

CITY COUNCIL

MEETING OF

FEBRUARY 22, 1999

City of Las Vegas

AGENDA & MINUTES

Page 31

COUNCIL CHAMBERS • 400 EAST STEWART AVENUE

ITEM

ACTION

**DEPARTMENT OF PUBLIC WORKS -
CONSENT****SEWER CONNECTION AND APPROVAL OF
INTERLOCAL CONTRACT WITH CLARK
COUNTY SANITATION DISTRICT**

60 **BOARD OF TRUSTEES - CLARK COUNTY
SCHOOL DISTRICT** (Coran Lane, west of
Simmons Street - Ollie Detweiler Elementary
School)

Request to connect one lot approximately 12.0 acres with a proposed usage of an elementary school to the City sewer from property located in Clark County on Coran Lane west of Simmons Street; applicant proposes to connect to an existing 8" sewer main located in the intersection of Coran Lane and Simmons Street; the City limit is adjacent to this site; the Planning Department has determined the proposed use of this parcel does not conform with the City's General Plan for the area; there is sufficient capacity in the City Sanitary Sewer.

Recommendation: The Department of Public Works acknowledges from a capacity point of view the connection could be allowed, subject to conformance with all City Codes and Department standards and off-site improvements being installed per City standards. Approval of this item would allow connection of an elementary school site only.

McDONALD - Motion to APPROVE:**Items 5 through 13****Items 15 through 42****Items 44 through 63****- carried UNANIMOUSLY****Items 3 and 4:****APPROVED under separate action**
(see individual items)**Item 14:****STRICKEN under separate action**
(see individual item)**Item 43:****APPROVED under separate action**
(see individual item)

There was no related discussion.

(10:45 - 10:46)

1-452

CITY COUNCIL

MEETING OF

AGENDA DOCUMENTATION**FEBRUARY 22, 1999**

TO:

City Council

FROM:

RICHARD D. GOECKE, DIRECTOR
DEPARTMENT OF PUBLIC WORKS

SUBJECT:

SEWER CONNECTION AND APPROVAL OF INTERLOCAL CONTRACT WITH CLARK COUNTY SANITATION DISTRICT - BOARD OF TRUSTEES - CLARK COUNTY SCHOOL DISTRICT (CORAN LANE, WEST OF SIMMONS STREET - THE OLLIE DETWEILER ELEMENTARY SCHOOL)

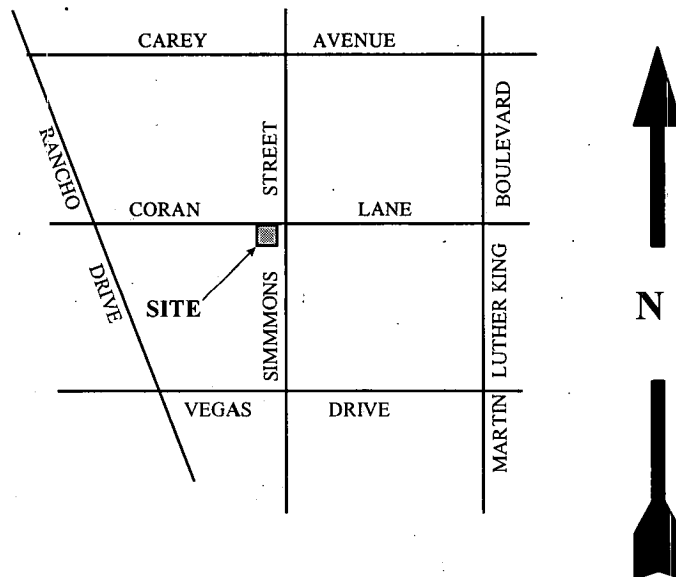
PURPOSE/BACKGROUND

This request is to connect one lot, approximately 12.0 acres, with a proposed usage of an elementary school, to the City sewer from property located in Clark County, on Coran Lane, west of Simmons Street APN#139-20-301-001 and 139-20-301-002. The applicant proposes to connect to the existing 8" sewer main located in the intersection of Coran Lane and Simmons Street.

The City limit is located adjacent to this site.

The Planning Department has determined the proposed use of this parcel does not conform to the City's General Plan for the area. There is sufficient capacity in the City Sanitary Sewer.

If approved, the applicant will be required to sign a "Sewer Connection Agreement" and a "Petition for Annexation" An Interlocal Contract was approved by the Clark County Sanitation District on February 5, 1999. Fees will be determined and paid prior to connection..

**FISCAL IMPACT**

None

RECOMMENDATIONS

The Department of Public Works acknowledges from a capacity point of view the connection could be allowed, subject to conformance with all City Codes and Department standards and off-site improvements being installed per City standards. Approval of this item would allow connection of an elementary school site only.

Agenda Item**60**

INTERLOCAL CONTRACT

THIS CONTRACT is entered into as of the 5th day of February, 1999 by and between the CLARK COUNTY SANITATION DISTRICT ("DISTRICT") and the CITY OF LAS VEGAS ("CITY"), both political subdivisions of the State of Nevada, located within Clark County, Nevada.

WITNESSETH:

WHEREAS, NRS 277.180 provides that one or more public agencies may enter into contracts for the performance of sewer service activity or undertaking which the agency is authorized by law to perform; and

WHEREAS, the CITY provides sewage treatment at its own facilities; and

WHEREAS, DISTRICT sewer lines are not accessible to provide service to the area as shown in Exhibit "A," owned by Clark County School District (approximately 12.7 acres -- vacant land; Parcel No. 139-20-301-001 and 002) which is within the boundaries of the DISTRICT and beyond the corporate limits of the CITY but which is more accessible to sewer service by the CITY; and

WHEREAS, DISTRICT and CITY are willing to enter into a CONTRACT whereby CITY will provide sewer service to that area as shown on the attached Exhibit "A."

NOW THEREFORE, in consideration of the mutual covenants and conditions hereinafter set forth, the parties agree as follows:

1. CITY, at its established rates and in accordance with all CITY resolutions and policies, shall allow connection to CITY sewage collection system by, and will provide sewer service to, that area as shown on attached Exhibit "A" which is located within Clark County.

2. Upon adoption of this CONTRACT, DISTRICT will require all customers/applicants who are located within the boundaries of Exhibit "A" to pay sewer service and System Development Approval (SDA) charges directly to the CITY. CITY will issue a receipt of payment to each customer/applicant; each customer/applicant shall submit this paid receipt and copy of approved application to the DISTRICT and obtain a DISTRICT SDA for issuance of a Clark County building permit(s).

3. This agreement shall be for a term of fifty (50) years or when DISTRICT sewer service becomes available, whichever should first occur. "Available" is defined to mean a sewer service line within 400 feet of the Customer's location with capacity to handle the Customer's discharge.

4. No joint venture is contemplated or established hereby, and neither of the parties shall be deemed to be the agent of the other for any purpose by virtue of this CONTRACT.

5. This CONTRACT shall not be deemed to be for the benefit of any entity or person who is not a party hereto, and neither this CONTRACT, nor any interest therein, may be assigned without the prior written consent of the nonassigning party.

/////

/////

/////

/////

/////

/////

/////

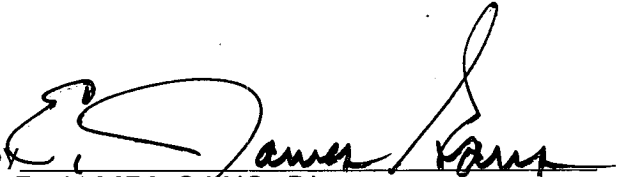
/////

/////

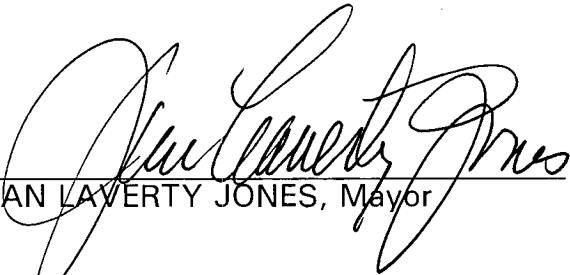
6. Each party warrants to the other that they have the authority and capacity to perform the provisions hereof.

WITNESS OUR HANDS the day and year first above written.

