a relevant statistic for the report to which Ms. Irvin replied that was correct.

A discussion occurred regarding the possibility of ELL students being noncitizens. Dr. Cantu asked if the report should make a statement that the vast majority of ELL students are U.S. citizens because there is a perception that ELL students are noncitizens. Ms. Irvin recommended referencing the data to make that statement. Mr. Dugan strongly recommended not making that statement because the schools do not ask new students for proof of citizenship upon enrollment.

- Ms. Irvin suggested adding "administrators" or "school leaders" to staff development on page 50 to make certain they receive training as well.
- Mr. Martin said he raised the question about pupil-to-teacher ratio on page 45 being an appropriate metric, followed by Ms. Irvin's suggestion to base the metric on performance, because the pupil-to-teacher ratio is not an accurate measurement of engagement.
- Mr. Feldman said Ms. Irvin used the metric "academic achievement data." He reminded the Group of Mr. Bernhard's suggestion to include a reference to the reform proposals of Nevada's Blue Ribbon Education Reform Task Force.
- Ms. Koropecyk said the metric for the pupil-teacher ratio is important. She cited the example that if there are 40 children in a class, the teacher may be less aware of what is going on with particular students, which is a valuable way to increase the engagement of students.
- Mr. Martin said that is why he suggested the pupil-teacher ratio be a strategy rather than a metric.
- Mr. Potter mentioned the word "retain" also shows up on page 45 on the very first strategy of the second goal, and he said the last sentence on page 50 needs the words "attract and retain."
- Chair Lang called for a vote.

- The Group **APPROVED THE FOLLOWING ACTION:**

MARSHA IRVIN MOVED TO APPROVE THE EDUCATION SECTION OF THE REPORT WITH AMENDMENTS. THE MOTION WAS SECONDED BY DR. RENÉ CANTU AND PASSED UNANIMOUSLY.

#### **E. *Health and Well-Being***

- Ms. Rhodes addressed the language on page 58 regarding State and local communities bearing the responsibility for indigent care. She said the responsibility for indigent care lies with the counties as stated in Chapter 428 of the *Nevada Revised Statutes*, “Indigent Persons.” She suggested adding that to the strategies on page 72. Ms. Rhodes said there are limited federal options in Nevada, and beyond those, the State relies on the mandated portions of Medicaid.

A discussion ensued regarding Chart 7 on page 62. Ms. Rhodes said she does not understand the public generosity index that lists Nevada’s personal income as \$37,000 to \$38,000. She stated there is almost no household in Nevada with income that high that would qualify for Medicaid. Ms. Koropecyk said the chart reflects average personal income, not household income. Ms. Rhodes questioned how that relates to Medicaid coverage because an average personal income of \$37,000 would never qualify. She said their income would have to be \$8,000. Mr. Cochrane explained that the numbers on the horizontal axis are an indication of average household income in the State as a whole, not recipient households.

Continuing the discussion, Ms. Koropecyk stated the numbers are correlating what average incomes are in the State, not eligible households. Ms. Rhodes said she is not sure how the chart relates to Medicaid eligibility. She questioned how people not having a background in that area would understand the figures. Ms. Koropecyk replied that one solution would be to change the income metric and provide more of an explanation.

- Dr. John Packham, Ph.D., University of Nevada School of Medicine, NVSG alternate member, suggested the graph is trying to say that Nevada is relatively affluent in terms of personal income, but stingy when funding Medicaid.
- Chair Lang asked if the text states that in reference to the table.
- Ms. Rhodes said the text states, “... Nevada’s Medicaid policies are rated less generous than those in most states with comparable per capita incomes (see Chart 7).” She said Nevada takes almost zero federal options, other than pharmaceutical and long-term care. Ms. Rhodes said there is another source of funding for indigent health care in the State, which decreases the State’s participation in the Medicaid program and limits Nevada’s options to leverage federal dollars while placing the burden on other governmental entities.

