

**MINUTES OF THE MEETING
OF THE
ASSEMBLY COMMITTEE ON GOVERNMENT AFFAIRS**

**Eighty-Second Session
March 8, 2023**

The Committee on Government Affairs was called to order by Chair Selena Torres at 9:06 a.m. on Wednesday, March 8, 2023, in Room 4100 of the Legislative Building, 401 South Carson Street, Carson City, Nevada. The meeting was videoconferenced to Room 4401 of the Grant Sawyer State Office Building, 555 East Washington Avenue, Las Vegas, Nevada. Copies of the minutes, including the Agenda [[Exhibit A](#)], the Attendance Roster [[Exhibit B](#)], and other substantive exhibits, are available and on file in the Research Library of the Legislative Counsel Bureau and on the Nevada Legislature's website at www.leg.state.nv.us/App/NELIS/REL/82nd2023.

COMMITTEE MEMBERS PRESENT:

Assemblywoman Selena Torres, Chair
Assemblywoman Bea Duran, Vice Chair
Assemblyman Max Carter
Assemblyman Rich DeLong
Assemblyman Reuben D'Silva
Assemblywoman Cecelia González
Assemblyman Bert Gurr
Assemblyman Brian Hibbetts
Assemblyman Gregory Koenig
Assemblyman Richard McArthur
Assemblyman Duy Nguyen
Assemblywoman Angie Taylor
Assemblywoman Clara Thomas

COMMITTEE MEMBERS ABSENT:

None

GUEST LEGISLATORS PRESENT:

None

STAFF MEMBERS PRESENT:

Jennifer Ruedy, Committee Policy Analyst
Judi Bishop, Committee Manager
Dylan Small, Committee Secretary

Minutes ID: 385



Cheryl Williams, Committee Assistant

OTHERS PRESENT:

Richard P. McCann, President, McCann Consulting; representing Nevada Association of Public Safety Officers; and Nevada Law Enforcement Coalition
Troyce Krumme, Vice Chair, Las Vegas Police Managers and Supervisors Association; and representing Public Safety Alliance of Nevada
Daniel Gordon, President, Nevada Police Union
Kent M. Ervin, Ph.D., State President, Nevada Faculty Alliance
Bruce K. Snyder, Commissioner, Local Government Employee-Management Relations Board, Department of Business and Industry
Dan H. Stewart, Councilman, Ward 4, City of Henderson
Richard A. Derrick, City Manager, Chief Executive Officer, City of Henderson
Leonardo R. Benavides, Government Affairs Manager, City of North Las Vegas
Ryann Juden, City Manager, Chief Executive Officer, City of North Las Vegas
Serafin Calvo Sr., Community Services and Engagement Director, City of North Las Vegas
Pamela Goynes-Brown, Mayor, City of North Las Vegas

Chair Torres:

Welcome to the Assembly Committee on Government Affairs, and happy International Women's Day. [Roll was called, and committee protocol explained.] We are going to go a little bit out of order today. I intend to start today with Assembly Bill 180, which is our bill, which will be followed by the presentation from the City of Henderson, as well as the City of North Las Vegas. At this time, I will open the hearing on A.B. 180.

Assembly Bill 180: Revises the bargaining units of certain state employees who are peace officers. (BDR 23-765)

Assemblyman Brian Hibbetts, Assembly District No. 13:

I am here with you today to present Assembly Bill 180. As you may know, in 2019, the Legislature approved Senate Bill 135 of the 80th Session, which authorized collective bargaining between the State of Nevada and certain state employees, generally, those in the classified system of employment. It provided for collective and supplemental bargaining between the Executive Branch of state government and an exclusive representative on a wide range of subjects including, but not limited to, salary or wage rates, leave, and employee safety. The bill also defined bargaining units for specific employment groups, including separate bargaining units for category I, II, and III peace officers, as defined in *Nevada Revised Statutes* (NRS) 289.460, 289.470, and 289.480, respectively. *Nevada Revised Statutes* 288.515 defines the occupational groups who are authorized to establish bargaining groups, including professional and nonprofessional-type occupations that are not in law enforcement. In the original legislation, all supervisors were grouped into one collective bargaining unit, which includes everything from law enforcement supervisors to mental health supervisors to supervisors of management analysts. Under this structure, there

is no community of interest or unifying occupational characteristics that would allow these groups to come to a consensus on an array of working conditions. So far, a supervisory bargaining unit has not been organized for the purpose of collective bargaining.

Assembly Bill 180, before you today, seeks to resolve some of the collective bargaining challenges for law enforcement supervisors who were grouped in with every other type of supervisor employed by the state. In section 1, this bill allows law enforcement supervisors to engage in collective bargaining by requiring the Government Employee-Management Relations Board to establish a bargaining unit separately for supervisory employees who are category I, II, and III peace officers. Finally, under section 2, the bill clarifies that changes made by this bill do not affect any agreements entered before October 1, 2023. I will now turn it over to my copresenter, Mr. Richard McCann.

Richard P. McCann, President, McCann Consulting; representing Nevada Association of Public Safety Officers; and Nevada Law Enforcement Coalition:

As Assemblyman Hibbetts said, existing law permits collective bargaining units for each of several occupational groups employed by the state, including category I, category II, and category III rank and file. They are not the supervisors of those three groups, just the rank-and-file people. In fact, supervisors of all occupational groups are currently lumped into one big bargaining unit. That is unmanageable. It is difficult to get one big bargaining unit that is composed of law enforcement supervisors, accounting supervisors, physical therapy supervisors, mental health agencies supervisors, state maintenance worker supervisors, administrative and clerical workers supervisors all in one big thing. There is no community of interest, so that just does not work. For four years, therefore, since 2019, when we got collective bargaining for the state people, supervisors have essentially not been able to bargain because they have not been in a bargaining unit sufficient to do so. For this reason, Assemblyman Hibbetts' bill addresses those issues for category I, category II, and category III supervisory peace officers. By establishing separate bargaining units for these three supervisory occupational categories, we give them the opportunity to collectively bargain their wages, their benefits, and their working conditions within the units that have a community of interest with them. The whole purpose for having these bargaining units is, you have people you are bargaining with who have the community of interest with you. For this reason, very simply, we ask for your support of A.B. 180. It is a great bill. We need it.

Chair Torres:

Members, are there any questions?

Assemblywoman Duran:

I truly believe in bargaining. You just basically stated now that to bargain for wages and stuff like that, but the benefit should always be the same. Is that what you want to do, make them different as a percentage or on the raises part of it? That is my question, because I know job duties and stuff are different for each category. Are the benefits that you want going to be negotiated differently than the rest of the category I, II, and III peace officers?

Assemblyman Hibbetts:

The bill does not actually address any of the items to be negotiated for. It only allows them to negotiate—to form their own collective bargaining unit and to negotiate. I can get into other parts later, but it does not actually address what would be negotiated, just to allow them to negotiate. Does that answer your question, ma'am?

Assemblywoman Duran:

It does. Just for my understanding, the categories I, II, and III already have a collective bargaining agreement that they negotiate through?

Assemblyman Hibbetts:

Yes, they do. The line officers all have their own collective bargaining units and agreements.

Assemblywoman Duran:

Are their wages and benefits negotiated differently? I know the job duties are different, but as far as the benefits and wages go, are those negotiated for category or for their job?

Richard McCann:

Yes, when you deal with supervisors in the law enforcement community, they may have different benefits. They have different needs. They have different ranges of compensation issues—things of that nature. So yes, having done many, many contracts for both rank-and-file members as well as supervisory groups in law enforcement over the last decades, I can assure you there are times when we sit at the bargaining table and there are different benefits that supervisors will require. You have people in the K9 section, you have motorcycle people, they have different things they require when they are supervisors. They might have equipment needs. There may be other types of needs that they have, without getting into the details of them. But yes, there most assuredly can be. There are a lot of attitudes such as, They all do the same thing. Supervisors do some different things. They will make you aware of it when we are sitting at the bargaining table. So yes, there is very much a definite need for wages, benefits, and working conditions. Even though many of them may coincide, some of them do not.

Assemblywoman Taylor:

Thank you for bringing this forward. I believe that bargaining is important. I know this is not about being able to bargain; it is about separating the group. Can you provide for us just a little information on what do you see best practices-wise? Are supervisors generally lumped with the front line, or do they usually have their separate bargaining units?

Assemblyman Hibbetts:

I can only speak from my own experience. In my career as a law enforcement officer, we had three separate bargaining units at Las Vegas Metropolitan Police Department (Metro): one for civilian employees, one for the line officers in both police and corrections, and one for the supervisory employees of police and corrections. One of the issues that comes up when you have a combination of the line officers and supervisors in the same bargaining unit is a conflict of interest. If I am in the same union as the cop who works for me, I have people

negotiating for me who I supervise. The interests do not always align. That is why we have separation. Does that answer your question?

