



NEVADA LEGISLATURE NEVADA VISION STAKEHOLDER GROUP

(Senate Concurrent Resolution No. 37, File No. 102, *Statutes of Nevada 2009*)

SUMMARY MINUTES AND ACTION REPORT

The eighth meeting of the Nevada Legislature's Nevada Vision Stakeholder Group was held on April 21, 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 record may be purchased through the Legislative Counsel Bureau's Publications Office (e-mail: publications@lcb.state.nv.us; telephone: 775/684-6835).

GROUP MEMBERS PRESENT IN LAS VEGAS:

Robert E. Lang, Ph.D., Chair, Brookings Mountain West and Department of Sociology, University of Nevada, Las Vegas (UNLV)
Peter C. Bernhard, Cleveland Clinic Nevada
Doug Busselman, Nevada Farm Bureau Federation
Alan Feldman, MGM Mirage, Inc.
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
Devin Reiss, Nevada Association of Realtors
Susan Rhodes, LASW, National Association of Social Workers, Nevada Chapter
Brian Rippet, Nevada State Education Association
Keith Smith, Boyd Gaming Corporation
Jacob L. Snow, Regional Transportation Commission of Southern Nevada
Donald D. Snyder, The Smith Center for the Performing Arts
Denise Tanata Ashby, Nevada Institute for Children's Research and Policy, UNLV
Cedric D. Williams, North Las Vegas Fire Department
Sylvia Young, FACHE, Sunrise Hospital and Medical Center

GROUP MEMBERS PRESENT IN CARSON CITY:

Paul Dugan, Washoe County School District, Retired
Robert Lee Potter, American Federation of State, County, and Municipal Employees
Katy Simon, Washoe County

GROUP MEMBERS ABSENT:

R  n   Cantu, Jr., Ph.D., Latin Chamber of Commerce Foundation
Douglas D. Dirks, Employers Holdings, Inc.
Marsha Irvin, Andre Agassi College Preparatory Academy
John Packham, Ph.D., University of Nevada School of Medicine
Terry J. Reynolds, The Reynolds Company

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, Chair, welcomed the members of the Nevada Vision Stakeholder Group (NVSG), and asked for approval of the January 29, 2010, minutes.

APPROVAL OF MINUTES OF THE MEETING OF JANUARY 29, 2010, IN LAS VEGAS, NEVADA

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

SUSAN RHODES, MEMBER, MOVED TO APPROVE THE MINUTES FROM THE JANUARY 29, 2010, MEETING HELD IN LAS VEGAS. THE MOTION WAS SECONDED BY ROBERT LEE POTTER, MEMBER, AND PASSED UNANIMOUSLY.

REVIEW AND DISCUSSION OF FUTURE MEETING AGENDAS AND DATES

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

- Chair Lang said there will be no new business at the May 14, 2010, meeting and that all of the NVSG's business will be completed on that date. He urged the speakers at today's meeting on public safety to be brief and to limit their remarks to five minutes. Chair Lang said there will also be a 30-minute discussion on early childhood education with introductory remarks provided by NVSG member Denise Tanata Ashby.

Chair Lang said that Moody's Analytics, Inc., will present documentation on the metrics they have developed, and the Group will begin the process of approving or disapproving the metrics and the mechanics of that process. He said the NVSG must have a method by which to vote yes or no on these items at the next meeting. He said NVSG members would have a week to go over Moody's document before the May 14 meeting.

DISCUSSION OF NEVADA'S STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS ("SWOT") AND 5-, 10-, AND 20-YEAR GOALS RELATING TO PUBLIC SAFETY BASED ON DISCUSSIONS AT THE NEVADA VISION STAKEHOLDER GROUP'S MEETING OF APRIL 6, 2010

Representative of Nevada's Department of Corrections

- Howard Skolnik, Director, Department of Corrections (DOC), said the NVSG has previously received some comments submitted by e-mail to the members ([Exhibit B](#)). He said offenders are becoming more violent and that gang members are a security threat in the prisons. The DOC is concerned about aging infrastructure and the aging prison population, and there has been a huge staff turnover in management. Director Skolnik said the issues in corrections have not changed since 1965. There is

not enough staff or money and Nevada ranks 49th in the staff to inmate ratio. He said furloughs will be crippling and it will take ten years for the DOC to recover from budget cuts.

- Katy Simon, member, asked what the strategic issues are for the DOC in terms of early intervention and rehabilitation.
- Mr. Skolnik said a program has begun in Las Vegas, based on the Hawaii HOPE Program (Hawaii's Opportunities Probation with Enforcement), and said Nevada needs to focus on developing intermediate sanctions. The State has no alternatives to being in the community and being in prison. Director Skolnik said the DOC is working with the Division of Parole and Probation, Department of Public Safety, and the Department of Employment, Training and Rehabilitation, regarding development of a similar program for parolees. There are 1,700 probation violators in the system who stay for an average of 18 months; therefore, if the DOC can divert some violators before they return, that will improve the situation in the future. He said the DOC does not have adequate staff or resources, has closed visiting on some days, has stopped overtime, and has closed towers.
- Alan Feldman, member, asked whether Nevada's prison population profile differs from other states. He asked whether there is a higher proportion of non-Nevada residents and, if so, what happens when they are returned to the community without family or infrastructure.
- Mr. Skolnik said in 1987, 70 percent of Nevada's prison population had been in the State less than six weeks when their crime was committed. Today, he said, 85 percent of offenders have been in Nevada for over one year and will probably stay in Nevada. Transients return to their home state because they have no support mechanism in Nevada. Many gang members are moving from southern California to southern Nevada and are staying in the community indefinitely, and Nevada has not developed enough programs for our Nevada-resident population.
- Peter C. Bernhard, member, asked whether the DOC staff will be able to provide rehabilitation services over the next 10 to 20 years.
- Mr. Skolnik said he is committed to keeping training and reentry programming, but staff cuts make it very difficult. He said the DOC provides dozens of programs, but programming in Nevada's institutions will suffer long-term as a result of cuts to resources.
- Doug Busselman, member, asked whether other states have working models for obtaining resources that Nevada can look at to acquire greater revenue or ability to pay for programs.