- Referring to emergency services, Ms. Kraft Pearce suggested changing the first sentence of the metric on page 69 to read, “viewed as the cheapest” or “the only option.” She asked if the report addresses the State’s low reimbursement rates and the fact that it discourages doctors from accepting Medicaid patients.
- Mr. Potter agreed that Chart 7 is confusing.
- Ms. Koropecyk said she could remove Chart 7 and make the point in the text.
- Referring to the objectives on page 64, Mr. Busselman said he does not understand the idea that expanding health insurance coverage accomplishes the goal of providing all Nevadans with access to quality health care. He stated that health insurance is only one mechanism for providing payment of health care, but it is not necessarily a direct correlation. Mr. Busselman is of that opinion that automatically relating quality of health care to everyone having insurance is not accurate.
- Mr. Bernhard agreed and suggested eliminating, “Expand health insurance coverage,” and adding, “Increased access through insurance coverage or other health care delivery systems.”
- Mr. Bernhard said the metric should include other measures of access and strategies that would create new options for health care delivery. He described the Cleveland Clinic’s system. He explained it is not an insurance system; its doctors receive a salary on a renewable, collaborative contract every year. Mr. Bernhard said the system avoids much of the unnecessary defensive medical testing because a group of specialists does not have an incentive to maximize their income. He suggested these delivery systems could be very effective for a 20- to 30-year plan and that Nevada should not say that health insurance is the only way to go.
- Ms. Rhodes said the State strives to provide access to quality health care to all Nevadans. She pointed out that with Nevada having only two urban hubs, the problem is providing quality health care to the rest of the residents in the rural and frontier counties who cannot get to the urban cores. Ms. Rhodes suggested discussing this problem with high-tech strategies, such as telemedicine, being tied to electronic records for physicians.
- Ms. Koropecyk asked for a clarification of a proposal to change or add an additional metric to the share of population with health insurance.
- Mr. Bernhard repeated his suggestion, “Share of population with health insurance and other measures of access to health care delivery.”
- Dr. Packham proposed that the metric read, “The percent of nonelderly population that does not have health insurance,” because the elderly population is close to being 100 percent insured. He agreed there are other ways to access health care, but stressed

retaining the expansion of health insurance coverage since it is the primary method of paying for health care.

- Mr. Bernhard suggested using, “Increase access through expanded insurance coverage or other health care delivery systems.”
- Dr. Packham said there are blank spots on metrics for improved health information technology and database management. He said the federal government recently released standards for meaningful use of electronic health records and health information technology, which would be easy metrics to measure.

Responding to Chair Lang’s request for the specific source or reference, Dr. Packham said the standards come through the Office of the National Coordinator for Health Information Technology, U.S. Department of Health and Human Services, which states all hospitals must reach meaningful use of electronic health records. He stated that if the hospitals do not meet the standards, there would be a decrease in Medicare reimbursement. Dr. Packham said the same is true with physician practices, although the bar is not quite as high. He suggested another metric could be, “The percent of physician practices in the State of Nevada that adopt a fully functional electronic health record.”

Chair Lang discussed his concern for baselines. Dr. Packham assured Chair Lang the new metric is comparable to the other metrics the Group has been using. Chair Lang expressed comfort in using the new metric if the Group has no objections. Dr. Packham agreed to work with Moody’s on connecting the new metric.

- Mr. Ziegler reviewed the proposed suggestions for the Health and Well-being section:
  1. Delete Chart 7 on page 62 and enhance the text to make the same point;
  2. On page 64, reword Objective 1, Goal 1 in accordance with the language suggested by Mr. Bernhard;
  3. Dr. Packham recommended rewording the first metric to read, “percent of nonelderly population without health insurance”;
  4. For the blank metric for the second goal, Objective 3, Dr. Packham will work with Moody’s to insert one or more metrics on meaningful use of electronic health records;
  5. Include a strategy for the first goal of using telemedicine and other strategies for health care access, particularly in rural and frontier locations; and
  6. Ms. Kraft Pearce made a comment about whether or not the report addresses low reimbursement rates.