Assemblywoman Taylor:

Yes, it does. That has been my experience too. Obviously, not having worn the badge but just being involved with several organizations that have that, I have seen them differently. I did not know if that was an aberration, but it sounds like that seems to be what you find across the board. That is helpful.

Chair Torres:

I will say that sounds awfully similar to what we do in schools too. I know that there is a separate association for administrators than there is for educators, just to keep that separation. The goal then with this legislation is to allow for supervisors to have the ability to collectively bargain, but also keep that separation so that those organizations can operate a little bit. They are not representing both the supervisor and the employee.

Assemblyman Hibbetts:

That is correct. The whole goal of the legislation is to allow them to establish bargaining units and to separate them from the people that they supervise.

Chair Torres:

Any additional questions? [There were none.] At this time, I will invite anyone wishing to testify in support of a A.B. 180.

**Troyce Krumme, Vice Chair, Las Vegas Police Managers and Supervisors Association;
and representing Public Safety Alliance of Nevada:**

I am here to testify in support of A.B. 180 because this bill addresses an issue that exists specifically at the state level, based on changes made in 2019. Those changes might have had a blind spot that needs to be corrected. I believe that the state employees and supervisors should have the ability to collectively bargain similar to the fashion that we do at the local level so that it runs smoothly. Additionally, before I close, I would like to offer the opportunity to anyone on the Committee, as the vice chairman of a supervisor police union that operates rather smoothly, if anyone would like to reach out to me for some clarifying questions before making a decision on this bill, I would be more than happy to offer myself to provide a little bit of background on how smooth negotiating is for supervisors separately from officers.

Daniel Gordon, President, Nevada Police Union:

I am the president of the Nevada Police Union (NPU) which represents the category I line-level peace officers for the state. As you know, police supervisors right now are unable to organize and bargain for better pay, benefits, and working conditions because of the catchall supervisory unit that exists today. It is important to have three supervisor units for police because of the vast differences between working conditions and law enforcement in the field versus in the office versus in a prison setting. We believe that the three police supervisor units are the most responsible way for the state to allow the state

employees to organize and collectively bargain for better working conditions, which keeps Nevadans safe and secure.

Kent M. Ervin, Ph.D., State President, Nevada Faculty Alliance:

We support A.B. 180. Our colleagues in the University Police Department in the Southern Command and the Northern Command are category I peace officers. It makes sense for their supervisors to have their own bargaining unit because they meet the community of interest standard, which would be a big stretch if they are in the same unit as supervisors for other categories of classified employees.

Chair Torres:

Is there anyone else wishing to testify in support of A.B. 180? [There was no one.] Is there anyone wishing to testify in opposition to A.B. 180? [There was no one.] Is there anyone wishing to testify in neutral to A.B. 180?

Bruce K. Snyder, Commissioner, Local Government Employee-Management Relations Board, Department of Business and Industry:

I am the commissioner of the Employee-Management Relations Board (EMRB), which would administer the law. I just wanted to provide a little context. We are testifying in neutral. Back in 1969 when collective bargaining began for local governments, supervisors were in separate bargaining units from the rank-and-file people they supervised. Over the last 50 years that has worked well and avoided conflict of interest situations such as when a supervisor disciplines an employee. In that situation, they would both be in the same bargaining unit and the union has to decide which one to support. In 2019, Senate Bill 135 of the 80th Session was introduced to give collective bargaining to state employees. I was brought in as a technical resource to the Office of the Governor to ensure that the bill could be administered effectively and to point out any potential pitfalls.

One of the things that was determined at that time is that S.B. 135 of the 80th Session had ten predefined bargaining units of ten different types of employees and the rank-and-file employees and the supervisors were mixed into each of those ten bargaining units. After pointing out the potential conflict of interest situations, it was decided rightly that the supervisor should be separated from the rank-and-file bargaining units. The only question at that time was how many supervisory bargaining units there should be. Three alternatives were suggested. One was to have a corresponding supervisory bargaining unit for each of the ten rank-and-file units. There would be ten plus ten, or twenty units. A second alternative was to have two supervisory bargaining units, one for white- and blue-collar employees and one for uniformed employees, i.e., police and fire. The third alternative, which was the one that was selected at that time and was passed into law, was to have one supervisory bargaining unit. The EMRB is ambivalent as to how many supervisory bargaining units there are. We just wanted to point out the history on this. If this body and the Legislature as a whole determines that it should be another number and that there should be separate units for police and fire supervisors, we are ready to administer the law as passed, and we will do so effectively.

Chair Torres:

Is there anyone else wishing to testify in neutral? [There was no one.] At this time, I would like to invite the bill sponsor for any closing remarks.

Assemblyman Hibbetts:

If I may dispense with my scripted remarks for just a moment and tell you a quick story. Last night, I was at one of the many events that we as Assembly people get invited to, when I was having a discussion with a couple of gentlemen who are state peace officers. They were both tenured. They had been on the job for a while. I asked them if they were supervisors and they said they were not. I asked if they had any plans to promote. They said they did not, which is fine because not everybody promotes; it is not in everybody's best interest. I asked them, Why not? They said there is absolutely no benefit to it for them. They would lose seniority. They would lose their ability to bid for shifts. They would lose their ability to pick their days off. I asked them, What if supervisors had a collective bargaining unit? Both of them went, Huh? They liked the idea. Those are the people this bill affects.

Chair Torres:

At this time, I will close the hearing on A.B. 180. At this time, we will go ahead and move on to our presentations for today. We will begin with the City of Henderson.

Dan H. Stewart, Councilman Ward 4, City of Henderson:

First, a little bit about me, I represent Ward 4 in Henderson and have had the honor of serving in that position for a little over six years. I am also privileged to represent the city on several regional boards, including the Southern Nevada Regional Planning Coalition, the Clark County Debt Management Commission, and I am the vice chair of the Southern Nevada Water Authority. I am a very proud fourth-generation Nevadan, with a background working in both the public and private sectors and including engineering, real estate, banking, construction development, and public service. Let me introduce you to my colleagues on the city council. To my immediate right in the photo, you will see our new mayor, Michelle Romero [page 2, [Exhibit C](#)]. Next to her is Councilwoman Carrie Cox. On the end is Councilman Dan Shaw. We also have an open seat due to Mayor Romero's election, which left an open seat. That special election will culminate in the first week of April. We are looking forward to getting that fifth seat filled. I think one of our greatest strengths at the city is that we enjoy a very high level of cooperation, and I think this is probably one of the main things that has contributed to the success of the City of Henderson in maintaining the quality of life that our residents enjoy and expect. For the economic development that we have seen over the last several years in the City of Henderson, we are also very fortunate to have a great city manager who has built an all-star team. It is my pleasure to introduce to you the city manager and chief executive officer sitting to my right, Richard Derrick.

Richard A. Derrick, City Manager, Chief Executive Officer, City of Henderson:

Thank you for inviting us to be with you here today. I would like to introduce you to my executive leadership team. From left to right on the screen, Assistant City Manager and Chief Infrastructure Officer Robert Herr, Assistant City Manager and Chief Strategy Officer Stephanie Garcia-Vause and Assistant City Manager and Chief Financial Officer Jim McIntosh [page 3].

Since our incorporation in 1953, Henderson has continued to experience sustained growth [page 4]. Our population now exceeds 336,000, making us the second-largest city in Nevada. We are also the state's largest full-service city, providing police, fire, emergency medical services, parks and recreation, public works, water, and wastewater services. We are incredibly proud of our accredited departments and will be discussing these services and the city's finances in detail with you this morning. The city's unemployment rate sits at 5 percent as of December 2022, compared to almost 9 percent from the same period in 2021. We are especially proud the city continues to maintain our AA+ bond rating.

Henderson really is a place for everyone to call home [page 5]. We join the rest of southern Nevada in seeing increased diversity among our residents over the last few decades. In recognition of this diversity, we have targeted our outreach to a wide array of communities to ensure they are aware of the city's many services and programs that we offer. Our Community Development and Services department has implemented a limited English proficiency plan, which analyzes where these residents live and ensures we include their needs as we conduct outreach for our city services. After English, Spanish and Tagalog are the two most commonly used languages in Henderson. We provide translation services at our outreach events and document in multiple languages as needed. We also have access to both phone and live translation services. Henderson also employs two diversity liaisons, and we have a robust diversity, equity and inclusion coalition made of employee volunteers. Through these efforts, we are committed to fostering a sense of safety, acceptance, visibility, and validity for our employees and our residents. Our 2019-2023 Henderson Strategic Plan is developed using input from residents, businesses, and Henderson's elected leaders, and establishes the priorities that guide the decisions we make as a city [page 6, [Exhibit C](#)]. This plan aligns with both our Henderson Strong Comprehensive Plan and the Southern Nevada Strong Regional Plan. This June, we will roll out a new strategic plan for the four-year period of 2024-2027, which may include new priorities. Our budgetary process also reflects the strategic priorities, as well as the legislative priorities we will be working with you on this session.