- Mr. Skolnik said he is aware of no state model that Nevada could replicate. The corrections administrators meet yearly and share information on what is available in federal grant money. Director Skolnik said the State has been successful in receiving reentry grants, but national resources are becoming more scarce as well.
- Janelle Kraft Pearce, alternate member, asked whether the DOC has developed a strategic plan for its facilities and whether it is available.
- Mr. Skolnik said the DOC is updating its plan. The DOC had assumed it would not be furloughing its uniformed staff and planning had been based around that. There will be additional cuts and the DOC has not been funded for overtime. Director Skolnik is anticipating a \$3.5 million shortfall this year. He said he would share the plan with the NVSG when it is completed and approved.
- Donald D. Snyder, member, asked for comments on the Nevada State Prison in Carson City. He said the *Nevada SAGE* Commission (Spending and Government Efficiency) recommended closing that facility.
- Mr. Skolnik said the plan had been to close that facility, but the Legislature has funded it to stay open. He said the facility needs \$29 million in repairs to bring it up to code, and that the Advisory Commission on the Administration of Justice (NRS 176.0123) also recommended closure.
- Mr. Snyder said keeping the Nevada State Prison open does not pass the test of good judgment.

Representative of Nevada's Department of Public Safety

- Christopher Perry, Deputy Director, Department of Public Safety (DPS), provided a brief outline for the NVSG ([Exhibit C](#)). He said:
 - Ø There are about 11,000 commissioned officers in Nevada, about 7,000 of which are Category 1 peace officers;
 - Ø Furloughs have caused staffing issues, particularly in investigations, parole and probation, and rural areas;
 - Ø Sharing staff is a current strategy, as in the fusion center concept, and it is a force multiplier;
 - Ø Police work evolved to community-oriented policing, in which each community is treated as a microcosm, but after the events of September 11, 2001, police work evolved again into intelligence-oriented policing, blending the fusion center concept with community-oriented policing;

- Ø Public safety agencies must be linked to each other and to the community in order to handle moving, revolving criminal enterprises and networks;
 - Ø Criminals are more sophisticated now, and the Internet creates cyber-criminals, who may be located in Africa, Asia, or Europe;
 - Ø Nevada is ranked second among neighboring states in police funding per capita ([Exhibit C](#));
 - Ø The Department of Public Safety is expanding initial and in-service training to keep up with technological crime, is expanding the three fusion centers, and is starting a new records management system to share information among law enforcement agencies.
- In answer to a question from Chair Lang, Mr. Perry said Nevada is a 110,000 square mile state, and communities that do not have a police officer living locally cannot be neglected, which stretches the public safety budget considerably.
 - Ms. Simon asked for an explanation of the handout provided related to the State versus local share in spending ([Exhibit C](#)).
 - Mr. Perry said the State shares in the portion of law enforcement money spent at the State level. He said the State's share is relatively small, since most policing is local.
 - Mr. Potter asked how aggressive the DPS is in getting federal funding.
 - Mr. Perry said the DPS actively seeks federal funding from the United States Department of Justice. He said Nevada receives about \$300 million from the federal government. He said the Nevada Highway Patrol is almost entirely funded by federal and State highway funds.
 - Mr. Bernhard said he toured the fusion center in Las Vegas and was impressed by the number of agencies that are coordinating and sharing information. He asked whether there was any indicator, as yet, that the fusion center approach on increasing intelligence has had an effect in reducing or stopping crime, and whether it will be an effective way to fight crime in the next two to three decades.
 - Mr. Perry said it is the wave of the future and must occur for the DPS to have an impact on criminal activity in Nevada and the United States. He said it is difficult to measure what has been prevented.
 - Bernard W. (Bernie) Curtis, Chief, Division of Parole and Probation, DPS, said Nevada is one of the few states in which the State supervises both parolees and probationers. In most states, the counties supervise probationers. He said his agency supervises high-risk offenders, sex offenders under intensive supervision, and violent

offenders at the offender to officer ratio of approximately 40 to 1. General caseloads in Nevada are about 70 to 1 and Category E felons and gross misdemeanor offenders are supervised at a much higher ratio in southern Nevada; all of that is based on budget ([Exhibit C](#)).

Representative of Nevada Sheriffs' and Chiefs' Association

- Frank Adams, Executive Director of the Nevada Sheriffs' and Chiefs' Association, provided a handout entitled Nevada Vision Stakeholders Group 04/21/10 ([Exhibit D](#)). He addressed challenges for the future, current statewide initiatives, and deficiencies in Nevada law enforcement dictated by the economy and other factors.
- Ms. Kraft Pearce asked whether there is a strategic statewide plan for law enforcement agencies.
- Mr. Adams said there is not, but in May there will be a strategic planning session for the agencies in the Association. He said there is a statewide traffic safety plan, and a law enforcement strategic plan may be based on that model.

Other Testimony on Public Safety

- Fernando Serrano, Deputy Administrator, Juvenile Services, Division of Child and Family Services, Department of Health and Human Services, referred to the Division's statewide strategic plan ([Exhibit E](#)). He said:
 - Ø The Division attempts to treat correctional, aftercare, and parole efforts as one process, since—in their view—aftercare begins the day a minor enters a correctional facility;
 - Ø Nevada has a bifurcated system in which 90 to 95 percent of minors, when arrested, are handled at the county level, and the remainder are committed at the State level;
 - Ø When staff sees a minor for a delinquent offense, there are often academic, alcohol, drug, family, and mental health issues; family alcohol and drug problems are often worse than the child's; there is a wide array of need; and these other factors often overwhelm the actual delinquent offense;
 - Ø The average offender might be 16 years old, but functioning at the 4th grade level in terms of education; educational needs must be addressed; when a minor falls behind in school, there is a greater likelihood of him or her entering the juvenile justice system; and minors who get off to a better start educationally will be less likely to show up in the system;
 - Ø There is a need for community-based programs both for county-level probation, working with youths and families, and for youth parole, after a minor has been