- Chair Lang asked Moody's if language could be inserted to address the low reimbursement rates.
- Ms. Rhodes repeated her concern about the comment on pages 58 and 72 regarding State and local communities bearing the full and direct costs. She asked Moody's to change "local communities" to "counties" for clarification.
- Mr. Ziegler asked if the low reimbursement rates would be added to the discussion under the focus on health and well-being and be addressed as a factual situation that is part of the current mix in Nevada.
- Chair Lang asked if that would be sufficient.

Discussion followed between Ms. Kraft Pearce and Ms. Rhodes. Ms. Rhodes said that mental health is the responsibility of the State and not the county, whereas medical health care is the responsibility of the counties.

- The Group **APPROVED THE FOLLOWING ACTION:**

SUSAN RHODES MOVED TO APPROVE THE HEALTH AND WELL-BEING SECTION OF THE REPORT WITH AMENDMENTS. THE MOTION WAS SECONDED BY PETER BERNHARD AND PASSED UNANIMOUSLY.

#### ***F. Public Safety***

- Mr. Ziegler said a two-page handout on Public Safety ([Exhibit E](#)) provided by Moody's Analytics, Inc. should be included in the report.
- Ms. Koropecyj explained that a comment from NVSG member, Cedric D. Williams, asking for more attention to firefighters was the reason for the new objective ([Exhibit E](#)) to the report. She stated the report originally combined firefighting with police activity. Ms. Koropecyj said this new objective focuses on enhancing fire prevention and firefighting capabilities. She said the metric used is firefighters per capita, with several strategies that pertain specifically to firefighting needs.
- Mr. Potter expressed concern about the new objective placing an emphasis on urban settings as opposed to Nevada's rural and frontier geography. He added the State also must consider earthquakes and floods. Mr. Potter suggested public safety include not only per capita but also square miles.
- Ms. Simon said she is concerned with a focus on the number of firefighters. She pointed out that that is not done with police officers, who are also under the national averages or other personnel-type metrics. Ms. Simon agreed that enhancing fire prevention and firefighting is a good thing, but she noted there are other defensive



strategies and prevention activities that homeowners and neighborhoods perform. Ms. Simon suggested the report not focus only on the numbers of personnel because there are other safety strategies to consider.

- Chair Lang said the per-capita change makes it appear as though the State reaches parity and then vastly exceeds it by the year 2030. He stated it also appears that Nevada has chosen a model of relatively high pay, high efficiency, and smaller share per capita of government workers. Regarding this per-capita measure, Chair Lang asked if there is a benchmark for the national figure.
- According to Ms. Koropecyk, the International City Managers Association established the national standard of 1.4 firefighters per 1,000 residents as stated in the text, which is a long-running goal for the country. She said there are problems of using per-thousand population highlighted in this chapter because of the number of tourists in Nevada and the use of overtime. Ms. Koropecyk noted that Moody's recognizes the problems with this metric, which is the reason for the approximation.
- Recalling the testimony regarding fire service, Mr. Williams suggested the draft report did not capture the full picture. He stated one of the reasons for using the metric of 1.4 per 1,000 residents is because typically people talk about low numbers of firefighters versus their salaries. He also addressed the national standard for response time of four minutes for each call. Mr. Williams stated the draft seemed watered down from the initial discussion.
- Ms. Simon said her region has a goal of meeting an eight-minute response time, 90 percent of the time. She suggested that a reasonable response time is a better metric than the number of firefighters. Ms. Simon strongly opposed adding a metric about firefighters per thousand population, and she preferred concentrating on prevention efforts, such as defensive strategies. She pointed out that a four-minute response time is not reasonable for most of Nevada.

A discussion occurred regarding the response time. Mr. Williams agreed that was true, but he reiterated that the national standard is to respond within four minutes to a call. Chair Lang asked whether a four-minute response is across the U.S. or in urban areas. Mr. Williams replied it is a national standard and what he read did not differentiate between urban and rural areas. Mr. Reynolds said the four-minute response time is an urban standard.

- Mr. Reynolds repeated Chair Lang's previous explanation of Nevada's model for public safety where the State hires fewer people, pays more, but holds a higher expectation than many comparable urban areas that have a smaller tourist population than Nevada. Mr. Reynolds said the standard shows where Nevada stands today regarding State staffing across the board in public safety, which is the most significant portion of a local government's budget.