One way the city is charting a course on its path to premier is by using the Baldrige approach and feedback to improve the way we do business. The Malcolm Baldrige National Quality Award criteria is the standard for improving organizational performance. Since beginning our Baldrige journey in 2012, Henderson has been recognized with two pioneer awards and two category awards for best practices and innovative approaches. Last August, the city was assessed on about 250 standards for performance excellence using the Baldrige criteria. We are awarded the Pinnacle Award for Excellence, the top rating from the Southwest Alliance for Excellence. We are the only city in Nevada to earn this recognition.

In addition to the awards we have received, our residents and businesses have also confirmed we are on the right path. In our 2021 Community Assessment Survey, Henderson residents told us that they love our city. Even in the midst of a pandemic, Henderson continued to receive very high marks consistent with past surveys going back to 2010. Of those who gave us their opinion, 97 percent expressed satisfaction with Henderson's quality of life [page 7]. Ninety-four percent said they are satisfied with the quality of services provided by the city, and we got very high scores as a place to live, a place to raise a family, and a place to retire. Our recent 2022 Business Survey provided similar results with consistently strong numbers indicating Henderson is an excellent place to do business, has a high quality of life, and is a business-friendly community. We are encouraged by the positive feedback we continue to receive from the residents and businesses who call Henderson home.

Our general fund is composed of a variety of sources, but nearly 75 percent is made up of consolidated and property taxes [page 8, [Exhibit C](#)]. Our general fund revenues are budgeted at just over \$325 million for fiscal year 2023. Nearly 75 percent of our general fund is tax-based, leaving only a small portion that we can control as a city. Most of our revenues are established through statutory formulas. We maintain our premier services, programs, and amenities with the lowest tax rate among any major city in the state. You can see here that Henderson's property tax rate is only 77 cents per \$100 of assessed valuation, which is the lowest in the Las Vegas Valley [page 9]. Our economy has been remarkably resilient throughout the COVID-19 recovery, and we saw record numbers in both property tax receipts [page 10] and consolidated tax [page 11] in the prior year. However, the tremendous growth rate we have experienced has been coming down to normal from double-digit to single-digit increases. This amount is primarily sales tax and therefore highly dependent on the local southern Nevada economy. We also experienced increased cost pressures across our operations from new construction, infrastructure, gasoline, professional services, personnel, and other expenses. Our annual budget request for capital improvement, operational, and strategic priorities continuously outstripped the available resources. Therefore, we have worked with the city leadership and city council to ensure that we are strategically allocating our finite resources.

Public safety accounts for more than half of our budget in the general fund [page 12]. Add in parks and recreation, and 73 percent of our general fund budget goes towards these three areas: parks, fire, and police. The rest of the budget is allocated to various priorities identified in the Strategic Plan, as well as city operations. As a city government that provides full services to the community, most of that budget expense is in the form of salaries and benefits.

Our community survey consistently rates community safety as one of our top issues for residents and remains one of the highest strategic priorities [page 13]. The city council and city leadership have invested significantly to maintain strong fire and police departments. In fact, almost 60 percent of our operating budget is dedicated to keeping our community one of the safest in the nation. The Henderson Police Departments' new West Station will open this spring. We broke ground recently on Henderson Police Department's new forensic laboratory and evidence vault, one of only three accredited public funded forensic

laboratories in Nevada. Our Henderson Fire Department continues to be in the top 0.5 percent in the nation. We just opened our twelfth fire station in the new Cadence community, our third station in just five years. We have invested more than \$10 million over the past three years to update the Henderson Fire Department's fleet and will invest more than \$60 million dollars over the next five years to upgrade our older fire stations. The fire department also recently created a new paramedic ambulance operator position which allows us to add advanced life support ambulances to the emergency response system during the busiest hours of the day. In fact, the Henderson Fire Department was just awarded the 2023 Silver Anniversary Cashman Good Government Award by the Nevada Taxpayers Association.

Over the years, Henderson has grown into a mature, vibrant and sophisticated city. Henderson is a place to call home, and we consistently strive to provide premier services, amenities, and opportunities for a great quality of life [page 14]. That means investing in our students to help them become productive citizens and a skilled, educated workforce. That means ensuring our city is safe and that means providing quality job opportunities along with good roads and accessible parks and trails for outdoor recreation. That is the exceptional quality of life that people desire when they choose Henderson as a place to live, learn, work, and play. That is why we are consistently recognized as one of the best cities in the nation to live, as well as our premier parks and trails. We are proud to be a two-time gold medal winner for the best parks and recreation system as a nation, as awarded by the National Recreation and Park Association. In 2022, we were honored once again to be a gold medal finalist.

Another of our strategic priorities is high performing public service. Like the companies we seek to attract, the city is a top performing organization. For the second year in a row, the *Las Vegas Review-Journal* and *Las Vegas Business Press* have recognized Henderson as one of the Nevada's Top Workplaces. We achieved that distinction and other accomplishments while remaining one of the leanest city governments, with only 6.4 employees per 1,000 residents [page 15, [Exhibit C](#)].

Our Public Works and Utilities departments are both accredited by the American Public Works Association. Our Utilities department is working with the Southern Nevada Water Authority on the Horizon Lateral to bring additional infrastructure to West Henderson and the western part of the valley. We are pursuing utilities expansions at Nevada State College to support its growing student population. Our Public Works department has hundreds of projects in various stages of design and construction, including millions in infrastructure reinvestment. They recently managed the annexation of 8,000 acres of land in the Eldorado Valley into Henderson city limits which would be designated for industrial growth.

More than \$90 million has been spent on road and flood control improvements in Henderson last year, which includes regional and Regional Transportation Commission funded projects. We continue to seek funding to accelerate significant regional roadway projects such as the proposed interchanges at Interstate 15 at Via Nobile and Sloan Road, high traffic interchanges along Interstate 215 at Green Valley Parkway and Pecos Road, and updating the

Interstate 215/Interstate 515 interchange which is badly out of date with current traffic demand. In 2021, Henderson received an infrastructure grant of nearly \$40 million dollars to address one of the most dangerous highways in Nevada. The Reimagine Boulder Highway Project [page 17] is one of the United States Department of Transportation's top national priorities. The city's vision for Boulder Highway includes enhancing automobile, bicycle and pedestrian safety and improving the area. This project will be a catalyst for redevelopment of that corridor with a total planned investment of \$130 million through 2025.

Affordable housing remains one of the city's pressing concerns [page 18]. A Guinn Center study showed that almost 250,000 Clark County residents and 20,000 residents in Henderson could be at risk of homelessness if current economic conditions do not improve. Councilman Dan Shaw has spearheaded a new Henderson housing advisory committee. This committee will help to address the challenges associated with providing adequate affordable housing for workers in our city and our more vulnerable populations including seniors and families. We are also proactive in our efforts to provide assistance to those experiencing homelessness in Henderson while also being sensitive to residents' concerns about the growth of the homeless population in our community. We have partnered with the University of Las Vegas, Nevada School of Social Work on a survey to help us better understand the needs of those experiencing homelessness and the barriers to resources. We participated in the original Continuum of Care, whose mission is to end homelessness in southern Nevada. We also facilitated the distribution of nearly \$3 million to help residents in need last year, including increased housing options and revitalization of existing neighborhoods [page 19, [Exhibit C](#)]. The City of Henderson prioritizes efforts to revitalize maturing neighborhoods in our city through redevelopment efforts to keep them as vital and welcoming as when they were first built. Currently, the city has five redevelopment areas. We have worked hard over the years to invest in and build up these areas, like the historic Water Street district. Through an innovative public-private partnership with the Golden Knights organization, Lifeguard Arena, which replaced the old Henderson Convention Center, has been opened for just over two years now and has sparked all sorts of new development in the area. Another example is the city's purchase of the old Fiesta Henderson Hotel and Casino site. We are planning a state-of-the-art indoor community sports facility that will expand Henderson's premier reputation in community sports and will also provide great economic opportunity for tourism. I would like to turn it back over to Councilman Stewart now to address a few topics where his expertise plays a very vital role.

Dan Stewart:

Let us talk economic development, something near and dear to my heart. Our first priority is to continue to value and serve our existing businesses to help them grow. We also made incredible strides in attracting businesses in our target areas [page 20]. Data drives our strategy, so we are launching a study to evaluate our target industries and look at potential updates. I am excited to share that we have a number of projects in Henderson which are helping to diversify southern Nevada's economy. We see in West Henderson continued opportunity for growth as an employment center. More than a decade ago, we worked hard to secure passage of the Omnibus Public Land Management Act. More than 500 acres of federal land was conveyed to the West Henderson Global Business District designated

specifically for industrial development. We are now seeing big rewards from the investment of this time and effort. We are welcoming Haas Automation, a high-tech industrial park, and other companies that are now changing the landscape of our city. Haas Automation is the world's largest manufacturer of machines that build machines, and they are currently underway constructing their 2.4 million-square-foot advanced manufacturing center, which will bring approximately 2,500 jobs over the next decade.