CLARK COUNTY SANITATION DISTRICT

By 
E. JAMES GANS, Director

CITY OF LAS VEGAS

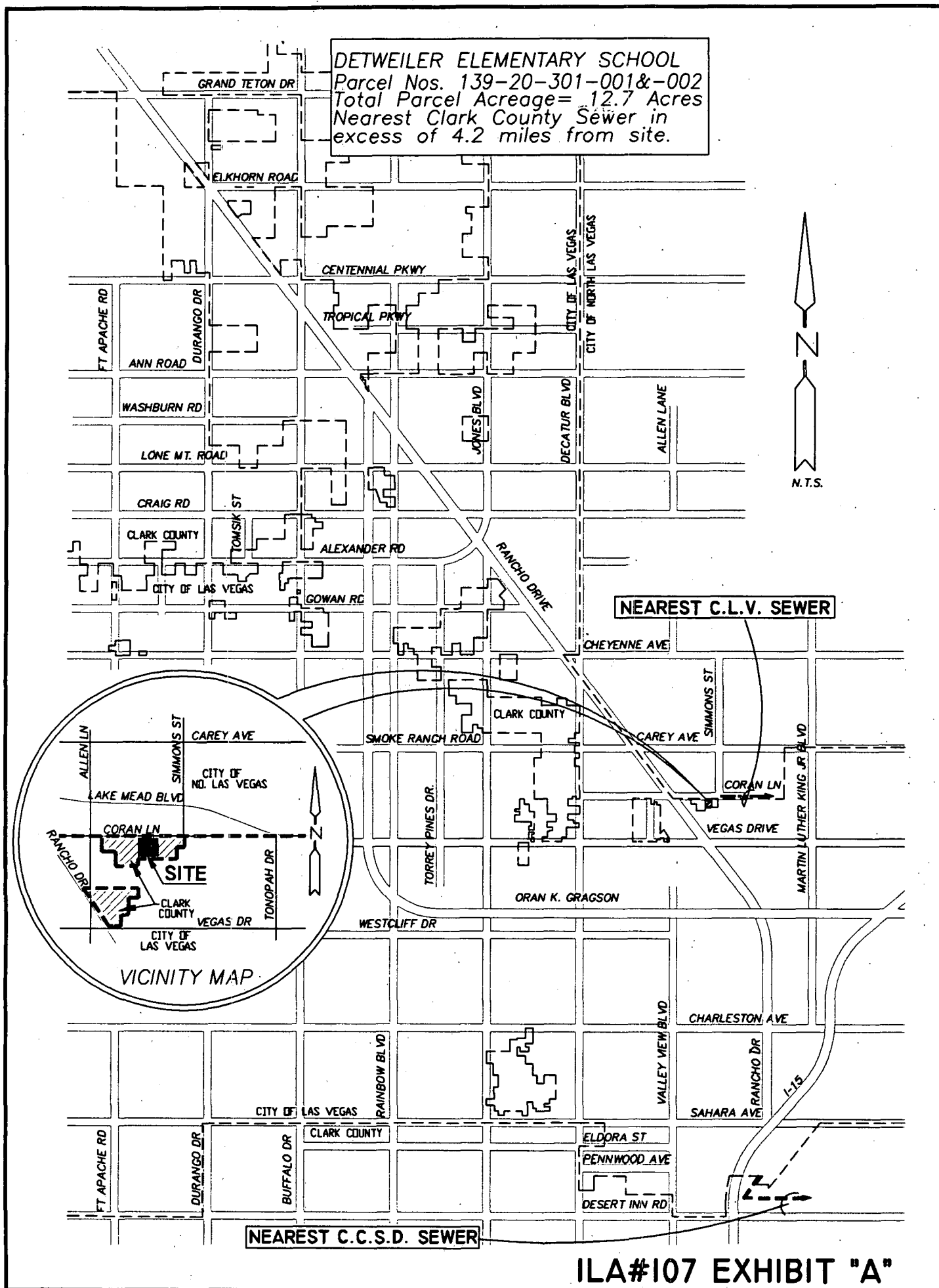
By 
JAN LAVERTY JONES, Mayor

ATTEST:


BARBARA JO RONEMUS, City Clerk

APPROVED AS TO FORM:

By  3-19-99
Deputy City Attorney



Approved by City Council:

2/22/99SEWER CONNECTION AGREEMENT

THIS SEWER CONNECTION AGREEMENT (the "Agreement" herein), made and entered into this _____ day of _____, 1999, by and between the CITY OF LAS VEGAS, a municipal corporation of the State of Nevada (hereinafter referred to as "City"), and BOARD OF SCHOOL TRUSTEES - CLARK COUNTY SCHOOL DISTRICT, 2832 E. FLAMINGO, LAS VEGAS, NEVADA 89121-5205 (hereinafter referred to as "Owner").

WITNESSETH

WHEREAS, the City is able to furnish sewer service to the following described real property which is owned by the Owner and is situated outside the corporate boundaries of the City, to-wit:

A parcel, (approximately 12.0 acres), consisting of vacant land with a proposed usage of a A PROPOSED ELEMENTARY SCHOOL, located ON CORAN LANE, WEST OF SIMMONS STREET (APN# 139-20-301-001 AND 139-20-301-002).

WHEREAS, the Owner has applied to the City to connect said described real property to the City's sewage collection system, and the City is willing to do so;

NOW, THEREFORE, for and in consideration of the Owner's agreeing to pay the sum of To be determined at time of connection (the "Connection Fee" herein), the City hereby agrees that the Owner may connect a sewer line from said described real property to an extension of the City's sewage collection system at the point which is the nearest and most practical with respect to said real property. The Connection Fee shall be paid in the following manner:

At the time of connection

It is understood and agreed that the Owner shall cause all necessary connecting lines to the existing sewer to be installed at his sole cost and expense, all in conformity with the laws of the City.

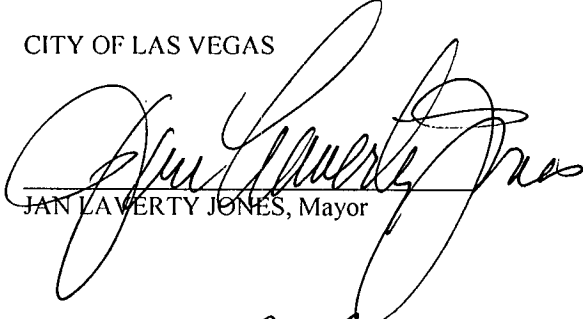
It is further understood and agreed that the Owner shall pay an annual sewer service charge in the amount of the then prevailing annual sewer service charge which applies to property which is situated within the corporate boundaries of the City and devoted to the same type of use. The first such annual payment shall be made upon the connection of said described real property to the City's sewage collection system, and each subsequent annual payment shall be made each anniversary of such connection.

The Owner further agrees that the City may annex said described real property into its corporate boundaries as soon as it may legally do so in accordance with the then applicable laws.

This Agreement shall be binding upon the heirs, legal representatives, successors and assigns of the Owner.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives the day and year first above written.

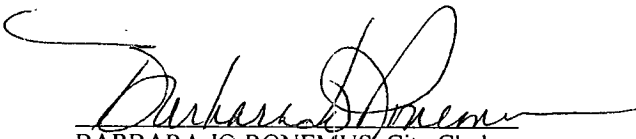
CITY OF LAS VEGAS


JAN LAVERTY JONES, Mayor

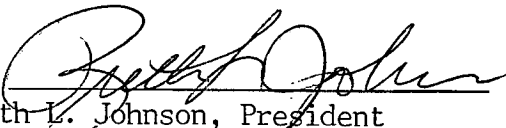
 3-19-99

Approved as to form: City Attorney's Office

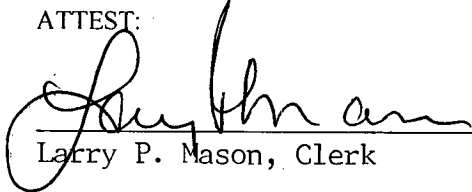
ATTEST:


BARBARA JO RONEMUS, City Clerk

BOARD OF SCHOOL TRUSTEES
CLARK COUNTY SCHOOL DISTRICT

By: 
Ruth L. Johnson, President

ATTEST:


Larry P. Mason, Clerk

2832 E. FLAMINGO
LAS VEGAS, NEVADA 89121-5205

PETITION FOR ANNEXATION

TO: THE CITY COUNCIL

The undersigned, being owners of real property situated within the boundaries of the territory hereinafter described, do hereby petition the City Council to annex and include within the corporate limits of the City of Las Vegas, Nevada, pursuant to the provisions of the Nevada Revised Statutes 268.570 through 268.608, inclusive, the territory being more particularly described as follows, to-wit:

a parcel (approximately 12.0 acres) located ON CORAN LANE, WEST OF SIMMONS STREET, with a proposed use of a AN ELEMENTARY SCHOOL - APN#139-20-301-001 AND 139-20-301-002

Number of Acres to be Annexed:

12.0

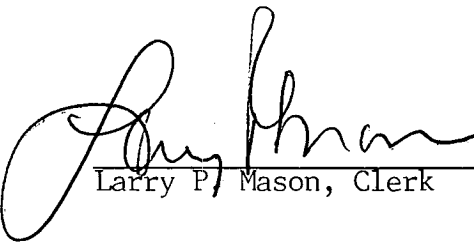
General Location of Annexation Area:

ON CORAN LANE, WEST OF SIMMONS STREET

Respectfully submitted,

Signature:


BOARD OF SCHOOL TRUSTEES
CLARK COUNTY SCHOOL DISTRICT
Ruth L. Johnson, President

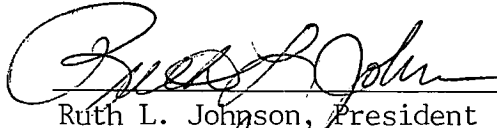

Larry P. Mason, Clerk

Name (Print): BOARD OF SCHOOL TRUSTEES CLARK COUNTY SCHOOL DISTRICTAddress: 2832 E. FLAMINGO
LAS VEGAS, NEVADA 89121-5205Telephone: (702)799-7604AGREEMENT

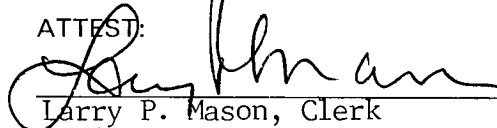
We, the Petitioners requesting annexation into the City of Las Vegas, offer this Petition for Annexation as consideration for the furnishing of sewer services by the City of Las Vegas to our property, as described above. We understand that the City will not undertake the actual annexation process until our property meets the requirements outlined in NRS 268.570 through 268.608.

We intend this Petition and Agreement to be for the express benefit of the above-described property. We intend this Petition and Agreement to be binding against ourselves, our heirs and our assigns upon furnishment of said sewer services. We intend that subsequent purchasers of the above-described property be put on notice of this covenant running with the land, and, for that purpose hereby consent that this Petition and Agreement shall be recorded.

BOARD OF SCHOOL TRUSTEES
CLARK COUNTY SCHOOL DISTRICT


Ruth L. Johnson, President

ATTEST:


Larry P. Mason, Clerk

CITY COUNCIL

MEETING OF

FEBRUARY 22, 1999

City of Las Vegas

AGENDA & MINUTES

Page 32

COUNCIL CHAMBERS • 400 EAST STEWART AVENUE

ITEM

ACTION

**DEPARTMENT OF PUBLIC WORKS -
CONSENT****REPORT/ACTION ITEMS**

61

Approval of an interlocal cooperative agreement with the Nevada Department of Transportation for highway safety improvements (traffic intersection signalization)

(Fiscal Impact: City to provide \$14,300 toward the cost of the signal)

McDONALD - Motion to APPROVE:**Items 5 through 13****Items 15 through 42****Items 44 through 63****- carried UNANIMOUSLY****Items 3 and 4:****APPROVED under separate action**
(see individual items)**Item 14:****STRICKEN under separate action**
(see individual item)**Item 43:****APPROVED under separate action**
(see individual item)

There was no related discussion.

(10:45 - 10:46)

1-452

62

Approval of a professional services agreement with Kennedy/Jenks for the design of flood control improvements for the Gowan Outfall - Lone Mountain Branch

(Fiscal Impact: \$99,985 to be funded by CCRFCD Interlocal Contract dated 12-11-97)

APPROVED - see above

CITY COUNCIL

MEETING OF

February 22, 1999

*AGENDA DOCUMENTATION*

TO:

The City Council

FROM:

Richard D. Goecke
Director of Public Works

SUBJECT: APPROVAL OF AN INTERLOCAL COOPERATIVE AGREEMENT WITH THE NEVADA
DEPARTMENT OF TRANSPORTATION FOR HIGHWAY SAFETY IMPROVEMENTS

PURPOSE/BACKGROUND

The City of Las Vegas and the Nevada Department of Transportation (NDOT) have entered into an agreement for highway safety improvements in which NDOT will replace existing protected permissive left turn signal heads with protected only left turn signal heads, install new left turn signal heads and install far side (bracket mount) signal heads at the intersections of Lake Mead Boulevard with Decatur Boulevard, Lake Mead Boulevard with Rainbow Boulevard, Lake Mead Boulevard with "H" Street, Lake Mead Boulevard with Torrey Pines Drive, Lake Mead Boulevard with Tenaya Way, Decatur Boulevard with Hayes Place, Decatur Boulevard with Alta Drive, Lamb Boulevard with Bonanza Road, and Bonanza Road with Bruce Street. The project will cost \$286,000.00. NDOT will provide \$271,700.00 and the City will provide \$14,300.00.

FISCAL IMPACT

The City will provide \$14,300.00 towards the cost of the signal.

RECOMMENDATION

The Director of Public Works recommends the approval of the Agreement between the City of Las Vegas and the Nevada Department of Transportation.

INTERLOCAL COOPERATIVE AGREEMENT

THIS AGREEMENT, made and entered into this 3rd day of May, 1999 by and between the STATE OF NEVADA, acting by and through its DEPARTMENT OF TRANSPORTATION, (hereinafter referred to as STATE) and the CITY OF LAS VEGAS, a Municipal Corporation, (hereinafter referred to as CITY).

WITNESSETH:

WHEREAS, pursuant to the provisions of NRS Chapter 408, the Director of the DEPARTMENT may enter into agreements for highway improvements beneficial to all parties; and

WHEREAS, pursuant to the provisions of NRS Chapter 277, STATE and CITY are authorized to enter into agreement for the performance of any governmental service which either STATE or CITY is authorized to perform, which includes, but is not limited to, the joint construction of roadway improvement projects; and

WHEREAS, STATE proposes to replace existing protected permissive left turn signal heads with protected only left turn signal heads, install new left turn signal heads and install far side (bracket mount) signal heads at the intersections of Lake Mead Boulevard with Decatur Boulevard, Lake Mead Boulevard with Rainbow Boulevard, Lake Mead Boulevard with "H" Street, Lake Mead Boulevard with Torrey Pines Drive, Lake Mead Boulevard with Tenaya Way, Decatur Boulevard with Hayes Place, Decatur Boulevard with Alta Drive, Lamb Boulevard with Bonanza Road, Bonanza Road with Bruce Street, hereinafter referred to as PROJECT; and

WHEREAS, the PROJECT is to be funded in part with Federal Safety Funds and in part with CITY funds; and

WHEREAS, the current total estimated PROJECT cost (preliminary engineering, construction engineering and construction costs) are Two Hundred Eighty Six Thousand Dollars (\$286,000.00); and

WHEREAS, CITY owns and maintains the following intersections: Lake Mead Boulevard with Decatur Boulevard, Lake Mead Boulevard with Rainbow Boulevard, Lake Mead Boulevard with "H" Street, Lake Mead Boulevard with Torrey Pines Drive, Lake Mead Boulevard with Tenaya Way, Decatur Boulevard with Hayes Place, Decatur Boulevard with Alta Drive, Lamb Boulevard with Bonanza Road and Bonanza Road with Bruce Street; and

WHEREAS, the construction of said PROJECT will enhance safety for vehicular traffic; and

WHEREAS, the construction of said PROJECT will be of great benefit to the citizens of STATE and CITY and to the traveling public in general by relieving congestion and reducing traffic crashes.