- Chair Lang said Mr. Reynolds affirmed the point that Nevada's model is comprised of much overtime, relatively high pay, and smaller staffs per capita than one would expect and project in other areas. He said it is good to have national standards, but states are different from each other and they have the freedom to organize as they see fit, especially on local concerns such as public safety. Chair Lang stated he is not comfortable with the per-capita figure.
- Mr. Busselman asked if there is an available metric to measure property damage or lives lost from fires. He said an efficient and effective fire department means having the people to put out the fires.
- Ms. Simon said there is an Insurance Services Office (ISO) rating, since the insurance industry has a stake in measuring the fire safety of communities. She suggested Moody's look at ISO ratings as a standard. Ms. Simon agreed that Nevada does have a model of fewer personnel per capita and higher salaries, but she suggested that the report not identify it as a goal or as a policy preference.
- Chair Lang stated it is a contextual point that explains some of the low per-capita rates.
- Mr. Reynolds said it shows where the State is in context from a national standpoint in addition to where Nevada stands today regarding its public safety personnel.
- Mr. Williams said the ISO rating is not used as much today as in years past regarding insurance charges. He said the ISO standards deal with water, coverage areas, and other measures. Mr. Williams noted that each fire station in the Las Vegas Valley has an ISO rating of 1 to 3, with ISO-1 being the highest rating.
- Mr. Snyder suggested the NVSG does not have enough information to set targets or deal with specifics. He agreed that Chair Lang's suggestion provides context, but he is not comfortable with this area because it needs more work regarding metrics and specifics.
- Chair Lang asked if the Group is comfortable with asking Moody's to develop a metric for this issue of public safety.
- Mr. Snyder said he would not want a metric that did not contain the context that Chair Lang provided regarding Nevada's model of public safety.
- Ms. Kraft Pearce asked if there is a metric or method for the State to track the types and number of calls made throughout the State, so that Nevada does not have to measure per capita based on the number of people hired.
- Mr. Williams said there is and that data drives most of his job.

- Chair Lang suggested that a metric not about head count could imply or demand a service level that would lift the head count as a vicarious measure.
- Mr. Snyder said he would feel comfortable framing the need for additional analysis. He stated his uncertainty about starting an objective with, “Enhance fire prevention and firefighting capabilities,” when it has not been established that Nevada is not satisfying reasonable standards in this particular case.
- Chair Lang asked if Nevada is below the national average in firefighting readiness.
- Mr. Williams said Nevada is meeting some national standards. He is of the opinion that Nevada has one of the best and safest fire services in the country due to the standards developed over the years.
- Mr. Reynolds said that is extremely important.
- Mr. Perrigo said the building codes are moving toward requiring sprinklers in all residential units, which could significantly affect the number of firefighters needed to provide adequate coverage.
- Mr. Snyder suggested adding, “Ensure cost-effective fire prevention and firefighting capabilities,” which is as far as the Group should go, or “maintain,” and then approve a dialogue that needs to take place over this issue.
- Mr. Busselman suggested Nevada citizens may have a variety of expectations that are different from a national standard in Las Vegas. He considers public safety to be a local issue, and he is not certain the State can effectively solve local issues.
- Chair Lang suggested using, “assuming some local flexibility,” because Nevada has dense hotel zones, which require a high demand for public safety and performance, in addition to remote, frontier counties that have a volunteer staff by nature.
- Mr. Busselman suggested going beyond “assuming flexibility” and using “expect flexibility.”
- Mr. Potter pointed out that the tourist districts are another area of concern. He noted that within the last decade, fires severely hampered the tourism economy in Lake Tahoe and Carson City. Mr. Potter suggested if the federal government owns 86 percent of the State land, then it should provide 86 percent of the fire prevention services. He said Nevada must push harder to ensure that the owners of that 86 percent of federal land provide the resources needed to keep fires from encroaching onto private properties.
- Chair Lang said that 86 percent of the land in Nevada is mostly unoccupied, and the demand for services would be most concentrated in Las Vegas and Reno. He said

Nevada could push the federal government to assume responsibility for only the lands that it owns.