We are also working with our higher education institutions to address the very important workforce needs of the future. Nevada State College (NSC) marked its twentieth-year anniversary last year and is one of the fastest growing colleges in the entire nation. Henderson contributed also to the new Glenn & Ande Christenson School of Education, which will significantly increase our teacher pipeline, which, as we all know, is much needed. We also worked with NSC and the College of Southern Nevada (CSN) to create the Ralph and Betty Engelstad School of Health Sciences, which will help address the critical need in our community for more health care professionals. We have partnered with CSN to build the new Center of Excellence right next to Haas Automation [page 21]. This advanced manufacturing training facility will prepare our current and future workforce for the high-skill, high-paying jobs we are creating in Henderson. These investments support our commitment to quality education and demonstrate our commitment to economic development to help attract companies to relocate and expand here in Henderson.

We also continue to support Clark County School District (CCSD) and our schools throughout Henderson with dollars from our educational set-aside funding and partnerships [page 22, [Exhibit C](#)]. Since 2015, we have invested more than \$10 million to bring additional resources to our Henderson schools. This is done by using 18 percent set-aside from our redevelopment areas, as City Manager Derrick just previously explained, and by dedicating 30 percent of the marijuana business licensing fees to investing in our students, teachers, administration, administrators, and classrooms. Creating the jobs of the future also requires a commitment to develop the workforce of the future. We partnered with CCSD to create career opportunities for students, and we are still hopeful about the development of a new CCSD Career and Technical Academy in Henderson, with hopefully a potential opening date of 2026. We have already had input on the plan curriculum that will be specific to our projected workforce needs.

The City of Henderson's residents and leadership also recognize the importance of access to high quality early learning opportunities. This is demonstrated through investments in quality enhancements to the classroom environment, and curriculum and assessments in our own license program, which currently serves 225 students, ages 3-5 in both full and half day programming. In addition, we support community childcare and preschool programs by connecting them to state initiatives that have provided the following: grant funding for program expansion and enhancement, professional development for teachers, and wraparound services for our families.

Of course, none of our priorities will be achievable without a commitment to sustainability [page 23]. Our 2022 sustainability report card is available on the city's website. Henderson

has significantly reduced our energy consumption and lowered emissions through the integration of renewable energy sources and a variety of energy initiatives. We have been recognized for our green building practices, which include water- and energy-saving features. Our commitment to sustainability has resulted in a continued reduction in Henderson's carbon emissions and sources of air pollution locally. Sustainability considerations are integrated into the way we do business, and we continually improve the efficiency of city operations. We are focused on water conservation, something near and dear to all of us, which has allowed us to grow while using less water than in previous decades. Locally, we focused on reducing wasteful outdoor use by ensuring compliance with watering restrictions and removing nonfunctional turf on city property. We are also increasing rates for mega users to encourage them to scale back. Water conservation efforts are more critical than ever, as we all know, and we must continue to inform and engage our community to achieve our shared goals around that. I will turn the balance of the time over to City Manager Derrick.

Richard Derrick:

As we wrap up, I just want to mention that we appreciate the Committee hearing Assembly Bill 60 last Wednesday, the Nevada League of Cities and Municipalities' legislation that was developed with input from the city. We are fortunate to have a government affairs team dedicated to working with you throughout the session, led by Nicole Rourke, our director of Government and Public Affairs, along with Government Affairs Manager David Cherry, and Business Operations Manager Mike Cathcart. They are always available to answer questions and work with you on bills that have the potential to impact the City of Henderson. That concludes our presentation. We will be happy to answer any questions you may have.

Chair Torres:

Members, does anyone have any questions?

Assemblywoman González:

Looking at your money fund, how much does the city manager make in your city?

Richard Derrick:

I believe my last review was back in July and my current annual salary is \$289,000.

Assemblywoman Taylor:

I learned a lot about the City of Henderson. One of the things I learned about was the growing level of diversity that you have in your city. Fifty-seven percent, you are not too far away from being a minority-majority city. That is something I did not know. Kudos for that. I am happy to see that growth. When you see the numbers, the diversity that is growing in the community, as a small business owner I would like to ask if you have anything that will help support small businesses in particular: supplier diversity programs, women-owned businesses, veteran-owned businesses, minority-owned businesses, and disabled people-owned businesses. Those are usually some of the components of a supplier diversity program as part of the economic development that the councilman spoke about. It is

something that can really lend to the richness of those diverse populations that you have. Did you have anything like that, or have you had any conversations?

Richard Derrick:

We do have business assistance programs. Especially through COVID-19, obviously, we were distributing a lot of money trying to make sure businesses stayed afloat. We have some criteria used in purchasing as well to ensure we are looking at woman- and minority-owned businesses. As far as direct assistance programs, we do not typically have a lot of that on an ongoing basis other than what we do with our economic development folks out there trying to work with businesses to find locations, to try to help them be successful, and go through trainings, but we do not really offer any financial assistance on an ongoing basis. I think COVID-19 was probably the best example of where we were really engaged in trying to provide \$5,000 grants or some of those other similar assistance programs. It would be something for us to absolutely look into.

Assemblywoman Taylor:

Just informationally, usually a supplier diversity program does not really consist of grants. It is helping those businesses learn how to do business with the city, be involved in the vendor portals and getting those types of certifications. It is not necessarily a financial piece. It is a little broader than that, but I appreciate your saying that it is something you can look into.

Assemblyman Carter:

We have talked a lot about U.S. Immigration and Customs Enforcement (ICE) and how different entities are profiting from the detention of immigrants. What is the relationship with the City of Henderson and ICE, both at the law enforcement level and with the detention center?

Richard Derrick:

The City of Henderson currently has a contract with the U.S. Department of Justice that allows ICE detainees to be housed in the city's detention center. As of February 23 of this year, the number of ICE detainees on site was 79. This represents less than one-third of facilities. Current population detainees are officially in ICE custody even though they are housed at the Henderson Detention Center. U.S. Immigration and Customs Enforcement is responsible for all transportation and removal of detainees from the custody of the Henderson Detention Center, and we have some other contracts as well beyond just ICE with Boulder City Police Department, Clark County Detention Center, the U.S. Marshal Service, Moapa Band of Paiutes, and the U.S. Park Service. We have got some agreements with different groups to house. Again, there is just one component of that.

Assemblyman Carter:

On the law enforcement side though, if somebody gets taken into custody for a violation in Henderson, is their status communicated to ICE so that they can be taken the minute they step out of your detention facility?

Richard Derrick:

No, if the arrestee has a warrant for the arrest, we will work with ICE, but typically we are just used as a detention center. We are not working with ICE on what ICE is out there doing. U.S. Immigration and Customs Enforcement is their responsibility, the city itself just houses their inmates. They are responsible for transportation, anything to do with their care. The City of Henderson just provides the actual facility; it does not work with ICE on their focus.

Chair Torres:

If I could request a copy of that contract that has been created with U.S. Citizenship and Immigration Services. I would also like to know if any action has been taken since the report that was from the Department of Homeland Security on March 15 of 2022, that demonstrates that in this detention center, there was a lack of safe drinking water, vitamins, kosher meals, recreation, visitation time, warm showers, reading material, interpreters, and many other complaints. I want to know exactly what has been done in response to those complaints because every individual deserves justice and a high quality of life. I mean, these are civil rights complaints to the Department of Homeland Security at our Henderson Detention Center. This is not a private detention center. I want to know exactly what we have done to respond to those.

Richard Derrick:

I have to be honest with you, I am not aware of those complaints. We will have to dig into those complaints and provide you the information. Again, that is not something of which I am aware.

Chair Torres:

Perfect, then we will make sure we get you a copy of that. We can have it posted on Nevada Electronic Legislative Information System as well for members of the public that would like to look at that. [David Cherry submitted [Exhibit D](#) and [Exhibit E](#) as exhibits for this meeting.]

Assemblyman Nguyen:

I think these questions were along the line of what some of my colleagues were asking, especially Assemblywoman Taylor to my left here. In terms of your diversity initiatives, I did not see it mentioned. I did see a page that mentioned your population but in terms of the growth and the diversity of City of Henderson. I know that because my wife and I are business owners within the City of Henderson, and I do notice the diversity and population growth. Do you have any types of language access services within the City of Henderson as well as other language programs that the city provides? As we know, Nevada is growing more diverse, and I am just wondering if one of our biggest cities has access for our citizens.