- released; reintegration back into the community is the key; the first three weeks are critical and the first three months are important in reintegration; and the Division wishes to work on this problem neighborhood-by-neighborhood;
- Ø The strategic plan discusses programs including, among others, the Juvenile Detention Alternatives Initiative (JDAI), which the State hopes to expand statewide; and
 - Ø The strategic plan includes an important philosophy revolving around systems of care, and the Division tries to emphasize family-driven, community-based programming in the juvenile justice, mental health, and welfare systems.
- Ms. Tanata Ashby asked what the juvenile population's needs are in terms of community-based prevention and reintegration services.
 - Mr. Serrano said programs that enhance education are key, such as tutoring, after-school programs, and Saturday school. He said neighborhood programs that address life skills, mental health, and the onset of substance abuse are also key. He said it is important to restore hope of success, in academics for example, and that when hope is restored, youth show up for extra school work and tutoring.
 - Rusty McAllister, President, Professional Firefighters of Nevada, addressed public safety next. Mr. McAllister said:
 - Ø There are approximately 2,500 full-time year-round firefighters statewide, plus seasonal employees;
 - Ø Nevada has about 0.7 firefighters per 1,000 residents, compared to the national average of 1.8 per 1,000 residents;
 - Ø Firefighters provide emergency medical, hazardous material, technical rescue, and urban search and rescue services in addition to fire services;
 - Ø There are successful fire science programs at Western Nevada College and the College of Southern Nevada (CSN);
 - Ø The City of Las Vegas Fire Department and the CSN, acting as partners, moved the fire science program to the CSN's West Charleston campus, built a fire station on West Charleston Boulevard where students can observe fire station operations, and made Bonanza High School, also on the same street, a magnet school for fire sciences;
 - Ø The University of Nevada, Reno, Fire Science Academy near Carlin is closed and will be sold, and Mr. McAllister has suggested that the facilities be converted and expanded to create a national fire academy for the western United States;

- Ø Since the only national fire academy in existence today is in Maryland, there may be an opportunity to bring firefighters to Nevada for training, at a facility that already exists;
 - Ø Firefighters work with other agencies in the fusion centers, and the southern Nevada bomb squad is housed within a fire department;
 - Ø Nevada has 30,000 volunteer firefighters, who do not have many resources; volunteers raise money by holding barbeques and work out arrangements with larger departments to obtain equipment; it is difficult to retain volunteer firefighters, many of whom are young persons who must move to find work; and fire agencies apply for grants to support retention efforts;
 - Ø The wildland-urban interface in northern Nevada raises many issues, which are likely to continue and become worse; managing the interface requires additional services; services are nevertheless being reduced through layoffs; and engines and trucks are idled; and
 - Ø Nevada should consider consolidation of services, on which northern Nevada has taken some action, but on which southern Nevada could do more.
- Chair Lang asked whether additional impact fees are paid for additional services if someone builds in the forest.
 - Mr. McAllister said there are fire protection districts in those situations, which set the tax structure, but he does not know of additional impact fees for those services.
 - Chair Lang asked whether there is a free rider problem in which a homeowner moves to an area with inherent risks and does not pay for the necessary fire protection.
 - Mr. McAllister gave the example of the Mt. Charleston recreation area where the amount of revenue generated is not enough to pay the salaries of the Division of Forestry, State Department of Conservation and Natural Resources, firefighters who work at the fire station. There are two paid firefighters per day; all others are volunteers. Clark County supplements revenues with other tax revenues for that station.
 - Mr. Snyder said the consolidation of services seems to make sense and asked why dialogue on that subject has not advanced farther.
 - Mr. McAllister said he does not know, but years ago, the Clark County and City of Las Vegas fire departments worked out an agreement to consolidate. Clark County filed suit for separation and since then consolidation has not moved forward.

The Nevada Legislature, in the last session, asked local governments to consider combining entities and provide a report to the Legislature later this year.

- Ms. Simon said there has been consolidation of the Washoe County and City of Reno fire departments for ten years. Some challenges pertain to equity of service, and when there are provisions in labor agreements, the best provision takes precedence. Ms. Simon said that tends to make consolidation expensive, but in those ten years, the City of Reno saved \$26 million and Washoe County saved \$12 million through the fire protection districts, so consolidation is worth pursuing.
- Mr. Snyder said beyond fire services, the State conducts studies but does not implement their recommendations. For example, the fire academy dialogue has been going on for years.
- Mr. McAllister said the model of the Las Vegas Metropolitan Police Department, which consolidated years ago in southern Nevada, is an example of moving forward to stop duplication of effort.
- Cedric D. Williams, member, said salaried firefighters do not oppose consolidation. He said it has been discussed for many years and it is time to do something about it.
- Mr. Snyder said it is time to get out of our own way and implement things that make good sense.
- Ms. Kraft Pearce asked for one or two of the biggest strategic challenges regarding fire services in Nevada.
- Mr. McAllister said fire services are able to communicate by radio with other fire department entities and with Metro, but not as well with the private ambulance companies that would respond to a major incident. Mr. McAllister said that in southern Nevada, Clark County, the City of Las Vegas, and the North Las Vegas Fire Department all work out of the same alarm office. Northern Nevada has other issues with interoperability because there is much more interaction with the Bureau of Land Management, United States Department of the Interior, the U.S. Forest Service, U.S. Department of Agriculture, and the State Division of Forestry, Department of Conservation and Natural Resources, firefighters. He said there are problems with staffing and questions about some firefighter salaries. He said local governments have made a decision that it is less expensive to staff with overtime than hire new people. Hiring additional employees would reduce the overtime and put people to work. The starting base salary for a firefighter is \$58,000 per year or \$20.53 per hour. Two new fire stations were opened last year in southern Nevada but no new firefighters were hired.
- Mr. Snyder said he is concerned about gaming the system and with aspects of the pension plan.