Chair Lang asked Moody's if it has what it needs from the discussion in order to reframe the section to which Mr. Cochrane and Ms. Koropecykj responded they did not.

- Summarizing, Chair Lang said the “per capita” metric would be deleted. He said the Group was hesitant to include a new metric, and would rather capture the idea in a discussion starting with being cost effective and maintaining the State’s capacity in fire prevention and firefighting. Chair Lang also stated flexibility is critical because of the diversity in the State’s living environment from remote locations to concentrated cities.
- Ms. Kraft Pearce repeated her previous suggestion of a calls-for-service type of metric so the State has the ability to see down the road what has changed from today.
- Mr. Snyder is concerned that the proper analysis has not been done. He is most comfortable with framing the issue, the idea, and the need for additional work.
- Chair Lang agreed that framing the idea for additional work was a good idea. He repeated Mr. Snyder’s point that further analysis would be required to arrive at possible State standards. Chair Lang said the Group should look at what the benchmarks would be, given Nevada’s complex and widely varied environment.
- Mr. Snyder said that Ms. Kraft Pearce’s point about using the word “maintain” assumes there is a measurement. Therefore, he suggested the wording “ensure cost effective,” which positions more work to be done before a judgment is made.
- Chair Lang agreed that “maintain” assumes a sense of measurement.
- Moving on to Law Enforcement, Ms. Kraft Pearce suggested strengthening the statement, “Expand rehabilitation options ....” Fearing that some people may not read the entire report, she suggested the statement should include, “Promote agency collaboration to reduce substance abuse to include rehabilitation options.”

Even though she felt this section was a bit light, Ms. Kraft Pearce stated she was pleased with the report as a whole. She said public safety would benefit if the State achieves all its goals and objectives. Ms. Kraft Pearce requested adding a goal that addresses the age of the correctional facilities and the State being at risk of reducing its capacity of incarceration. Expressing pleasure that Nevada tracks the property crime rate, she would also like the State to track the violent crime rate.

- Mr. Feldman expressed confusion regarding the structure of the graph on page 82, specifically what happens in 2020.
- Mr. Cochrane said that would be corrected.

- Regarding the firefighting section, Mr. Ziegler summarized the discussion:
  1. Remove the per capita metric;
  2. Discuss the context on how things are and the situation in Nevada today;
  3. Reword the goal or objective to ensure the State has the capacity for cost effective fire prevention, fire protection, and firefighting;
  4. Make the point that flexibility is expected due to the broad geographic distances in the State; and
  5. Encourage a look at benchmarks.

Continuing, Mr. Ziegler said other areas discussed include Ms. Kraft Pearce's change on page 3 regarding rehabilitation, and an additional change on page 3 that suggests the State track both the violent crime rate and the property crime rate. Ms. Kraft Pearce expressed concern regarding the aging correctional facilities with the risk of losing capacity in those facilities. Mr. Ziegler said the latter was mentioned as a goal, but that was not clear. He said if it is a goal, then it also needs to be included in metrics, objectives, and strategies.

- Chair Lang said it is probably a strategy.
- Ms. Simon asked if it would be possible to add a sentence on encouraging greater resource-sharing that references nonurban fire prevention efforts. She suggested adding, "Encourage the Fire Safe Councils throughout the State to work for fire prevention efforts in rural communities."
- Mr. Williams agreed and suggested incorporating the statewide program, Partnerships for Youths at Risk, which most of Nevada utilizes to address younger children who have issues regarding the setting of fires.
- Ms. Simon said that program is already included in the additional one-page handout provided by Moody's. She would like to have Fire Safe Councils mentioned since not much is addressed about fire prevention other than firefighting. She asked if it would be possible to add the sentence she mentioned earlier, to which Chair Lang replied that would be possible.
- The Group **APPROVED THE FOLLOWING ACTION:**

BRIAN RIPPET MOVED TO APPROVE THE PUBLIC SAFETY SECTION OF THE REPORT WITH AMENDMENTS. (INAUDIBLE) SECONDED THE MOTION AND THE MOTION CARRIED. (Robert Potter voted no.)