Richard Derrick:

Through our Community Development and Services department, we analyzed census data by ZIP Code to identify areas of the city that may need language access programs and services. We tailor our outreach efforts in those areas with additional documents printed in additional languages, primarily Spanish. During our COVID-19 response, we distributed flyers and

other information about financial and housing assistance printed in Spanish. We also advertise events in Spanish, such as the neighborhood resource affairs and cleanups where we bring city services and nonprofit partners together for the community. In addition to advertising, we have bilingual staff available on site during those events. In our public safety departments, we have certified bilingual and multilingual officers. Whenever possible, we try to have those officers meet with the public face to face, either in the field or in office if necessary. If that is not possible, every officer has the automated translation services app, and we have live phone call translation services as well. We also have translation services contracts with our departments, and we have a language bank of bilingual employee volunteers who speak over 10 different languages. One of the areas we are continuing to work on is the translation of vital documents into additional languages. Examples of those are complaints, consent and release waiver forms, claim or application forms, letters or notices that require a response, and other documents required by law. We have made great strides, but again, there is still work to be done.

Assemblyman Nguyen:

Would you be able to give us a list of those languages? You said ten languages? It would be great to learn what those languages are, because we would want to set an example for all the cities in our state to follow. We would appreciate it if you could send that to the Committee. I do not know if you know any of the languages off the top of your head in those ten by chance.

Richard Derrick:

Again, we have Tagalog, Arabic, Chinese, and others, but we will make sure we get the list for you.

Assemblyman Hibbetts:

A quick question about your police department—other than the chief's position, do you know the vacancy rate?

Richard Derrick:

The last time I have seen the vacancy rate report, I believe it was 11 percent. Again, we are working to fill those positions. That includes across the entire organization, the police department, but it was right around 11 percent. That was about a month ago.

Assemblyman Hibbetts:

Just to clarify, is that commissioned, or does that include the civilian employees also?

Richard Derrick:

I believe it is departmentwide. I have to segregate out just the uniformed, but we can get that for you.

Chair Torres:

Does anyone have any additional questions? [There were none.] At this time, we do have another presentation from the City of North Las Vegas.

Leonardo R. Benavides, Government Affairs Manager, City of North Las Vegas:

We appreciate the time you have given us today to talk about the exciting developments and the growth that has happened in the City of North Las Vegas. With me here at the table today, we have our esteemed mayor, Pamela Goynes-Brown. We have our city manager and chief executive officer, Ryann Juden, and we also have our director of community services engagement, Serafin Calvo Sr. I also want to acknowledge the rest of the team that we have here as well that will also be available for questions afterwards. We have Micaela Moore. She is our city attorney and chief legal officer. We have Rebecca Gipson who is assistant city manager. We also have Marisa Rodriguez who is our chief deputy city attorney, and we have Jared Luke who is our director of Government Affairs and Economic Development. We have Kandice Townsend who is a government affairs specialist here on hand today. Without further ado, I will pass it to our city manager.

Ryann Juden, City Manager, Chief Executive Officer, City of North Las Vegas:

I would like to run you through the City of North Las Vegas. On the first page, you will see our current city council [page 2, [Exhibit F](#)]. We have five members on our council, including the mayor. What you really see on this page is a page of firsts. We have the first Latino elected to the City of North Las Vegas in Councilman Isaac Barron. We have the first Latina on council in Councilwoman Ruth Garcia Anderson, and sitting beside me, we not only have our first Black mayor, but we also have the state's first African American mayor.

On the next page, we also have the City of North Las Vegas municipal court [page 3, [Exhibit F](#)]. This is a court that has changed a little bit over time. It is important to know that in 2016 the Council voted to decrease the court by one judge due to the case work. We generally use a lot of data in making decisions on the executive council level. However, in 2020, due to increase in caseload, the city council made the decision to add a second court, which was added in February of 2021.

One of the things that I want to point out is in the next page that shows the map of the wards of the City of North Las Vegas [page 4, [Exhibit F](#)]. You will notice that Ward 1 seems to be rather large. Councilman Barron likes to say it is the largest there is and everything that is happening in North Las Vegas is happening in Ward 1. That includes Apex Industrial Park. It includes a lot of our undeveloped land in North Las Vegas. We redraw districts in the City of North Las Vegas every ten years following the census. If you look at the City of North Las Vegas, it is the eighteenth-most culturally diverse city in the nation. We are very proud of that in the City of North Las Vegas. If you look at the city demographics on this page it shows that 42 percent of our community is Hispanic or Latino, 22 percent is African American, 24 percent is white, and then 7.4 percent is Asian American Pacific Islander. We have had tremendous population growth in the past. At its height in 2020, we had a population growth that surpassed 9 percent, then leveled off the next few years. It has leveled off over the last decade and is currently at 1.6 percent annually.

I think most of you probably know that the City of North Las Vegas has had an interesting history, particularly in the past decade. In the summer of 2012, I was doing work with Brookings Institute and was contacted by former state Senator and then Mayor Lee and was

asked if the late Dr. Robert Lang and I could put together some ideas on how North Las Vegas could be saved. I remember the conversation, because at the time that he called, I was actually living in North Las Vegas and paying attention to what was going on in North Las Vegas. I thought that the state had taken over the city. I said, Why would you run for mayor of North Las Vegas? I did not think the City of North Las Vegas was still a city. I did not know it is very much a city. I just thought that there was something that could be done to save the community. Working with Dr. Lang, we put together a plan of how to address the challenges that North Las Vegas was facing.

This page lists some of those issues [page 5, [Exhibit F](#)]. It was tremendous, the challenges it faced. The City of North Las Vegas was in state receivership. Even though it was in state receivership, and it sounds like that might be a safe place to be, the state was not sure what to do with it. The section of *Nevada Revised Statutes* (NRS) that deals with state receivership did not really contemplate a challenge as large as North Las Vegas. In fact, that section of the NRS was written to deal with challenges in the White Pine County School District, which as a county is a little over 10,000 people. The complexities and immense challenges facing North Las Vegas were something that we did not really have a structure of how to deal with in the state. We worked with legislative leadership and the governor at the time and were basically given two years to try and fix the City of North Las Vegas.

At that time, it had a very highly speculative junk bond rating. If you are looking at bond ratings, it was basically five levels below junk. It was not just junk, it was junk, junk, junk, junk times five, and that is very significant for a city that relies on bonding and bond rating. If you compare this to personal credit, the City of North Las Vegas probably had a personal credit rating of around 100. That is where the City of North Las Vegas was. There was a \$152.6 million structural deficit, which was forecast out in the future. Cities do not usually go bankrupt in the normal sense of the term. The reason they do not go bankrupt is because they have revenues that are coming in, usually through wastewater and utilities and different things like that. What they do is they become service-level insolvent. They are just unable to match the revenues to the number of services and the need for services for the community. That is generally what happens to cities in crisis. We have seen that across the country.

There were also current active lawsuits with every one of our collective bargaining groups. Just a few months after coming to the City of North Las Vegas, a judge made a decision on contract breaches that happened two years prior and there was a \$41 million judgment against the City of North Las Vegas. At that time, trust me, there was not \$41 million to solve that challenge. We worked very hard with our collective bargaining groups in the early days to find out how to solve this challenge. They were concerned about our community. They loved our community, they worked and served in our community, and collectively with them we were able to resolve that challenge and many other challenges. You have to understand too, that this came from a workforce that was very traumatized in many ways. Over a third of the workforce of the City of North Las Vegas had been laid off in the preceding year. Another big challenge we had, which I will get to a little bit later on in the page is the payment in lieu of taxes (PILT) transfer. I will explain a little bit more on the

importance of both this Committee and this body in helping rescue the City of North Las Vegas.

One of the first things that we knew we needed to do in the City of North Las Vegas, in implementing different parts of the plan, was to really build a new team. You can see here on this page the progress that has been made [page 6, [Exhibit F](#)]. Once again, we have the demographic profile of the City of North Las Vegas. Then we have the management team that was inherited in 2013 when I came into the City of North Las Vegas. You can see it was predominantly white. It was 96 percent male at the director and above level, and we have made very purposeful and intentional efforts to make sure that we have a management team today that more reflects the community that it serves. If you see the management team that is there and that we represent today, it is a management team that is dramatically different than we had 10 years ago. We like to call that a decade of progress and recognizing our community and recognizing the need to make sure that we had diversity of thought and diversity of action within the room that was making key decisions.

The first item of business of any businesses is to stay in business, and that is what we faced in the City of North Las Vegas. How do we stay in business? What do we do to make the changes in order to do that? One of the things that we have incorporated a lot in the conversations around the City of North Las Vegas is this concept that comes from Justice Brandeis, who was a Supreme Court justice. He provided some of the early commentary on federalism, and what he was commenting on in this case is the fact that state bodies like this are the perfect place to experiment on different things, and not necessarily at the national level. He called these "laboratories of democracy" at the state level [page 7]. That is something that we have adopted throughout the core within the City of North Las Vegas. I believe all our departments are laboratories of democracy in many ways where we can try different things, where we can test different things. One of the first things that we needed to do, obviously, was bringing that team in to liberate thought within the City of North Las Vegas, because a lot of the bureaucrats and technocrats within the city had good ideas. They had good thoughts on how to solve problems, but there was not a way where we could access that information. Through both working with the existing team and bringing in new leadership, we were able to really harness that.