- Mr. McAllister said that fire departments in southern Nevada use a computer system to assign firefighters to overtime shifts. If a person is available to work an overtime shift, that person will enter his name into the system one week in advance. The computer will call that person for overtime and those extra hours are not compensable for the Public Employees' Retirement System. If someone calls in sick, the system calls the person with the lowest number of hours. No one is gaming the system because the assignments are computer generated.
- Mr. Snyder said there is a need for better, more transparent information.
- Mr. Potter asked for clarification of overtime procedures.
- Mr. McAllister said most departments have instituted a policy that if an individual calls in sick, that person cannot work an overtime shift for three days. There is no exchange between overtime and sick leave because rules are in place to prevent that.

DISCUSSION OF NEVADA'S SWOT AND 5-, 10-, AND 20-YEAR GOALS RELATING TO EDUCATION, INCLUDING WITHOUT LIMITATION, EARLY CHILDHOOD EDUCATION

- Ms. Tanata Ashby said early childhood education was addressed earlier this year in southern Nevada at a summit on early childhood investments, at which national speakers spoke to business leaders on the importance of early childhood education. She said:
 - Ø Development of critical thinking and problem-solving skills in early childhood provides the basis for learning within the educational system before a child enters kindergarten, while 95 percent of investment in a child's education occurs after the age of five;
 - Ø Several studies have shown a strong return on investment in early childhood education, ranging from 7:1 to 17:1;
 - Ø Nevada does not perform well in early childhood education; there are concerns regarding acceptance (given the 24-hour, 7-day economy), affordability, and quality; and only a small number of early childhood education centers in Nevada have national accreditation;
 - Ø Nevada's early childhood teacher standards are generally low compared to other states; the minimum standard for working as an early childhood teacher is being at least 16 years old; continuing education requirements are minimal; and formal education is not required;
 - Ø The cost of early childhood education is a major issue in Nevada;

- Ø Pay for early childhood teachers in Nevada is very low, compared to national averages, there are concerns about professionalism, and Nevada has high turnover rates;
- Ø Early childhood education in Nevada has some positive aspects, funded with federal child development block grants, including: a professional development program for persons who wish to earn an associate's degree; a pilot quality rating improvement system in Clark County; and initiatives to educate parents on accreditation and what to look for in a center;
- Ø Other initiatives include: a State collaboration office on Head Start; a comprehensive systems approach to early childhood development, education, and health; an early childhood advisory council; development of a strategic plan; and competitive grant programs for community-based centers; and
- Ø Federal stimulus funding for subsidized care and Head Start programs is short-term and it is not clear what will happen when that funding is no longer available.
- Chair Lang asked whether any metric shows the return on early childhood investment and whether that is controversial or commonly agreed upon.
- Ms. Tanata Ashby said different measures are used. The Brookings Institution conducted an analysis of early childhood programs, which yielded a return on investment of about 2 to 1, one of the lower numbers.
- Mr. Busselman asked whether Nevada and the United States are transitioning to a system where early childhood development is no longer the parents' responsibility.
- Ms. Tanata Ashby said the biggest impact of early childhood programs is on low-income children. There is a direct correlation between the educational attainment level of a child and of the parent. She said there is a distinction between child care centers and early childhood education programs. Today, families have two-income households, and teachers know more about early childhood development than do many parents who do not have the training or background to provide education and cognitive development for a child.
- Paul Dugan, member, said he taught in Norway for a few years, and his impression was that the European countries spend more effort on early childhood education than the United States and Nevada and asked whether that was an accurate assessment.
- Ms. Tanata Ashby responded yes.

- Mr. Dugan asked whether any countries stand out as examples of strong early childhood programs and, if so, how do those countries rank in their performance as these children get older.
- Ms. Tanata Ashby said she did not have that specific information today, but would assemble a brief summary outlining statistics and answers to questions, and provide that information to the NVSG.
- Chair Lang said Scandinavian countries generally perform well in this area. He said the United States is a changed society with differences in opportunity and income. Some services matter most when directed at low socioeconomic status groups, the future human capital of the United States. Today, the United States has a larger share of foreign born persons, and we will all suffer if there is a lack of investment in early childhood education.
- Ms. Tanata Ashby added specifics regarding the return on investment and studies done on children from age three through their mid-twenties. Compared to children who did not have access to these programs, the children who had participated in a quality early childhood program entered school ready to learn. Ms. Tanata Ashby said those children were more on par with their peers from higher income neighborhoods, performed better in school with higher graduation rates, had higher marriage rates, obtained higher paying jobs, and were less likely to be involved with the juvenile and adult criminal justice systems. She said there are many benefits with less strain on social service systems and families.
- Mr. Snyder said he liked the focus on the return on investment. He said funding entities have little flexibility in current economic conditions and priorities must be set. He asked whether there are good examples of how other regions and states have funded early childhood programs.
- Ms. Tanata Ashby said when looking at states that have done well in early childhood, most have a strong commitment from their state government, investing general fund revenues in early childhood programs, and have more private investment in scholarship programs. She mentioned the examples of St. Paul, Minnesota and the State of North Carolina.
- Mr. Snyder said this situation cannot be solved with just public dollars. He said one can often raise money for children if one has a compelling case. The State will need to look for opportunities to build the case for investment, engaging local, national, and regional philanthropy.
- Ms. Tanata Ashby agreed and said Nevada can take such actions as improving the quality of early childhood education centers and raising standards for assessment, cognitive and motor development, curriculum, and teacher qualifications. She said such actions would not require a large financial investment from the State of Nevada.