NOW THEREFORE, in consideration of the premises and of the covenants herein contained, the parties hereto agree as follows:

STATE AGREES:

1. To design, advertise, award, construct and administer said PROJECT as developed on construction plans.
2. To allow CITY to review the PROJECT with the understanding that all concerns shall be directed to STATE's Resident Engineer and not to the contractor.
3. To fund Ninety Five Percent (95%) of the eligible PROJECT costs with federal funding, estimated to be Two Hundred Seventy One Thousand Seven Hundred Dollars (\$271,700.00).
4. To invoice CITY, upon completion of PROJECT, for the five percent (5%) match of eligible PROJECT costs, and one hundred percent (100%) of PROJECT costs not eligible for federal funding. The estimated total cost of CITY match is Fourteen Thousand Three Hundred Dollars (\$14,300.00).
5. To provide CITY preliminary plans and specifications for review and comment, and to invite CITY to all meetings prior to and during construction to address said comments.
6. To allow CITY to review and comment within four (4) working days on PROJECT change orders. Any concerns to a change order or non-eligible costs shall be considered by STATE. STATE will make a good faith effort to address CITY'S concerns, however, STATE will have final determination.

CITY AGREES:

1. To review and comment, within 10 working days, on the preliminary plans for the proposed PROJECT as prepared by STATE.
2. To pay, within 45-days upon receipt of STATE invoice, five percent (5%) of eligible PROJECT costs which is to include preliminary engineering, right of way engineering, construction engineering and construction, and one hundred percent (100%) of PROJECT

costs not eligible for federal funding. The estimated total cost of CITY match is Fourteen Thousand Three Hundred Dollars (\$14,300.00). This amount is the initial estimate and may change during the design process as information becomes available. CITY will not unreasonably delay or withhold payment or approval of any invoice properly submitted by STATE.

3. To maintain ownership, to operate, maintain and provide energy for said PROJECT at no cost to STATE.

4. To identify and relocate all utilities necessary to construct the PROJECT prior to advertisement of PROJECT.

5. To authorize and hereby does authorize the STATE, its authorized agent(s), and contractor(s) to occupy the CITY's right-of-way for the purposes set forth in this Agreement. This Agreement constitutes authorization to the STATE for such purposes.

6. To review and comment within four (4) working days on PROJECT change orders. Any concerns to a change order or non-eligible costs shall be considered by STATE.

STATE will make a good faith effort to address CITY'S concerns, however, STATE will have final determination.

7. To acquire Right of Way and Right of Way construction easements, prior to advertisement of PROJECT, from all private property owners affected by construction of the PROJECT.

8. Should this Agreement be terminated prior to the completion of construction of PROJECT, CITY will reimburse STATE all PROJECT costs incurred up to the point of Agreement termination. This includes the portion that was to be federally funded.

9. To pay actual project costs whether they be greater than or less than the estimates shown within.

IT IS MUTUALLY AGREED:

1. All work contemplated by this Agreement shall be done in a good and workmanlike manner and to the satisfaction of all parties hereto.

2. Each party agrees to indemnify and hold harmless the other party to the extent provided by law, including, but not limited to, Nevada Revised Statutes Chapter 41, from and against any liability arising out of the performance of this Agreement proximately caused by any act or omission of its officers, agents and employees.

3. This Agreement shall be construed and interpreted according to the laws of the State of Nevada.

4. This is a Federal Hazard Elimination / City of Las Vegas (off system) PROJECT and that no state funds may be expended.
5. This Agreement shall inure and be binding upon the respective successors and assigns of the parties hereto.
6. This Agreement constitutes the final agreement between the parties and shall not be modified unless in writing and signed by the parties.
7. All written notices required under this Agreement shall be delivered to the following persons at the addresses shown:

FOR STATE

Thomas E. Stephens P.E., Director
 State of Nevada Department of Transportation
 Attn. Kelly Anrig, Asst. Chief Safety Engineer
 1263 South Stewart Street
 Carson City, NV 89712
 Telephone: (702) 888-7459

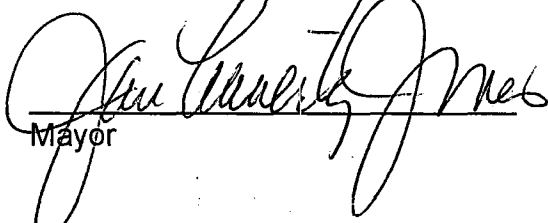
FOR CITY

Richard D. Goeke, Director
 Department of Public Works
 City of Las Vegas
 Attn. O.C. White, Traffic Engineer
 400 East Stewart Ave.
 Las Vegas, NV 89101
 Telephone: (702) 229-6327

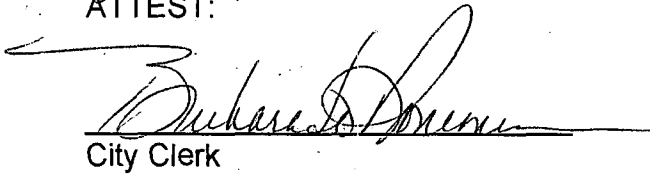
8. This Agreement shall be terminated when all items of work contemplated herein have been completed, save and except the responsibility for maintenance as specified herein.
9. The illegality or invalidity of any provision or portions of this Agreement shall not effect the validity of the remainder of this Agreement.
10. The STATE will award the contract in accordance with its rules and procedures to the lowest responsive and responsible bidder based on the estimated construction costs. In the event the lowest bidder is more than seven percent (7%) above the Engineer's Estimate for the total contract, CITY approval as well as STATE Director's approval will be required to award the PROJECT

IN WITNESS WHEREOF, the parties have caused this Agreement to
be executed by their authorized officers the day and year first above written.

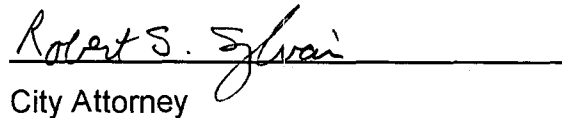
CITY OF LAS VEGAS


Mayor

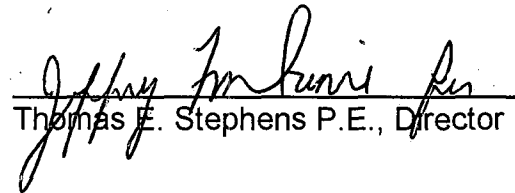
ATTEST:


City Clerk

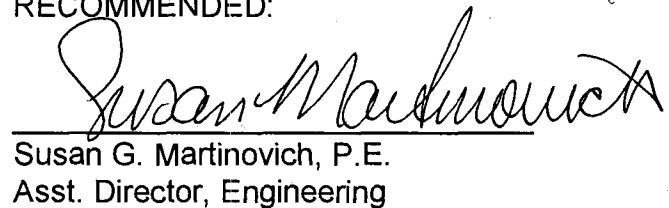
Approved as to Legality and Form:


City Attorney

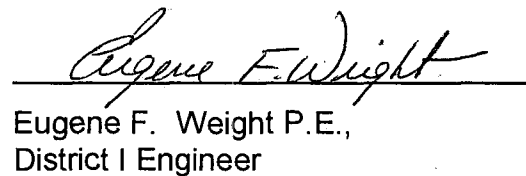
STATE OF NEVADA, acting by and
through its DEPARTMENT OF
TRANSPORTATION


Thomas E. Stephens P.E., Director

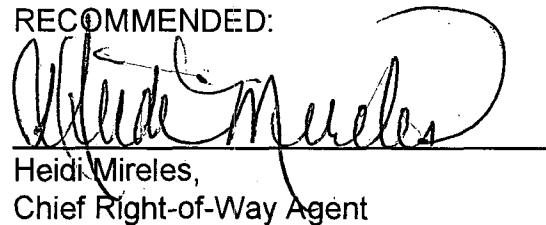
RECOMMENDED:


Susan G. Martinovich, P.E.
Asst. Director, Engineering

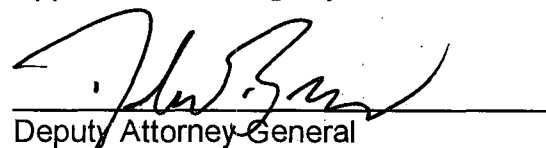
RECOMMENDED:


Eugene F. Weight P.E.,
District I Engineer

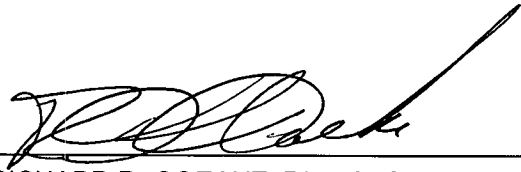
RECOMMENDED:


Heidi Mireles,
Chief Right-of-Way Agent

Approved as to Legality and Form:


Deputy Attorney General

AGENDA DOCUMENTATION

CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999
RICHARD D. GOECKE, DIRECTOR
DEPARTMENT OF PUBLIC WORKSTO:
CITY COUNCILFROM: RICHARD D. GOECKE, DIRECTOR
DEPARTMENT OF PUBLIC WORKSSUBJECT: APPROVAL OF A PROFESSIONAL SERVICES AGREEMENT WITH KENNEDY/JENKS FOR THE
DESIGN OF FLOOD CONTROL IMPROVEMENTS FOR THE GOWAN OUTFALL - LONE
MOUNTAIN BRANCHPURPOSE/BACKGROUND

This agreement will secure the engineering services of Kennedy/Jenks for the design and preparation of contract bid documents for the construction of the Gowan Outfall - Lone Mountain Branch flood control improvements.