One of the first real experiments we did at the City of North Las Vegas was this concept of "grow-nomics" [page 8]. As you saw in Henderson's page early in their presentation, the City of North Las Vegas has one of the highest tax rates in southern Nevada. That was something that we knew early on. The challenges that the City of North Las Vegas was facing were because of management, because of leadership, and it was not fair to pass those on to the residents of North Las Vegas. We took an innovative approach because lots of times in government when you have challenges where you do not have the revenues to meet your needs, you just raise taxes. We knew that was not an option, and we were trying to see if there was a different way to do that. We implemented this theory at the time, which was "grow-nomics", where we believed that we could go out and, instead of going to the existing tax base, we could grow a new tax base. Through that new tax base, we could level off some of the demands on the City of North Las Vegas. I think if you look at economic development

in the City of North Las Vegas and you see the successes there, you can see the economics was something that really started to work in this first laboratory that we had in North Las Vegas.

One of the early thoughts in putting together how to save North Las Vegas was the fact that for about 87 percent of Americans, their retirement is actually in their home. That became something that became a litmus that we would use against all decisions that were being made. How can we increase home values? Because if we could do things at the municipal level to increase home values, that is something that would make a dramatic impact on residents in North Las Vegas. We were able to see various opportunities to do that.

One example was the pig farm. For those of you who know North Las Vegas, there is a pig farm that was there in the center of the city. I got to tell you though, that whenever we started making action to look at the impact of the pig farm, I probably received more hate mail than I had ever received before, because people would take their families there. My wife is a fourth-generation Nevadan, and she had grown up in North Las Vegas. They go to the pig farm and the little piglets would be there. People were not very happy that we were closing down the pig farm. But the reason that the pig farm was important is because within a two-mile radius of the pig farm, all the properties had odor nuisance restrictions on their titles. We are very data-driven in the City of North Las Vegas. Primarily, a lot of that comes from my experience as a social scientist. We found homes within that radius had a 17 percent decrease in valuation. It is easy to track because we had homebuilders that would build the exact same model outside of that radius. We could see what the model homes were going for, so we knew the pig farm was something we needed to address. That is just one of the many examples over the years of how we looked at home values as a way to really change North Las Vegas.

The economic development of North Las Vegas is not by accident. We knew coming into the city that we needed it to be a place where we could attract business. To grow that tax base, we had to make it a place that was comfortable for businesses to come. We did that through various changes that were made throughout the city. I liken it a lot of the time to Harry Truman. When Harry Truman was elected president, he found out the White House was falling down. It was not really hard. There are a couple of stories where his family members' feet would go right through the floor. He said, We have got to do something about this. When he first started the project to revamp the White House in 1948, he knew that everyone still needs to see the White House as a place that was in business, especially in the District of Columbia where you do not want to look like you have one branch of government that is lame. So, he kept the facade of the White House. You would not even know what was going on. There are some great pictures in the Eisenhower Executive Office Building that shows dump trucks in the bowels of the White House with front loaders, loading debris. You would have never known it. If you are looking at the White House, we did that same kind of remodeling and reconstruction within the organization of North Las Vegas.

What we were able to do is take permitting processes that used to take six months, and we reduced them down to minutes, to over the counter where we knew developers could come

in. We said to one of the first developers that we attracted into North Las Vegas, Listen, we can do this faster than anybody else. They came and speculated. They built a large facility and part way through the development of that facility which resulted in two large Fortune 500 companies coming to the City of North Las Vegas, they said, You know what, you guys really can do this fast. They pulled a project they were working on in Arizona and put that in North Las Vegas and moved those tenants to North Las Vegas, because they recognized we could move at the speed of business. That really fundamentally changed our ability to grow that tax base.

Apex Industrial Park is something we have talked a lot about in the City of North Las Vegas because of the promise it provides. But Apex Industrial Park was a challenge in being able to solve the infrastructure, getting the infrastructure out there so that real estate could turn it into land that could be developed. If you see that page in front of you titled Economic Development Lab [page 9, [Exhibit F](#)], it talks about where we are currently on the water line that is going out there, and the success we are seeing in Apex Industrial Park. Growth in Apex Industrial Park has started down in the southern regions where you expect it to start. Closest to town, it is starting to build up, and we have some wonderful companies that have come in there that will create thousands of jobs for southern Nevada.

I just want to highlight a couple of developments really quickly. One of the things that we talked about whenever we looked at how to change North Las Vegas was the 2011 Brookings-SRI report that influenced the decisions that came out of this legislative body in 2011 to create the Office of Economic Development in the Office of the Governor (GOED) and the seven sectors that are identified by the state. We specifically said, Let us target three sectors. Let us look at those three sectors and see how we can align our growth with what the state has already put out there as what the pathway forward is for redevelopment in Nevada.

Agora is an example of development that is happening in downtown North Las Vegas [page 10]. It represents 19 acres. It is 900 permanent jobs. There is \$200 million in capital investment. This is another area where we are seeing complete changes within the City of North Las Vegas. It is going to provide jobs and opportunity for our residents.

The next page is Helios Medical Campus [page 11, [Exhibit F](#)]. Helios is a medical complex that represents our desire to tap into the health and medical sciences, which is one of the seven sectors identified by GOED. This is a massive project. As I mentioned before, my wife, who is from the area, has never really liked the fact that none of our kids were born in North Las Vegas because there is not a hospital there. If you want to buy a new car, you are not going to buy in North Las Vegas. It is a community that is growing into its own now. This will provide that opportunity for services for our residents in what is really a health care desert. It includes a 600-bed hospital, 12,000 jobs, and represents \$4.5 to \$5 billion in investment in the City of North Las Vegas.

If you look at the ten years of "grow-nomics" and what it has returned to the City of North Las Vegas, I think it is an experiment that has been widely successful [page 12]. You can see the numbers of jobs that have been created, the amount of investment that has come

into the community. We had some audacious goals. We said we were going to do 100 million square feet in new concrete. We looked at ways that we could quantify what growth looked like. As we sit here today, the need to create a tax base has been met. The assessed valuation of the City of North Las Vegas in 2013 was \$3.98 billion. That is the assessed valuation the county makes when determining taxes. Today, that is at \$11.11 billion, which is a 180 percent increase in our tax base in the City of North Las Vegas. What this translates to is, the burden has not been placed on our residents. What we are seeing is that the City of North Las Vegas is starting to live within its means and provide services that are critical to the residents of North Las Vegas, while at the same time, expanding some of the services that we provide into the City of North Las Vegas.

Now I shall go to Serafin Calvo to talk a little bit about some of the expansive services that we have been able to provide now that we have established a stronger tax base in the City of North Las Vegas.

Serafin Calvo Sr., Community Services and Engagement Director, City of North Las Vegas:

I am the director of community services, an area that I am really, really proud of, because we have been able to provide resources for the community in different areas like education and veterans services, the latter of which I am going to speak on. The Veterans Resource Center recently opened on October 27, 2022 [page 14]. This resource center is a 2,000-square-foot facility with office space available for service providers to utilize. It also has a large space for social gatherings, trainings and meetings, a kitchen and a lounge area, and computers and tablets available for training and education for our patrons. We are currently open Monday through Thursday, 8 a.m. to 5 p.m. and soon we will be open Monday through Saturday, 8 a.m. to 5 p.m. The Veterans Resource Center is currently hosting daily classes, workshops, activities such as warrior yoga, financial literacy classes, suicide prevention workshops, education on U.S. Department of Veterans' Affairs benefits, Armed Forces Chamber meetings, and health and wellness workshops. We have partnered with several service providers that are currently serving our veterans community out of the Veterans Resource Center like the Salvation Army, American Association of Retired Persons, Armed Forces Chamber, U.S. VETS, Aetna, Integrated Medicine, Goodwill, and CompassionCare Hospice.

Another area that I am very proud of and very excited about is the Dolores Huerta Resource Center [page 15, [Exhibit F](#)]. The Dolores Huerta Resource Center slated for completion in 2023, will be the first facility of its kind in Nevada. Operated by the City of North Las Vegas and supported by service providers from across the Las Vegas Valley, the Dolores Huerta Resource Center provides a welcoming and inclusive one-stop shop for residents to access a wide variety of services and programs. All resources and information will be offered in both English and Spanish. The center will focus on serving the Latino community while working to build connections among the diverse populations represented in our great city, bringing critical services to the community. We have identified six areas that the programming and services will focus on: law clinic and workshops, education, technology, physical and mental health and wellness, job development, arts and culture. The community is very excited about the Dolores Huerta Resource Center. Many organizations and service

providers have already signed up to partner with the City of North Las Vegas at this resource center, including Dolores Huerta herself, who is planning on being present at the ribbon cutting.