- Chair Lang said in addition to his duties at Brookings Mountain West he is also Director of The Lincy Institute. He said the Institute is focusing on early childhood education, federal programs we may have missed, and how to leverage more assets. He said there is good agreement on the value of early childhood investments, citing the example of the State of North Carolina, which surged ahead of other states with efforts beginning in the 1950s. He said investment in early childhood would be a good long-term economic strategy for Nevada.
- Mr. Busselman said there is a need for a system to evaluate public priorities and to weigh this type of investment opportunity against other priorities. He said he did not know whether the NVSG provides a public forum where meaningful conversations can be held to develop public policy. Mr. Busselman said individual responsibility is a hallmark which needs to be supported, and if individual responsibility is removed, we create cradle-to-grave care by government.
- Mr. Snyder said he wanted to emphasize that it is not just government solving the problems but government helping to solve problems and helping parents.
- Chair Lang said some programs require direct involvement of the parents. Some parents are serious about the education of their children but lack the resources to do much about it, and the better programs are able to differentiate. He said Brookings and Lincy may be able to help identify the most effective public policy.
- Ms. Tanata Ashby said Dr. Ron Haskins, Senior Fellow, Economic Studies, and Co-Director of the Center on Children and Families, The Brookings Institution, gave a presentation recently at UNLV, with an emphasis on personal responsibility, why investing in early childhood is important, and what it does to create responsibility in young children. She said an initiative of the United Way of Southern Nevada supports early childhood education efforts and requires parents to commit time and money to participate.
- Mr. Dugan said the State's graduation rate is not where it needs to be, and the NVSG is hoping to develop strategies to increase that rate. He suggested as the Group looks at the 10- and 20-year vision, early childhood must be part of the plan if Nevada hopes to see a 90 percent, or higher, graduation rate. Mr. Dugan said there is much data worldwide that will show the importance of graduation. He said if the State is committed to increasing the graduation rate, Nevada must find a way to fund and promote early childhood education.
- Mr. Bernhard said the children being born today are the ones the State is looking at in a 20-year horizon. Early childhood efforts are not something the State can postpone and look at 20 years from now. He said it must be looked at as part of the short-term plan, because it will be part of Nevada's long-term plan as well.

- Mr. Martin asked for clarification regarding the high cost to provide early childhood education in Nevada, while our teachers are among the lowest paid. He asked what drives the cost component.
- Ms. Tanata Ashby said an early childhood center is not a high-return business. Caring for children is costly. Ms. Tanata Ashby said the centers need equipment, materials, facilities, and staff. The costs are primarily facility and staffing expenses. She said with a higher quality staff, the more expensive the program.

DISCUSSION OF PRELIMINARY QUALITY-OF-LIFE GOALS, PERFORMANCE INDICATORS, AND STRATEGIES RELATING TO ECONOMIC DIVERSIFICATION, EDUCATION, ENERGY USE, THE ENVIRONMENT, HEALTH AND HUMAN SERVICES, JOB CREATION, PUBLIC SAFETY, PUBLIC TRANSIT, AND TRANSPORTATION

Mark McMullen, Director, Moody's Analytics, Inc.

- Mr. McMullen said his primary goal today is to identify the top 10 or 12 strategies the NVSG has discussed. He said the Group has been provided background material ([Exhibit F](#)), which will be the backbone for the executive summary at the May meeting. Mr. McMullen said the Group needs to compile the “must do” strategies so that Moody's can address the potential returns of those strategies. He said he organized the strategies in two ways, including a list and a table created from the vision statement the NVSG prepared earlier.
- Mr. Busselman said he had a difficult time understanding the document. He said there is a missing component of actual goals. If the Group is going to have strategies without defined goals, the NVSG is doing things for the sake of doing things, as opposed to accomplishing things.
- Chair Lang asked whether Mr. Busselman would like to see each goal paired with an indicator, with which we measure progress towards the goal.
- Mr. Busselman said each goal must stand on its own, with strategies and objectives to reach the goal.
- Chair Lang suggested the goal, the strategies to achieve the goal, and the metrics to measure progress toward the goal.
- Mr. McMullen said Moody's wishes to stay at a high level, and not list tactical goals. Mr. McMullen asked for intermediate goals between the meta-goals that are the vision and specific tactical goals.
- Mr. Busselman said a goal for economic diversification would be to increase Nevada's gross State product by a percentage equal or greater to the growth rate of half the states

in the U.S. over the next five years, and at a rate to propel Nevada into the top group over the next 20 years. The goal should have an emphasis on creating opportunities within the private sector and evaluating the growth in terms of the overall increase in the diversity of components contributing to the State's gross State product.

- Mr. McMullen said Moody's identified as goals an attractive business environment and growth that can be measured in terms of gross domestic product growth relative to other states. He said he sees the goals as higher level statements, and to get more specific is to get tactical too fast.
- Chair Lang said a state can become a richer state without diversity. The issue was a concern about volatility and overreliance on a dominant sector, especially one based on consumption. It is not diversity for diversity's sake, but diversity as a safeguard against too much reliance on a sector that has been tremendously successful. Nevada, at the moment, faces challenges and may not grow as robustly as in the past.
- Mr. Snyder said the NVSG needs to establish fundamental principles that should drive public policy.
- Ms. Rhodes said she was looking at the potential strategies by tier and what the NVSG was charged with doing for 10-, 15-, and 20-year time frames. She said there are strategies in Tier 2 that really belong in Tier 1. She said stabilization of funding for health and human services is the most immediate need, without which we cannot identify Tier 2 and 3 strategies.
- Ms. Simon said that S.C.R. 37 directs the NVSG to use current statistical information, and propose strategies and recommendations to advance the State of Nevada in nationwide rankings. Ms. Simon said the legislation directs the NVSG to develop 5-, 10-, and 20-year strategic plans.

She said that in a business, strategic plans would include some measures, and those measures are important. She said the Group should identify measurable targets, especially for the most important goals.

- Mr. McMullen said the handout includes 5-, 10-, and 20-year benchmark goals for the Group to comment on. He said the most difficult area for measurable goals is government accountability and efficiency, and better indicators are needed.
- Chair Lang asked when Moody's projected benchmarks whether there was any uniformity to what was projected. For instance, was Nevada at the median, or approaching the median?
- Mr. McMullen said Moody's was trying for regional benchmarks compared with other states in the mountain west, as a starting point. He said Moody's was suggesting to

stabilize conditions in 5 years, make reasonable progress in 10 years, and to catch up with the regional average in 20 years.