Approved funding for the engineering services cost for this project is \$99,985.

FISCAL IMPACT

\$99,985 to be funded by the CCRFCD Interlocal Contract dated 12-11-97.

RECOMMENDATION

The Director of Public Works recommends approval of the Professional Services Agreement with Kennedy/Jenks.

AGENDA ITEM

62

PROFESSIONAL SERVICES AGREEMENT
Gowan Outfall - Lone Mountain Branch

THIS AGREEMENT, made and entered into as of the 22nd day of February, 1999, by and between the CITY OF LAS VEGAS, a municipal corporation, (hereinafter referred to as "CITY"), and Kennedy/Jenks Consultants, (hereinafter referred to as "CONSULTANT").

W I T N E S S E T H:

WHEREAS, the CITY intends to construct a portion of the Gowan Outfall - Lone Mountain Branch (hereinafter referred to as the "PROJECT"); and

WHEREAS, the CITY desires to obtain quality professional services of the CONSULTANT to perform design and preparation of contract bid documents for the construction of the PROJECT; and

WHEREAS, the CONSULTANT is properly registered and qualified in accordance with the Nevada Revised Statutes and has the personnel and facilities necessary to perform such services within the required time; and

WHEREAS, the CONSULTANT's scope of service and compensation have been arrived at after meaningful negotiations between the CITY and the CONSULTANT.

NOW THEREFORE, in consideration of the premises contained herein, the parties hereto agree to the following terms, conditions and covenants set forth in Section I

through XI hereof;

**SECTION I
RESPONSIBILITY OF CONSULTANT**

- A. The CONSULTANT shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all services furnished by the CONSULTANT, its subcontractors and consultants and its and their principals, officers, employees and agents under this AGREEMENT. In performing the specified services, CONSULTANT shall follow practices consistent with generally accepted professional technical engineering standards.
- B. It shall be the duty of CONSULTANT to assure that all products of its effort are technically sound and in conformance with all pertinent federal, State, and local statutes, codes, ordinances, resolutions and other regulations. CONSULTANT shall not produce a design which violates or infringes on any patent rights. The CONSULTANT shall without additional compensation, correct or revise any error or deficiencies in its design, drawings, specifications, reports and other services. The CONSULTANT shall pay all damages, costs and expenses caused by, resulting from, or arising out of CONSULTANT's negligent performance in its design, drawings, specifications, reports and other services.
- Permitted or required approval by the CITY of any products or services

furnished by CONSULTANT shall not in any way relieve the CONSULTANT of responsibility for the professional and technical accuracy of its services.

CITY review, approval, acceptance, or payment for any of CONSULTANT's services herein shall not be construed to operate as a waiver of any rights enjoyed by the City under this AGREEMENT or of any cause or action arising out of the performance of this AGREEMENT, and CONSULTANT shall be and remain liable in accordance with the terms of this AGREEMENT and applicable law for all damages to CITY caused by CONSULTANT's negligent acts, errors or omissions in performance of this AGREEMENT.

- C. CONSULTANT shall assign James Tucker, P.E. to manage the PROJECT. All of the services specified by this AGREEMENT shall be performed by the Project Manager, or by CONSULTANT's associates and employees identified in the CONSULTANT's proposal under the personal supervision of the Project Manager. All employees identified in the CONSULTANT's cost proposal shall be subject to approval by CITY's representative. Should the Project Manager, or any key employee of CONSULTANT be unable to complete his or her responsibility for any reason, the CONSULTANT will replace him or her with a qualified person whom the CITY's representative finds satisfactory. If CONSULTANT

fails to make a required replacement within 30 days, CITY may terminate this AGREEMENT for default.

- D. The CONSULTANT shall not produce a design or specification which would be in violation of NRS Chapter 338 entitled "Public Works Projects".
- E. CONSULTANT shall furnish CITY's representative copies of all correspondence to regulatory agencies for approval and review prior to mailing such correspondence.
- F. The CONSULTANT agrees that its officers, partners and employees will cooperate with the CITY in the performance of services under this AGREEMENT and will be available for consultation with CITY at such reasonable times with advance notice as to not conflict with their other responsibilities.
- G. The rights and remedies of the CITY provided for under this section are in addition to any other rights and remedies provided by law or under other sections of this AGREEMENT.

SECTION II RESPONSIBILITY OF CITY

- A. The CITY agrees that its officers and employees will cooperate with CONSULTANT in the performance of services under this AGREEMENT and will be available for consultation with CONSULTANT at such

reasonable times with advance notice as to not conflict with their other responsibilities.

B. The services to be performed by CONSULTANT under this AGREEMENT shall be subject to periodic review by CITY's representative. The review comments of CITY's representative shall be reported in writing to CONSULTANT by CITY's representative. To prevent an unreasonable delay in CONSULTANT's work, the CITY's representative will endeavor to examine all reports, drawings, specifications, and other documents and will respond in writing to the CONSULTANT within ten (10) working days of receipt of such documents. It is understood that CITY's representative's review comments do not relieve CONSULTANT from the responsibility for the professional and technical accuracy of all work delivered under this AGREEMENT.

C. CITY shall, without charge, furnish to or make available for examination or use by CONSULTANT as it may request, any data which CITY has available, including as examples only and not as a limitation:

1. Copies of reports, maps, plans, surveys, records, and other documents pertinent to streets, traffic, utilities, public properties, property developments and other physical features.
2. Copies of previously prepared reports, maps, plans, specifications,

surveys, records, ordinances, codes, regulations, other documents, and information related to the services specified by this AGREEMENT.

- D. CITY shall assist CONSULTANT in obtaining data and documents from public officers or agencies and from private citizens and business firms whenever the CITY determines that such material is necessary for the completion of the services specified by this AGREEMENT.

SECTION III SCOPE OF SERVICES

Services to be performed by the CONSULTANT shall consist of the services described in Exhibit A of this AGREEMENT.

SECTION IV CHANGES TO SCOPE OF SERVICES

- A. The CITY may at any time, by written order, make changes within the general scope of this AGREEMENT and in the services or work to be performed. If such changes cause an increase or decrease in the CONSULTANT's cost or time required for performance of any services under this AGREEMENT, an equitable adjustment shall be made and this AGREEMENT shall be modified in writing accordingly. Any claim of the CONSULTANT for adjustment under this clause must be asserted in writing within 30 days from the date of receipt by the CONSULTANT of notification of change unless the CITY grants in writing a further period of

time before the date of final payment under this AGREEMENT.

- B. No services due to a change in scope for which additional compensation will be charged by the CONSULTANT shall be furnished without the written authorization of the CITY.

SECTION V ADDITIONAL SERVICES OF CONSULTANT

- A. Additional services will be provided only as specifically authorized in writing by the CITY's representative and consist of the work described in Exhibit B. Any other work determined by CITY as essential to efficient and timely completion of the project shall require formal amendment to this AGREEMENT.
- B. The CONSULTANT shall notify CITY in advance of any additional costs which may be incurred prior to attending such meetings or public hearings as may be necessary to clarify the interpretation of the work performed by CONSULTANT under this AGREEMENT.

SECTION VI SUBCONTRACTS

CONSULTANT agrees to include in all professional engineering subcontracts in connection with performance of the terms and obligations imposed under this AGREEMENT the following:

- A. A provision that CONSULTANT agrees to pay the subcontractor when paid for that portion of the work by the CITY, that no liability arises on

the part of the CONSULTANT to the subcontractor for payment of the subcontracted work until payment has been made by the CITY, and that if the CITY has paid the CONSULTANT for said subcontracted work, the subcontractor's only recourse is against the CONSULTANT and not against the CITY, either through the institution of legal or equitable action or the attachment of any lien.