Ryann Juden:

One of the things I do want to point out as an example of the success we have had with laboratories in North Las Vegas is the grant lab [page 17]. We identified in 2019 that there was probably going to be an increase in earmarks. We did not anticipate there was going to be the kind of federal spending that there was during or post COVID-19. What we did is prepare. Council provided guidance that we needed to really have a grant function in the City of North Las Vegas that could work with all the other departments. It is an example of successes we have had in the City of North Las Vegas. In fiscal year 2019, there was \$20.3 million in federal funding. In the past fiscal year, there was \$168 million in active awards. That is a 727 percent increase. By bringing in professionals, by taking grants, and making it a priority within the City of North Las Vegas, we were able to dramatically increase our grants.

Another example of how we have been able to take this concept of being nimble comes from the pandemic. As you can see on that page [page 18, [Exhibit F](#)], there are a lot of the things public safety did. We provided over 100,000 doses of vaccinations, which is dramatically higher than other jurisdictions that are larger than us. This was a commitment we had not just to the community, but the fact that we had a lot of our communities, especially our communities of color, being disproportionately impacted by COVID-19 meant we knew there was something we needed to do. There are also other stories that happened during this time. If you recall, everyone was making this decision—who are the essential employees, who are the nonessential employees, who are you going to send home, and who we are not going to send home? We made the decision in North Las Vegas that every single employee is essential during a pandemic, but maybe their job functions from prior to the pandemic might change. We worked with our bargaining groups. The state of emergency was declared on March 13. That was on a Friday. I remember on a Tuesday standing with some of our librarians, some of our parking enforcement officers, because we are not going to give people parking tickets during the pandemic, as we were packing lunches at Three Square for students who we knew were going to be the most vulnerable at the very beginning. A lot of them received their food through the schools that have now been shuttered. That was a team that not only did that teamwork, but also kind of became a utility player. We moved them around to do all kinds of different things. That is just an example of how an innovative, quick team was able to really go and make impacts for our residents.

The next page [page 19, [Exhibit F](#)] is on our budget. We will reserve those for if there are any specific questions on budget. Finally, I just wanted to just touch really quickly on the Legislature. In 2017, we came to the legislative body and talked about the need for us to change the PILT transfer loss. What was happening in the City of North Las Vegas was, almost a third of its budget was coming from a PILT transfer out of the sewer and water utility fund. What was happening is the residents of North Las Vegas were being charged for the service, but then instead of those dollars going just to the service, they were being moved

into the general fund to cover other services. That is something this legislative body in 2011 rightfully said, You guys cannot do that. If you are charging people for services, you need to be providing those services. If there is extra, you need to charge less. We agree, but one of the challenges is the Legislature gave us ten years between 2011 and 2021 to remove this transfer. It was very clear to us there was no way the City of North Las Vegas could get itself out of the hole at the same time as eliminating this practice, so we came to the Legislature in 2017 and said we really need help on changing this. We need to lengthen the runway and make it a longer period where the City of North Las Vegas can use this, but we want to responsibly start to decrease the city's reliance on it. That was a landmark bill for the City of North Las Vegas. It was not an easy bill in the City of North Las Vegas. No one ever wants to come back to you and say, Hey, you all were wrong five years ago. We need to change that because of changed circumstances, but we worked with this body. We worked with then-Commissioner Marilyn Kirkpatrick, and she was key because she and our mayor at the time were the two chairs of the Government Affairs Committee who had passed that bill in 2011. We were able to fundamentally change the City of North Las Vegas because we were able to increase our rating of credit for bonds. With that, we were able to refinance. As I said here today, we saved the residents of North Las Vegas over \$70 million in interest payments alone by refinancing our debt, because we were able to increase our credit due to the decisions that were made by this body.

North Las Vegas is still very much a turnaround town. We had a landmark last week where, for the first time since the economic downturn, our libraries opened back to full capacity on their hours. We still see firsts happening in North Las Vegas as we rebuild and turn the town around. It has been a joy for me as a city manager and as a member of this team to work on these challenges. We knew there was something we were doing that was special. Now, it is something that we are talking about with other scholars. Standard & Poors and Moody's did the rare thing of doing a site visit to North Las Vegas to try and understand how we were able to turn around the town financially so fast. With that, we have talked to other people that worked directly with Moody's from countries as far away as Japan and Peru to work with their management teams and help them understand the things that we learned as we fought to bring the city back. I would like to turn the time over to mayor.

Pamela Goynes-Brown, Mayor, City of North Las Vegas:

As I grew up, I watched North Las Vegas grow up alongside me. I remember when it was referred to as North Town. When *Cops* was filmed there, it did not have the best reputation. Sure, North Las Vegas has had its struggles, but as has been presented here today, it is clearly evident North Las Vegas has grown into a truly diverse and thriving community much different than the North Las Vegas of the past. When the city was faced with state receivership, I stood up for my community. I stayed up late trying to find solutions. I got my hands dirty and helped save it and turn it into what you see here today. We saved the city, and now the residents have spoken and elected me the first African American mayor in Nevada's history. From 2013 to 2022, Chapter One has been written, and now North Las Vegas gets to write its Chapter Two, so our story continues to be told and future chapters will be written. I look forward to working with the state, which will require communication as we support each other in supporting our diversity. In the last year and

a half, as I have traveled along the campaign trail, I met with wonderful, hardworking residents on their doorsteps and in public forums. I was so happy to hear that the residents approved of the direction the city is heading and I promised them, and I promise to this Committee, that I will govern responsibly to continue making North Las Vegas the safe, prosperous and beautiful city that it has become. This concludes our presentation, and we are happy to answer any questions that you may have.

Chair Torres:

At this time, I will open it up for any questions from the committee members.

Assemblywoman Taylor:

Madam Mayor, congratulations. It is an honor to meet the first Black mayor in our great state. I want to also applaud your efforts, City Manager, to diversify at the top. A lot of times, diversity is much easier on the front line than it is throughout the organization, so I certainly applaud that. Those are directly your decisions. Congratulations and kudos there. You should have a heads-up because I asked this question to the previous city as well. As your city diversifies, we want to build economic viability, especially in those diverse communities. Again, veteran-owned businesses, women-owned businesses, disabled-owned businesses, et cetera. What do you have in your procurement area? Purchasing? Do you have a supplier diversity program? Tell us a little bit about that.

Ryann Juden:

Yes, I did get a heads-up, which was nice. We do. We have both programs. I think a lot of the governments in southern Nevada have those programs. The Southern Nevada Water Authority has a program a lot of us modeled after, and we decided to go a little bit further in the City of North Las Vegas, because you are correct. Really, the challenges are, how do you interact? How do you interface with government? That can be a daunting task for any small business owner. It can particularly be a daunting task for our minority-owned businesses, our women-owned businesses, and our veteran-owned businesses. We went to University of Nevada, Las Vegas (UNLV) with this problem of, how do we dig in more? I knew the problem was the problem when I talked to my economic development team in 2013 and asked, What is your biggest economic development success? They said, Oh, we brought El Pollo Loco to downtown. I thought, You all did not bring El Pollo Loco to downtown, that was rooftops and traffic counts. More importantly, what I recognized is, I do not know who owns El Pollo Loco. I do not know if it is a Saudi prince somewhere, if it is a publicly traded company, I do not really know. What I do know is that it is not creating the diversification in our community that is necessary.

We went to UNLV with this question and said, What can we do? What can we do beyond just a static page on a website that says, Here is a program, here is how you work with the city? So, we created BIZ Connect. This is a program that is staffed by two full-time staff and two UNLV interns. It is very important that the staff is bilingual so they can work with businesses. At this point, we provided services to over 1,100 small businesses.

You are right, it is not just about money, but sometimes money is something that can matter. We looked at some of the microbusiness loans that were given by the development banks in Southeast Asia and said, How can we do something like this? We seeded a revolving credit loan that is provided to businesses, but at the same time, there are counselors. We are able to work with people on both business plans and as a result, 75 percent of those 1,100 businesses are minority-owned businesses. They are women-owned businesses and veteran-owned businesses. We have been able to start 18 new businesses. I would rather have economic development talk about the 18 new businesses than El Pollo Loco because those are businesses that can really change generational wealth, change people's situation in the City of North Las Vegas. We placed 46 new employees at these businesses. I welcome anyone in the Committee to come to City Hall. We have it prominently right there on the first floor when you first walk in, and it is open to all of our businesses so that we are taking things off of the page and really working with our community to work with them on how they can get these government contracts, how they can build a relationship with government and be able to get contracts, which I think is a lot more than just something on the website.