- Chair Lang asked the Group whether procedurally they want to vote on anything as specific as 5-, 10-, or 20-year benchmarks.
- Sylvia Young, member, referring to the tables on pages 2 and 3 of [Exhibit F](#), asked whether the Group is voting on the different entries in the boxes for prioritization, and where the measurable goals would be placed.
- Mr. McMullen said the metrics cross over both strategies and goals. He suggested the voting be focused on 10 or 12 action items or strategies, those things the NVSG must do.
- Ms. Young, referring to one of the boxes in the table as an example, said that it was her understanding that Moody's wished to reduce the entries in each box to the 2 or 3 highest priorities ([Exhibit F](#)).
- Chair Lang said he wants clarity on the NVSG's preference as to what will be voted on. He said the Group can vote on specifics and even vote on the specific targets, and it is up to the NVSG to interpret the charge the Group has been given.
- Mr. Potter suggested, as a theme, "exploit federal funding opportunities."
- Keith Smith, member, said the first thing the Group needs to do is to agree on the goals, agree on major strategies under the goals, then agree on more detailed 5-, 10-, and 20-year goals. He said if the Group ended the vision process without the 5-, 10-, and 20-year goals, it would have stopped short of the charge to the group.
- Chair Lang said The Lincy Institute is willing to follow up on the metrics and their measurement, to see how the State is performing on achieving the vision over time. He urged the Group to be practical and look at measureable indicators.
- Mr. McMullen suggested "sustainable and diverse economy and tax revenue structure" as a goal, and "innovative and attractive business climate" as its own goal.

Mr. McMullen said that Moody's had combined environmental sustainability with economic development and asked whether environmental indicators and cultural diversity indicators may be goals in and of themselves.

- Mr. Busselman asked if Mr. McMullen was talking about water and air quality on a State or a community level. He said what one community gets for its needs comes at the expense of other areas.

- Mr. McMullen asked whether the water needs of the south are important enough to be the subject of a strategy for the State as a whole.
- Ms. Simon said the word “sustainable” means developing within the available resources, and that is true wherever one is in the State. Ms. Simon said it is important that Nevada’s economic development and environmental conservation be married, and she does not want the NVSG to lose sight of the importance of natural resource conservation by burying it in an economic strategy. She said Nevada is a desert state and water is important no matter where one lives.
- Mr. Potter said that a major goal should be to continue to seek importation of water.
- Mr. McMullen said two items that need to be in the top line of things to do are investing to improve the capacity and resiliency of the State’s water supply, and continuing aggressive water and energy conservation efforts.
- Chair Lang said the NVSG had discussed the triple bottom line at the beginning of the process, which is economic development, environmental sustainability, and equity. He said the charge was that the economy was over-emphasized, producing inequitable outcomes and subtracting from the environment. Chair Lang asked whether the consultant felt that the NVSG had captured the triple bottom line in the metrics.
- Mr. McMullen said he has stayed away from sub-State regional metrics for the most part, but acknowledged that some regional issues are very important.
- Chair Lang asked the Group whether they want metro-level goals or outcomes.
- Mr. Feldman said the NVSG has been charged with a State view, not a local view. He said the concept of environmental sustainability, and how it affects our society as a State, ought to be selected as a theme, along with a more stable, more diverse economy. On the Chair’s question, he said the NVSG should not get into metropolitan-level planning.
- Mr. Busselman said he does not have a problem with providing the opportunity for the metropolitan areas to pursue their full opportunities and to maximize their potential. Mr. Busselman said he is mainly concerned that State and metropolitan goals should not be used interchangeably.
- Mr. Snyder said it is extremely important to the State as a whole to have a healthy, vibrant economy in the Las Vegas metropolitan area. The State cannot accomplish a lot of what it needs to do if southern Nevada is not healthy, and water is a part of that issue.
- Ms. Rhodes said Nevada has not only the various metropolitan areas but also rural and frontier areas. Ms. Rhodes said that from a statewide perspective, it must be

acknowledged that Nevada has two major population zones, the remainder of the State is rural and frontier, and those issues cannot be avoided.

- Mr. Potter said local areas can utilize the assessment districts as a way to generate additional revenues for certain projects or needs. He said the quickest way Nevada can stabilize its economy is to legalize gay marriage because that will fill hotel rooms, and the time is right to capitalize on these ideas.
- Chair Lang asked whether the Group wants this level of specificity.
- Mr. McMullen said the NVSG has talked about many innovative ideas that may not be in the strategic plans. He said the report will comment on them without a lot of detail, and emphasized the need to identify priority action items.
- Chair Lang asked whether the Group agrees with including in the report such innovative ideas as Internet gaming. He said some ideas may not be part of our vision, but others may still find them attractive or interesting.
- Ms. Simon said one solution would be to capture all the ideas mentioned in the meetings in an appendix, in order to acknowledge the ideas as submitted. Ms. Simon said regarding the metropolitan versus the statewide view, it is necessary to have a statewide view with appropriate modifiers and qualifiers where there are important geographic differences.
- Chair Lang asked what would be an appropriate way to state the importance of southern Nevada in a particular category in the document.
- Ms. Simon provided an example in economic diversification. Nevada's statewide economic diversification might have one metric, but the north will not have the same diversification of the economy as the south. The south will continue, with great reason, to be focused on one industry. Ms. Simon suggested choosing a metric and adding a notation recognizing that the goal for economic diversification will be different for different parts of the State.
- Mr. Martin said he likes the idea of capturing ideas in an appendix. Mr. Martin said he also likes the practice of listing strategies under the goals. He said the NVSG needs to identify a method of accomplishing the goal with a timeline.
- Ms. Kraft Pearce said she agreed with the suggestions of Ms. Simon and Mr. Martin.
- Regarding the differences among rural, urban, north, and south, Mr. McMullen asked whether there is any key action item that would be different in the northern or rural areas that may get overlooked if the Group focuses on statewide averages.