- B. A provision that the subcontractors have no more rights against the CITY than that of the CONSULTANT.
- C. A provision that the subcontractor agrees to be bound by all the terms, conditions and obligations of this AGREEMENT unless the CITY has approved any deviation, changes or modifications in writing.
- D. A provision that the subcontractor will obtain and maintain professional Errors and Omissions Insurance coverage in connection with the subcontracted work in an amount equal to that required of the CONSULTANT as provided in that Section entitled "Insurance" of this AGREEMENT.

SECTION VII TERM OF AGREEMENT

This AGREEMENT shall be in force and effect from and after the day on which the CITY gives notice to the CONSULTANT to begin work under this AGREEMENT. This shall remain in effect until one (1) year has elapsed after the final payment for services under this

AGREEMENT is made. This section shall not be construed to relieve either party of its obligations to perform under this AGREEMENT while the AGREEMENT is in effect. Termination of this AGREEMENT shall not release either party from any of its continuing obligations hereunder. This section shall not be construed to change any disputes arising out of this AGREEMENT or in connection with the subject matter hereof, nor shall this section be construed to change the date or the time on which a cause of action arising out of this AGREEMENT or the subject matter hereof, would otherwise accrue under the statutes of limitations or doctrines of law.

SECTION VIII COMPENSATION AND TERMS OF PAYMENT

A. General

Progress Payments: Once each month, the CITY shall pay the CONSULTANT for services performed under Section III entitled "Scope of Services" of this Agreement.

B. Compensation and Method of Payment for Preliminary (Tasks 1-3), Pre-Design, Design, and Special Services:

1. The CITY shall pay the CONSULTANT for services identified in Section III entitled "Scope of Services", an hourly fee set forth in Exhibit "D", for the services actually provided in the performance of this agreement, which fee shall not in any event exceed \$86,985. The CONSULTANT shall prepare monthly and submit to CITY's representative in writing a complete statement of costs which

includes actual work completed.

2. Payment shall be due within 45 days after the date of receipt and approval by CITY's representative of monthly invoices describing the work performed during the preceding month.
3. The CITY agrees to pay CONSULTANT for any services described in Section V entitled "Additional Services of Consultant", only if the services are requested in writing by the CITY's representative. Payment will be in accordance with paragraphs 1 and 2 of this section for additional services rendered in connection with Exhibit B. An amount up to, but not exceeding \$13,000 may be authorized for service performed under Section entitled "Additional Services of Consultant". The total amount of this entire AGREEMENT shall not exceed \$99,985.
4. Billings shall be submitted each month for work performed during the previous month in accordance with the labor rates as shown on Exhibit "D", with an original and one copy to the CITY'S representative in the format attached as Exhibit "F".
5. Upon approval of such billings by CITY's representative, payment shall be made to CONSULTANT of ninety-five percent (95%) of the amount determined above, less all previous payments. The remaining five percent (5%) shall be retained as noted in paragraph

7 below.

6. CITY's representative shall subtract from any payment made to CONSULTANT all damages, costs and expenses caused by, resulting from or arising out of negligent errors or deficiencies in CONSULTANT's designs, drawings, specifications, reports and other services which have not previously been paid by CONSULTANT. The CITY's representative shall provide a written statement to the CONSULTANT of the damages, costs and expenses which have been subtracted from any payment to the CONSULTANT along with appropriate documentation and receipts, if any, and a description of the negligent errors or deficiencies attributed to the CONSULTANT.
7. Upon satisfactory completion by CONSULTANT of the services called for under the terms of the AGREEMENT, and upon acceptance of such work by CITY, which acceptance will not be unreasonably withheld, CONSULTANT will, within thirty (30) days of CITY's receipt of such request, be paid the unpaid balance of any money due for such work, including the retained percentages.

SECTION IX TIME OF PERFORMANCE

CONSULTANT shall furnish CITY's representative a schedule for performance of services not later than ten (10) calendar days after CONSULTANT receives written notice to proceed from CITY's representative. The schedule shall set forth not more than 150 calendar days for Tasks 1 through 6, as a period of time which may reasonably be required to complete the services identified in Exhibit A. The format of the schedule for performance of services shall be based on a cost-loaded, task-oriented diagram. In preparing the project schedule, the CONSULTANT will provide a five (5) working day allowance for each CITY review period. If the CONSULTANT's performance of services is delayed or if the CONSULTANT's sequence of tasks is changed, he shall notify the CITY's representative in writing of the reasons for the delay.

The CONSULTANT shall then prepare a revised schedule for performance of services and submit the revised schedule to the CITY's representative. The CONSULTANT shall perform and complete the work according to the schedule furnished to CITY's representative. If the CONSULTANT is delayed by conditions within his control, as determined by CITY after consultation with the CONSULTANT, CITY shall have the right to increase the percentage withheld from monthly payments under Section VIII entitled "Compensation and Terms of Payment" of this AGREEMENT up to fifteen percent (15%) until such time as the CONSULTANT has complied with the schedule requirement or presented an acceptable plan for such compliance.

SECTION X
AUDIT: ACCESS TO RECORDS

- A. The CONSULTANT shall maintain books, records, documents and other evidence directly pertinent to performance under this AGREEMENT in accordance with generally accepted accounting principles and practices consistently applied. The CONSULTANT shall also maintain the financial information and data used by the CONSULTANT in the preparation or support of the cost submission and a copy of the cost summary submitted to the CITY. The CITY, or any of their duly authorized representatives shall have access to such books, records, documents and other evidence for the purpose of inspection, audit and copying. The CONSULTANT will provide proper facilities for such access and inspection. Negotiated fixed rates will not change due to an audit.
- B. The CONSULTANT agrees to include paragraphs A through E of this Section in all his contracts and all their subcontracts directly related to performance of services specified in this AGREEMENT which are in excess of \$10,000.
- C. Audits conducted pursuant to this provision shall be in accordance with generally accepted auditing standards and established procedures and guidelines of the reviewing or audit agency(ies).

D. The CONSULTANT agrees to the disclosure of all information and reports resulting from access to records pursuant to paragraphs A and B above, to any of the agencies referred to in paragraph A above, provided that the CONSULTANT is afforded the opportunity for an audit entrance and exit conference and an opportunity to comment and submit any supporting documentation on the pertinent portions of the draft audit report, and that the final audit report will include written comments, if any, of the CONSULTANT.

E. Records under paragraphs A and B above shall be maintained and made available during performance under this AGREEMENT and until three years from date of final payment for the project. In addition, those records which relate to any arbitration appeal, or litigation, or the settlement of claims arising out of such performance, or costs or items to which an audit exception has been taken, shall be maintained and made available until three years after the date of resolution, litigation, claim or exception.

SECTION XI MISCELLANEOUS PROVISIONS

A. SUSPENSION:

City may suspend performance by CONSULTANT under this AGREEMENT for such period of time as CITY, in its sole discretion, may prescribe by providing written notice to CONSULTANT at least ten working days prior to the date on which CITY wishes to suspend.

Upon such suspension, CITY shall pay CONSULTANT its compensation, based on percentage of project completion, earned until the effective date of suspension less all previous payments. CONSULTANT shall not perform further work under this AGREEMENT after the effective date of suspension until receipt of written notice from CITY to resume performance. In the event the CITY suspends performance by CONSULTANT for any cause other than the error or omission of the CONSULTANT for an aggregate period in excess of thirty days, CONSULTANT shall be entitled to an equitable adjustment of the compensation payable to CONSULTANT under this AGREEMENT to reimburse CONSULTANT for additional costs occasioned as a result of such suspension of performance by CITY. In no event will the CITY be liable to the CONSULTANT for more than \$99,985.

B. TERMINATION:

The CITY reserves the right to terminate this AGREEMENT without cause or default on the part of the CONSULTANT with ten (10) days prior written notification to the CONSULTANT. Notification of the CONSULTANT is deemed to have occurred on that date that the CONSULTANT receives written notification with the United States Postal Service, postage prepaid, and addressed to the party and location contained in the Section entitled "Notice" of the AGREEMENT.

In the event of termination, without cause or default, the CITY agrees to pay to the CONSULTANT the reasonable value for all work and services performed to the date of termination in accordance with the section entitled "Compensation and Terms of Payment" of this AGREEMENT.