Assemblyman Nguyen:

It is really awesome to be here on International Women's Day and meet the first Black mayor of our state. It is awesome to recognize you, as well as one of your members of the audience. I met your city attorney this morning, who is Filipina. I am really happy that you talk the talk and walk the walk as well. My question is around the policy with the language access community as well as the minority initiatives that you have. I want to direct this question to the mayor. You have been on the council for a while before you got elected mayor. I am just wondering about policies that you are going to champion now as mayor, in terms of ensuring that our minority communities and your staffing recruitment strategies for the city and your leadership. How would you continue to champion that?

Pamela Goynes-Brown:

We do thrive and want to celebrate the diverse community in North Las Vegas, as our city manager mentioned and gave all those statistics, so absolutely, a goal is to continue to celebrate that diverse community, especially in City Hall. Years past, when I did first come on the city council, it was a very male, white-dominated staff that I worked with. It was a great staff, but that blueprint has changed, and we will continue to work on that by recruiting the best minority or diverse population of candidates we have that apply for positions, whether it is at the management level or liaison positions or positions throughout various departments in the city. That is a goal; especially as a woman of color, that our leadership and our team members represent the community that they serve.

Assemblyman Hibbetts:

Do you know your current vacancy rate at your police department?

Ryann Juden:

I will get that to you, but I believe it is 14 percent.

Assemblyman Hibbetts:

I am specifically referencing commissioned as opposed to the civilian employees. Although the civilian employees are extremely beneficial. The police department cannot run without them.

Ryann Juden:

We will get that information to you.

Assemblywoman González:

I have two questions. One, I asked the other city what the city manager makes. Could you go into that? My other question is about your public safety budget. Could you break that down a little bit? What does that look like? What does that mean?

Ryann Juden:

I also had a contract review in December and my current salary is \$300,000 annually. When you talk about the public safety budget, what kind of specifics would you like? Because that includes both police and fire as it is presented here.

Chair Torres:

I think we just want a breakdown of your budget. I imagine the city would have one.

Ryann Juden:

We do. We will provide that to you.

Assemblyman D'Silva:

Madam Mayor, congratulations on your historic achievement. It is a huge deal to have an African American mayor leading one of our major cities here in the state. I have two questions. One is positive, the other one is maybe not so positive. My first question is this: I have been very impressed with what is taking place along the Craig Road corridor between, say, Interstate 15 and Pecos Road going out towards Decatur Boulevard. I think it is one of the great economic stories in this state. That area went from being pretty much nothing when I was in my twenties to today being one of the most vibrant corridors in Nevada. My first question is, what can other municipalities learn from what took place on that Craig Road corridor?

Regarding my second question, I grew up in North Las Vegas. I went to Rancho High School. I teach there. We have a reputation. People look at it a certain way, and it seems to persist. When I tell people I am from North Las Vegas, they automatically get a conception as to who I am and what I may be about. When I tell people that I went to Rancho High School, that I work there, they have a conception about the school—a misconception—even though it is a four-star school, one of our gems in this state. There is an artist out there, Drake, who has a song called "Trust Issues." What is it about North Las Vegas, especially

when it comes to trusting this city and what is going on in the municipality? That is my question.

Ryann Juden:

I will take the happy question first, although I should probably take the unhappy question. We love working with other local governments, and we have worked with local governments in southern Nevada on how we were able to make that corridor. That is an example of something that you mentioned. Quite frankly, it is making processes a lot easier in North Las Vegas. Sometimes as a government, you might want to talk about your low tax environment, different things like that. Sometimes businesses actually see that as opportunities to exploit. They think they can come in and negotiate better for their position. We made it very easy for developers, who primarily build the buildings that retailers then come into to do business. I think there were a lot of developers that were coming into North Las Vegas, some that had not been there before, some that were coming for other projects that have been planned in the valley. They knew they could come in very quickly in North Las Vegas. Once you go hard on the project and you have got that land in a contract and with the bank, that interest starts eating away at your profit margins. We just recognized that and worked with them, and it is something that quickly started to snowball into what you see today.

Now, as far as the Drake question, that is a difficult one. What I can say is, we live by a principle in North Las Vegas that you do what is right and let the consequences follow. We constantly are doing what we believe is right for the residents of North Las Vegas. In coming into the City of North Las Vegas, I was very happy where I was before and what I was doing before. It makes me unique as a city manager because I am not interested in keeping my job, I am interested in doing my job. That kind of liberates me. I think being able to try different things and do different things liberates staff. When we had the layoffs that happened in the City of North Las Vegas, the trauma that happened in North Las Vegas, there were a lot of people that left the city, and they probably were not very happy. I am sure that there is some impact they have made. Though we had a plan coming to the City of North Las Vegas, the Prussian Field Marshal Helmuth von Moltke said that "No plan survives first contact with the enemy." As we started implementing the different steps that we are taking in North Las Vegas, it was difficult for some people. It was difficult to make the changes that were necessary because we were no longer going to be a government factory. When it comes to trust specifically, Abe Lincoln said that the trust is generally the best vindication for slander.

I think that North Las Vegas probably got some of its rap in the past by the very nature that it was a minority community and all the kinds of implicit biases that come with that. Without going into a big discourse on that, I think that there are some latent things present there. Also, the amount of work that it took to bring the city back from the brink was no small task, and it was not something that did not raise a lot of dust.

Chair Torres:

Can we talk about what officer retention looks like and what is the rate of officers leaving? Can we have that broken down by demographics as well? I know that information might not be available at this moment, but I think it would definitely be helpful. Can we also get detailed information on the diversity hires for officers here in North Las Vegas for a period of time? Not just the last three years, not just the last five years, but a big chunk of time. What does that diversity for hirings look like? I think that would be very helpful for the Committee.

Ryann Juden:

I will get that information for you. One thing I can say is, there are things that I am able to control as the city manager. Currently, our executive team, our senior leaders within the department, are six members whom I have direct impact over. We have two African Americans, two Latinos, and two whites. What I can say, as we talk about this decade, 2013 to today, the number of representation was 23 percent in 2013 and today it is 37 percent. I will get you the specific breakdowns on that, but we are seeing progress and making sure that we have a police force that represents the community it serves and looks like it.

Assemblywoman Thomas:

I represent Assembly District 17 in beautiful North Las Vegas, and I am so proud that you are able to put on the record the things that have happened in our city. I think that it is a positive. I see that the growth is coming to our city. People are looking at us. We are not that place that they used to refer to as North Town. We are the City of North Las Vegas. Beautiful North Las Vegas.

Chair Torres:

Did you want to add one last statement, Mayor?

Pamela Goynes-Brown:

Yes, I do, Madam Chair. Thank you because I just cannot sit still. Mostly I consider myself a hands-on leader. What we do is not for you, it is not for me, it is what is best for all the citizens and residents of North Las Vegas. Sure, it is easy to always downplay and look down on the past and focus on the negative, but if you really stop and you look at the City of North Las Vegas over the years and the growth that we have had and the tremendous progress that we have made, I am so proud to call myself a resident of North Las Vegas. It is the place that I am so proud to call home. When you get the various text messages, emails, and phone calls from our residents, whether they have been there a few months, a few years, or decades, to say that they are so pleased with North Las Vegas and what the city is doing, that is just a testimony to the hard work and dedicated staff and the people who I get to work with every day that helped to make the city shine. Our story is going to continue to be told and the book is not closed. The next chapters are still to be written. I look forward to working with you and hopefully you will be as proud of North Las Vegas as we are.

Chair Torres:

I think this Committee continues to look forward to working with you all as well. This concludes all the items on our agenda. I will go to public comment. [Public comment was heard.] This concludes our meeting. This meeting is adjourned [at 10:58 a.m.].

RESPECTFULLY SUBMITTED:

Dylan Small
Committee Secretary

APPROVED BY:

Assemblywoman Selena Torres, Chair

DATE: _____

EXHIBITS

[Exhibit A](#) is the Agenda.

[Exhibit B](#) is the Attendance Roster.

[Exhibit C](#) is a copy of a PowerPoint presentation titled "City of Henderson Presentation to the Assembly Committee on Government Affairs," dated March 8, 2023, presented by Dan H. Stewart, Councilman Ward 4; and Richard A. Derrick, City Manager, Chief Executive Officer, City of Henderson.

[Exhibit D](#) is a contract between the City of Henderson and the U.S. Department of Justice, submitted by David Cherry, Government Affairs Manager, City of Henderson.

[Exhibit E](#) is a memorandum dated March 15, 2022 from Dana Salvano-Dunn, Director, Compliance Branch, Office for Civil Rights and Civil Liberties, submitted by David Cherry, Government Affairs Manager, City of Henderson.

[Exhibit F](#) is a copy of a PowerPoint presentation titled "North Las Vegas Nevada Legislature Assembly Committee on Government Affairs," presented by Leonardo R. Benavides, Government Affairs Manager, City of North Las Vegas; Ryann Juden, City Manager, Chief Executive Officer, City of North Las Vegas; Serafin Calvo Sr. Community Services and Engagement Director, City of North Las Vegas; and Pamela Goynes-Brown, Mayor, City of North Las Vegas.