- Mr. Snyder said economic development and diversification is a more localized issue. Rural areas use a different model to diversify their economies, which is reflected in the institutional structures of the Nevada Development Authority, the Economic Development Authority of Western Nevada, and the other development authorities.
- Mr. McMullen referred to an indicator showing construction and gaming employment as a share of total employment. He said the Group could include resource industries as a share of employment in the north as a metric. Mr. McMullen said that early childhood education produces a very high return on investment by any standard and is a good thing to invest in. He asked whether there is a consensus to move early childhood education to the front of the line.
- Mr. Busselman asked whether early childhood education would become the NVSG's number one priority, or an item on the priority list.
- Mr. McMullen responded that the group at the front of the line, with no ranking among them, is: (1) stabilization of the public funding; (2) diversifying the economy; and (3) water concerns. He said he would like to add consensus items to that list.
- Chair Lang said the question is how many items are in the top group and how specific are they. He said education is holding the State back in many ways, from early childhood education to the graduate research capacity of the two universities.
- Ms. Rhodes said early childhood education is not at the same level as stabilizing the economy and the funding stream.
- Chair Lang asked whether there is a general statement the NVSG can make that Nevada should look across the spectrum and strategically invest in education outcomes, which could mean everything from early childhood education to investing in the number of Ph.D.s.
- Ms. Rhodes said early childhood education and expansion of research are key strategic investments.
- Mr. McMullen asked what the best strategic investment would be in K-12 education.
- Mr. Dugan said early childhood is a key point. The NVSG heard testimony regarding K-12 education and the importance of nutrition and breakfast in the classroom. Mr. Dugan said, however, there is no one item needed to deal with K-12 education and a wide variety of issues must be addressed. He said the school day and the school year need to be lengthened, in order to increase the graduation rate, and prepare Nevada's children for higher education and the world of work.
- Mr. Snyder said lengthening the school day is possibly an important strategy, but fundamental reforms are needed if Nevada is going to achieve its goals.

- Mr. Dugan said the term “fundamental reform” is very broad, and clearly there is a need for fundamental reform nationwide. Mr. Dugan said there should be a statement that supports the idea of major change and major reform in education.
- Mr. Feldman said Nevada must be more all-encompassing in its view of education. He said everyone can see that Nevada’s school system is failing its students, the metrics are dreadful, and without improved performance and accountability, the State will get nowhere on any other issues the NVSG is discussing.
- Mr. Snyder said tying achievement or performance to fundamental reform captures the essence of what needs to be done.
- Mr. Busselman, referring to the table on pages 2 and 3 of [Exhibit F](#), asked where improved performance would fit on the matrix.
- Mr. Dugan suggested the NVSG add to the goal on the top tier, to read “Encouragement and Opportunities for Educational Attainment and Increased Student Performance” ([Exhibit F](#)).
- Ms. Simon agreed and said the State needs to focus on increased performance.
- Mr. McMullen asked, in terms of K-12 education, whether the NVSG should adhere to the recommendations of the Nevada Education Reform Blue Ribbon Task Force ([Exhibit G](#)).
- Mr. Busselman replied that Nevada is great at calling to action, but poor at getting around to doing what was called for. He said Nevada tends to measure things on what it does not have instead of building on strengths and measuring accomplishments in terms of progress.
- Chair Lang said this is why he asked at the beginning of this process that metrics be included that show high performance. In some of the environmental issues, Nevada is greener than Atlanta, Georgia; Charlotte, North Carolina; or Nashville, Tennessee. Chair Lang said there are things that need to be affirmed in this process. He said with regard to education, the Blue Ribbon Task Force is looking at K-12, but the NVSG is looking at education as it relates to economic development, equity, and other issues within the charge of the NVSG.
- Mr. Feldman said the NVSG has studied some very significant education metrics, the Group is trying to be goal oriented and have something measurable, and this must be the emphasis. He said we clearly must increase the graduation rate and reduce the dropout rate, and these goals relate to many other items in Moody’s matrix ([Exhibit F](#)).

- Chair Lang said no one wants to invest in something broken. He said there is a sense within the State that parts of education are not functioning. Chair Lang said if the State asks taxpayers in this environment to make strategic decisions, there must be certainty as to the probable payout.
- Mr. Snyder said it is also necessary to express why the outcomes are important because it is more than trying to raise test scores and graduation rates for their own sake.
- Mr. Busselman said there must be an understanding of the dollar value the State is receiving and what Nevada can expect.
- Brian Rippet, member, said one of the reform efforts is the empowerment schools that have an extended school day and, in some cases, a longer school year. Mr. Rippet said those schools are outperforming similar schools because of their unique and innovative plans. He said it is possible to observe different programs and measure them.
- Mr. Busselman, referring to the table on pages 2 and 3 of [Exhibit F](#), said the NVSG needs to arrive at a consensus on the headings for the columns and the rows, and what the priorities are. He said the NVSG also needs to discuss the entries in the individual boxes in the table. Regarding the strategy of easing access to the Bureau of Land Management lands, he said the strategy should not be limited to infrastructure.
- Mr. Snyder said a good paper on the BLM land had been distributed to the NVSG, covering the importance of this situation and how it impacts funding. He said other states have access to the land, can lease the land for power generation, and bring resources to the state. He said addressing this situation at the federal level would have a good impact on public policy, and the State must be prepared to make the case.
- Chair Lang asked whether that could be cited as a general principle, with subthemes. Nevada needs better access to BLM land on principle, and that would mean more opportunity to develop geothermal and solar energy, and the revenue that would be received from that. He said Texas has much resource land that it uses for public purposes, benefiting from the discovery of oil.
- Mr. Busselman said Nevada must consider having access to the land but also how the land is managed. He said the federal decision matrix is complex and Nevada walks away from many opportunities.
- Chair Lang commented on the history of federal land in Nevada. He said there is a potential contemporary use of the land that is separate from the original charge, and Nevada is disadvantaged in the modern economy as a consequence.
- Mr. McMullen said the NVSG has about half of what it needs in terms of action items. For the next meeting, he said the members would receive a summary document to review line by line.