C. DEFAULT

1. The occurrence of any of the following events shall be a default by CONSULTANT hereunder (hereinafter called "Events of Default"):
 - a. If CONSULTANT shall default in the due observance and performance of any term, condition or covenant contained herein.
 - b. If CONSULTANT shall (a) voluntarily terminate operations or consent to the appointment of a receiver, trustee or liquidator of CONSULTANT for all or a substantial portion of its assets, (b) be adjudicated bankrupt or insolvent or file a voluntary petition in bankruptcy, or admit in writing to inability to pay its debts as they become due, (c) make a general assignment for the benefit of creditors, (d) file a petition or answer seeking reorganization or an arrangement with creditors or take advantage of any insolvency law, or (e) if action shall be taken by CONSULTANT for the purpose of effecting any of the foregoing;
 - c. If any warrant, execution or other writ shall be issued or levied upon any property or assets of CONSULTANT and

shall continue unvacated and in effect for a period of thirty (30) days; or

- d. If CONSULTANT should, in the judgment of the CITY, neglect to prosecute the work hereunder properly and with proper dispatch in accordance with the time schedule set forth in the Section entitled "Time of Performance" of the AGREEMENT.

Then, if any such Event of Default continues for three (3) working days after written notice to the CONSULTANT, CITY may, without prejudice to any other remedy it may have, at law or in equity, (a) terminate this AGREEMENT, suspend payment of all pending invoices otherwise due to the CONSULTANT hereunder, finish the work by such means as the CITY may see fit, deduct from any balance due CONSULTANT the reasonable and necessary cost of finishing the work if the CITY cannot complete the performance of this AGREEMENT with the remaining funds originally set aside and budgeted for this PROJECT and paying the excess, if any, to CONSULTANT and in the event the cost of finishing CONSULTANT's work exceeds the balance due CONSULTANT, such excess shall be paid by CONSULTANT to the CITY within five (5) days of invoicing by the CITY or (b)

terminate this AGREEMENT and all the obligations imposed hereunder, including the obligation of any further payment for the services of the CONSULTANT except for the reasonable value for all work and services performed to the date of termination. The costs and expenses of completing the work of CONSULTANT shall be computed and audited by the CITY's designated representative. The audit shall be made in accordance with generally accepted accounting principles and the CONSULTANT shall pay all costs of such audit.

2. It is expressly agreed that the CITY reserves the right to offset any and all claims made by CONSULTANT for payment of its fees hereunder or the reimbursement of additional costs it incurred, with any claims that the CITY might have against CONSULTANT for failure to comply with any of the terms and conditions of this AGREEMENT.

D. OWNERSHIP OF DOCUMENTS

All plans, drawings, specifications, studies and documents specifically to include magnetic media prepared or assembled by the CONSULTANT or any subcontractors which are related to the performance of this AGREEMENT are deemed to be the property of the CITY. In the event of completion or termination of this AGREEMENT, the CITY reserves the right to require delivery of any and all plans, drawings, specifications, studies and documents not in its

possession. Any use of such completed documents for other projects and/or any use of incomplete documents without specific written authorization from the CONSULTANT will be at the CITY's sole risk. The CONSULTANT shall be entitled to a reproducible copy of all work products furnished to the CITY.

E. INSURANCE

CONSULTANT shall procure and maintain, at its own expense, during the entire term of this AGREEMENT, the following insurances:

1. Nevada State Industrial Insurance System (SIIS). Such insurance will protect CONSULTANT and CITY from employee claims based on job related sickness, disease, or accident.
2. Comprehensive general liability (bodily injury and property damage) insurance with respect to CONSULTANT's agents and vehicles assigned to the prosecution of work under this AGREEMENT in a policy limit of not less than \$1,000,000. CONSULTANT's general liability insurance policies shall be endorsed to include the CITY as additional insured.
3. Professional liability insurance, for the protection from claims arising out of performance of professional services caused by a negligent act, error, or omission for which the insured is legally liable; such professional liability insurance will provide for coverage in an amount of not less than \$1,000,000 for the period of

time covered by this AGREEMENT.

4. The CONSULTANT's Comprehensive General Liability and Professional Liability insurance policies shall automatically include or be endorsed to cover CONSULTANT's contractual liability to CITY to waive subrogation against CITY, its officers, agents, servants and employees; and to provide that CITY will be given thirty days' notice in writing of any cancellation of, or material change in, the policies.
5. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer and licensed by the State of Nevada. All deductibles and self-insured retentions shall be fully disclosed in the Certificate of Insurance. No deductible or self-insured retention may exceed \$100,000 without the written approval of CITY.
6. Certificates indicating that such insurance is in effect shall be delivered to the CITY before work is begun under this AGREEMENT. If the CONSULTANT is underwritten on a claims made basis, the retroactive date shall be prior to or coincident with the date of this contract and the Certificate of Insurance shall state that coverage is claims made and the retroactive date. Upon availability, the CONSULTANT shall

maintain coverage for the duration of this contract and for two years following the completion of this contract. The CONSULTANT shall provide the CITY annually a Certificate of Insurance as evidence of such insurance. It is further agreed that the CONSULTANT and/or Insurance Carrier shall provide the CITY with 30-day advance notice of policy cancellation.

F. INDEMNITY

Notwithstanding any of the insurance requirements hereinabove set forth or limits of liability set forth therein, CONSULTANT shall protect, indemnify and hold harmless the CITY, its officers and employees from any and all claims, damages, losses, expenses, suits, actions, decrees, judgments, attorney fees and court costs which the CITY suffers, its officers or employees suffer as a result of, or arising out of the negligent acts or omissions of the CONSULTANT, its subcontractors, or agents or anyone employed by the CONSULTANT or its subcontractors or agents, in fulfillment or performance of the terms, conditions or covenants of this AGREEMENT.

G. ASSIGNMENT

The CITY and the CONSULTANT each bind itself and its partners, successors, administrators and assigns to the other party of this AGREEMENT and to the partners, successors, executors, administrators and assigns of such other party in respect to all covenants of this AGREEMENT, except neither the CITY nor the CONSULTANT shall assign, sublet or transfer its interest in this AGREEMENT without the written consent of the other. Nothing

contained herein shall be construed as creating any personal liability on the part of any officer or agent of any public body which may be a party hereto.

H. WAIVER

No consent or waiver, express or implied, by either party to this AGREEMENT or of any breach or default by the other in the performance of any obligations hereunder shall be deemed or construed to be a consent or waiver of any other breach or default by such party hereunder. Failure on the part of any party hereto to complain of any act or failure to act of the other party or to declare that other party in default hereunder, irrespective of how long such failure continues, shall not constitute a waiver of the rights of such party hereunder. Inspection, payment, or tentative approval or acceptance by the CITY or the failure of the CITY to perform any inspection hereunder, shall not constitute a final acceptance of the work or any part thereof and shall not release CONSULTANT of any of its obligations hereunder.

I. DESIGNATION OF REPRESENTATIVE

The Director of Public Works or his authorized representative is hereby designated as the CITY's representative with respect to the work to be performed under this AGREEMENT. Said representative shall have complete authority to transmit instructions, receive information, interpret and define the CITY's policies and decisions with respect to the services of the CONSULTANT.

J. CONSULTANT WARRANTIES

CONSULTANT represents and warrants:

1. That it is financially solvent, able to pay its debts as they mature,

and is possessed of sufficient working capital to complete this AGREEMENT; that it is able to furnish the plant, tools, materials, supplies, equipment and labor, and is experienced in and competent to perform the work contemplated by this AGREEMENT, and that it is qualified to do the work herein and is authorized to do business in the State of Nevada.

2. That the CONSULTANT holds a license, permit or other special license to perform the services included in this AGREEMENT, as required by law, or employs or works under the general supervision of the holder of such license, permit or special license.

K. CONSULTANT'S EMPLOYEES

The CONSULTANT shall be responsible for maintaining satisfactory standards of employee competency, conduct and integrity, and shall be responsible for taking such disciplinary action with respect to its employees as may be necessary. In the event the CONSULTANT fails to remove any employee from the contract work whom the CITY deems incompetent, careless or insubordinate, or whose continued employment on the work is deemed by the CITY to be contrary to the public interest, the CITY reserves the right to require such removal as a condition for the continuation of this AGREEMENT.