- Mr. Potter said he was voting no because he wants greater emphasis on rural public safety.
- Before voting on the document as a whole, Chair Lang asked the Group to address the issue Mr. Snyder raised earlier about capturing more of the essence of the report on the first page, which often determines whether someone will engage the complete document.
- Mr. Snyder emphasized that the Economic section is strong and should be required reading for any person who wants to understand the context of the report. He said his enhancements would address the first paragraph on the title page. Mr. Snyder stated that the first sentence is fine. For the rest of the paragraph, he suggested substituting, “Not only is it now clear that its economy is subject to painful swings, Nevada’s primary drivers, consumer services (primarily related to gaming/hospitality and housing) and resource extraction will provide less support than in past business cycles. Less economic vitality will make it harder to offer Nevadans the quality of life they expect.”
- Mr. Snyder suggested adding the following paragraph after the first paragraph:

It should be equally clear of the importance of the economy to quality of life—quality of life is a hollow promise without a healthy, supportive economy. Similarly, a proper fiscal structure in terms of spending and revenues is critical to delivering a quality-of-life promise.

- Mr. Snyder said the remaining paragraphs are fine and suggested adding the following as the final paragraph:

There have also been numerous studies related to the structure of the economy and the State’s fiscal structure, but little has been done to act on this data. It is time for Nevada to address the issues directly, to act on them, and to achieve meaningful progress in the six focus areas detailed in this report.

- Mr. Snyder pointed out that the addition of the last sentence in the paragraph above provides a lead-in to the report and its six chapters. He then suggested the need for a final sentence: “It should also be recognized there is interdependence and crossover among the six focus areas contained in this report.”
- Mr. Martin said there is only one paragraph in the document on page 3 that addresses the efficient use of resource accountability. As it tries to implement the goals of the NVSG, he suggested that the Legislature not only consider taxes but also efficiencies in spending and making necessary cuts.

- Chair Lang asked the Group for additional comments before voting on the document as a whole.
- Mr. Ziegler reiterated that any motion made should give Moody's latitude to make minor editorial changes and corrections.
- The Group **APPROVED THE FOLLOWING ACTION:**

DONALD SNYDER MOVED TO APPROVE THE REPORT, *ENVISIONING NEVADA'S FUTURE: GOALS & STRATEGIES FOR ADVANCING OUR QUALITY OF LIFE*, INCORPORATE THE AMENDMENTS FROM THE NVSG MEMBERS, AND GIVE MOODY'S ANALYTICS, INC. THE LATITUDE TO PROVIDE EDITORIAL LICENSE FOR FINAL FORM WITHOUT CHANGING THE BASIC SUBSTANCE OF THE REPORT. (INAUDIBLE) SECONDED THE MOTION AND THE MOTION PASSED UNANIMOUSLY.

## ADJOURNMENT

There being no further business to come before the Group, the meeting adjourned at 1:40 p.m.

Respectfully submitted,

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C. J. Smith  
Senior Research Secretary

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David Ziegler  
Principal Research Analyst

APPROVED BY:

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Robert E. Lang, Ph.D., Chair

Date: \_\_\_\_\_, 2011



## LIST OF EXHIBITS

[Exhibit A](#) is the “Meeting Notice and Agenda” provided by David Ziegler, Principal Research Analyst, Research Division, Legislative Counsel Bureau.

[Exhibit B](#) is a letter dated September 9, 2010, to the Members of the Vision Stakeholders Group, submitted by Cheryl Blomstrom, Chief Executive Officer (CEO), Blomstrom Consulting, Inc., regarding the Economy section of the report.

[Exhibit C](#) is the written comments of Paul J. Enos, CEO, Nevada Motor Transport Association, dated September 10, 2010.

[Exhibit D](#) is a draft report titled *Envisioning Nevada’s Future: Goals & Strategies for Advancing Our Quality of Life*,” provided by Moody’s Analytics, Inc., dated September 2010.

[Exhibit E](#) is a two-page handout on Public Safety provided by Moody’s Analytics, Inc., titled “Improve the Level of Public Safety,” dated September 2010.

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