- Chair Lang said the Group will meet in the same room for the next meeting, and asked whether the room can accommodate all the members.
- David Ziegler, Principal Research Analyst, Research Division, Legislative Counsel Bureau, discussed meeting room and travel arrangements. Mr. Ziegler said regardless of how many members attend in Las Vegas on May 14, the meeting will still be videoconferenced to Carson City for the NVSG and the public.
- Mr. McMullen asked the Group for primary themes on public safety from today's meeting.
- Ms. Tanata Ashby suggested community-based services to prevent and reduce entry into the juvenile and adult criminal justice system.
- Ms. Simon suggested sharing of services and of information and the commonality of intelligence.
- Mr. Martin said there appears to be a desire to consolidate organizations.
- Mr. Feldman said it is frightening that with today's technology there are IT impediments to communication across agencies. He said the fusion center process is working remarkably well, is demonstrating the agencies' ability to work together easily, and is a model for future public safety services.
- Mr. McMullen asked whether it is appropriate to discuss compensation issues for firefighters and corrections officers.
- Mr. Potter said S.C.R. 37 directs the NVSG to review the statistical information and propose strategies and recommendations to advance the State of Nevada. Mr. Potter said he has been focusing on ideas for strategies and recommendations to overcome insufficient funding for the essential services.
- Mr. McMullen said Chair Lang has asked that the document be focused to make an impact. Mr. McMullen suggested narrowing down the action items.
- Chair Lang said the NVSG is structured to vote, and the Group can set priorities to say one strategy is higher than another strategy. Chair Lang said the more precision the NVSG presents, the more impact the report will have.
- Mr. McMullen requested the NVSG members e-mail him their feedback.
- Chair Lang asked Mr. McMullen to reiterate what information and documentation the Group will receive, when it will be received, and what is expected of the members prior to the next meeting.

- Mr. McMullen said one week before the next meeting, the Group will receive the executive summary document containing the most important action items and goals, how those items tie in to the vision for Nevada, and the 5-, 10-, and 20-year metrics. Some tactical strategies will be put off until later in the report. Mr. McMullen said the NVSG members will be voting on the summary.

PUBLIC COMMENT

- Todd Bailey, Reno, Nevada, asked whether the votes on the action items will be roll call votes.
- Mr. Ziegler said that question is answered in the rules the NVSG adopted at the first meeting. Mr. Ziegler said it is his recollection that the Chair may ask for a roll call at the Chair's discretion.
- Ms. Kraft Pearce said she gave the NVSG information from the Nevada Association of Counties that relates to the sweeping of funds addressed at the NVSG's last meeting. She said this information notes several actions the Legislature has taken during the last few sessions where funds were diverted from the counties to the State ([Exhibit H](#)).
- Randy Robison, Las Vegas, Nevada, said he is the former Executive Director for the Nevada Association of School Boards and the Nevada Association of School Superintendents and has worked on education issues for many years. He said those in public education are aware of the challenges, the dismal performance, and the need to improve drastically. He said to make significant progress Nevada must change the system, cease doing things that are not working, and have the courage to say we want a 95 percent graduation rate by 2030 and to do the things it takes to get there. He suggested, instead of calling for national average funding, that Nevada ask what it takes to improve student achievement. He encouraged the NVSG to think about a vision and to identify ambitious goals.
- Samuel Wright, Las Vegas, Nevada, said children in the Head Start Program, U.S. Department of Health and Human Services, which requires programs and activities for both parents and children, meet State and sometimes national standards. Mr. Wright asked what would happen if the concept of involving both parents and children were extended through the 6th or 7th grade, until the children were ready to begin high school. He suggested this is a practical strategy that works.
- Mr. Ziegler said the NVSG received written comments from Mr. Daryl Drake, copies of which he shared with the Group ([Exhibit I](#)).

ADJOURNMENT

There being no further business to come before the Group, the meeting was adjourned at 12:46 p.m.

Respectfully submitted,

C. J. Smith
Research Secretary

David Ziegler
Principal Research Analyst

APPROVED BY:

Robert E. Lang, Ph.D., Chair

Date: September 10, 2010

LIST OF EXHIBITS

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

[Exhibit B](#) is an e-mail provided by David Ziegler, Principal Research Analyst, Research Division, LCB, which includes comments from Howard Skolnik, Director, Department of Corrections, dated April 19, 2010.

[Exhibit C](#) is a document titled “Nevada Vision Stakeholders Group: 04/21/10,” presented by Christopher Perry, Deputy Director, Department of Public Safety.

[Exhibit D](#) is a document titled “Nevada Vision Stakeholders Group: 04/21/10,” provided by Frank Adams, Executive Director, Nevada Sheriffs’ and Chiefs’ Association.

[Exhibit E](#) is a report dated 2009, submitted by Fernando Serrano, Deputy Administrator, Juvenile Services, Division of Child and Family Services, Department of Health and Human Services, titled *2009 Nevada, Juvenile Services Strategic Plan, Juvenile Services, Division of Child and Family Services, State of Nevada*, which includes interviews and exercises and results on strengths, weaknesses, opportunities, and threats.

[Exhibit F](#) is a Microsoft PowerPoint presentation titled “Working Materials for Strategies, Goals and Performance Indicators,” presented by Mark McMullen, Director, Moody’s Analytics, Inc., dated April 15, 2010.

[Exhibit G](#) is a handout titled “State of Nevada Education Reform Blue Ribbon Task Force,” provided by David Ziegler, Principal Research Analyst, Research Division, LCB.

[Exhibit H](#) is a document titled “Revenue Diversions are Impacting Nevada’s Counties,” prepared by the Nevada Association of Counties, dated April 19, 2010.

[Exhibit I](#) are the written comments of Daryl E. Drake, licensed real estate broker, Reno, titled “Comments to the Nevada Vision Stakeholders Group, April 21, 2010.”

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