L. INDEPENDENT CONTRACTOR

It is hereby expressly agreed and understood that in the performance of the services provided herein, the CONSULTANT and any other person employed by him hereunder

shall be deemed to be an independent contractor and not an agent or employee of the CITY.

M. APPLICABLE LAW

This AGREEMENT shall be construed and interpreted in accordance with the laws of the state of Nevada.

N. COMPLIANCE WITH LAWS

The CONSULTANT shall in the performance of its obligations hereunder comply with all applicable laws, rules and regulations of all governmental authorities having jurisdiction over the performance of this AGREEMENT, including the Federal Occupational Health and Safety Act and all state and federal laws prohibiting and/or related to discrimination by reason of race, sex, age, religion or national origin.

O. SEVERABILITY

In the event that any provisions of this AGREEMENT shall be held to be invalid or unenforceable, the remaining provisions of this AGREEMENT shall remain valid and binding on the parties hereto.

P. PROHIBITION AGAINST CONTINGENT FEES

The CONSULTANT warrants that no person or entity has been employed or retained to solicit or secure this AGREEMENT upon an agreement or understanding for a commission, percentage, brokerage or contingent fee. For breach or violation of this warranty, the CITY shall have the right to annul this AGREEMENT without liability or, in its discretion, to deduct from the contract price or consideration, or otherwise recover, the full amount of such commission, percentage, brokerage or contingent fee.

Q. ARBITRATION

1. All claims, disputes and other matters in question between the parties to this AGREEMENT, arising out of or relating to this AGREEMENT or the breach thereof, may, upon the agreement of the parties, be decided by arbitration in accordance with the Construction Industry Arbitration Rules of the American Arbitration Association then existing unless the parties mutually agree otherwise. No arbitration arising out of or relating to this AGREEMENT shall include, by consolidation, joinder or in any other manner, any additional person not a party to this AGREEMENT except by written consent which contains a specific reference to this AGREEMENT and which is signed by the CITY and the CONSULTANT. Any consent to arbitration involving an additional person or persons shall not constitute consent to arbitration of any dispute not described therein. This AGREEMENT to arbitrate and any agreement to arbitrate with an additional person or persons duly consented to by the CITY and the CONSULTANT shall be specifically enforceable under the prevailing arbitration law.
2. It is further expressly agreed and understood between the parties that in the event either party is named as a party to any arbitration

action arising out of, or resulting from, the CONSULTANT's services as defined in the AGREEMENT or the PROJECT, both parties agree and irrevocably consent, at the option of the other, to be joined as a party in the arbitration proceeding and to be bound by any decision resulting therefrom. Any joinder of either party hereunder is conditioned upon the handling of such arbitration in accordance with Construction Industry rules of the Nevada Arbitration Association or the American Arbitration Association.

None of the time provisions imposed under Subsection 3 and 4 apply to the joinder rights provided herein in such a way as to preclude either party from joining the other as a party to any arbitration proceeding in which it is named and which arises out of, or results from, the construction of the PROJECT.

3. In order for the CONSULTANT to be able to arbitrate any claim, dispute or other matter in question between the parties, written notice must be given to the CITY within sixty (60) days after the claim, dispute or other matter arises. In order for the CITY to be able to arbitrate any claim, dispute or other matter in question between the parties, written notice must be given to the CONSULTANT within sixty (60) days after the claim, dispute or other matter arises. The purpose of such notification is to place the

other party on notice so that proper measures can be taken to properly defend against such claim, dispute or other matter, and the failure to give such notice shall preclude the party desiring arbitration from subsequently arbitrating that particular claim, dispute or other matter.

4. The filing of the aforementioned written notice shall preserve that party's right to arbitration, but shall not obligate the party to proceed with arbitration. In the event that either party desires to proceed with the arbitration of any claim, dispute, or other matter with respect to which such notice has been given, a written demand for arbitration shall be filed in writing with the other party and with the American Arbitration Association within sixty (60) days after the filing of the Certificate of Substantial Completion with respect to the Project, and the failure to make such demand shall forever bar such claim, dispute or other matter from being arbitrated.
5. In the event of arbitration, it is agreed by the parties hereto that all means of discovery, including but not limited to, depositions and interrogatories will be afforded to the parties involved in the arbitration, and the appointed arbitrator shall have all authority to impose sanctions against either party for failing to comply with the rules of discovery provided under the Nevada Rules of Procedure.

6. The award rendered by the arbitrators shall be final, and judgment may be entered upon it in accordance with applicable law in any court having jurisdiction thereof.
7. By mutual written consent, in addition to and prior to arbitration, the parties may endeavor to settle disputes by mediation in accordance with the Construction Industry Mediation Rules of the American Arbitration Association then existing. The sixty (60) day requirement for notice of arbitration shall be tolled between the dates of: (1) either party's receipt of a written request for mediation from the other party hereto; and (2) the requesting party's receipt of a written rejection of its request, or if not rejected, completion of the mediation itself.

R. CONFIDENTIALITY

CONSULTANT shall treat all information relating to the Project and all information supplied to the CONSULTANT by the CITY as confidential and proprietary information of the CITY and shall not permit its release by CONSULTANT's employees to other parties or make any public announcement or publicity release without the CITY's written authorization. CONSULTANT shall also require subcontractors and vendors to comply with this requirement.

S. SITE INSPECTION

CONSULTANT represents that it has visited the location or locations of the

PROJECT and has satisfied itself as to the general condition thereof and that the CONSULTANT's compensation as provided for in the AGREEMENT is just and reasonable compensation for performance hereunder including reasonably foreseen and foreseeable risks, hazards and difficulties in connection therewith based on such above-ground observations.

T. MODIFICATION

All modification or amendments to this AGREEMENT are null and void unless reduced to writing and signed by the parties hereto.

U. NOTICE

Any notice required to be given hereunder shall be deemed to have been given when received by the party to whom it is directed by personal service, hand delivery or U.S. mail at the following addresses:

TO CITY:

Joe L. Christensen, P.E.
City Engineer Division
400 East Stewart Avenue
Las Vegas, Nevada 89101

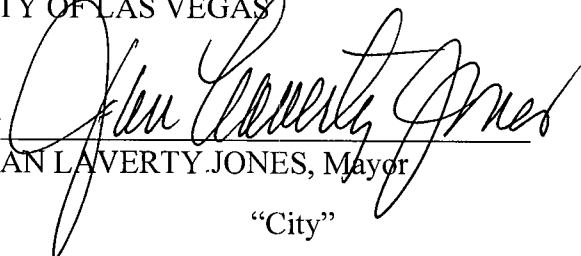
TO CONSULTANT:

John E. Burkstaller, P.E.
Kennedy/Jenks Consultants
840 Grier Drive, Suite 300
Las Vegas, Nevada 89119

IN WITNESS WHEREOF, the parties have caused this AGREEMENT to be executed the day and year first above written.

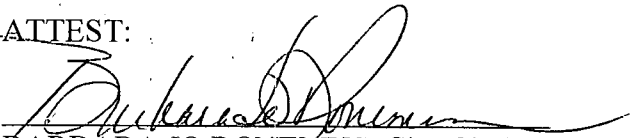
CITY OF LAS VEGAS

By

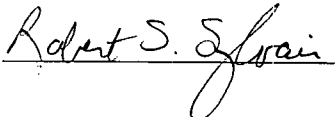

JAN LAVERTY JONES, Mayor

"City"

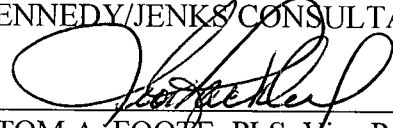
ATTEST:


BARBARA JO RONEMUS, City Clerk

APPROVED AS TO FORM:

 1-28-99
Date

KENNEDY/JENKS CONSULTANTS

 VICE PRESIDENT
TOM A. FOOTE, PLS, Vice President

"Consultant"

EXHIBITS

- EXHIBIT A - Scope of Services
- EXHIBIT B - Additional Services
- EXHIBIT C - Manpower Task Breakdown
- EXHIBIT D - Cost Derivation
- EXHIBIT E - Schedule
- EXHIBIT F - Invoice Format

EXHIBIT A

SCOPE OF SERVICES

PROJECT: GOWAN OUTFALL—LONE MOUNTAIN BRANCH

CONSULTANT: KENNEDY/JENKS CONSULTANTS

Description of Project

As described in the CCRFCD Flood Control Master Plan Update of 1997 (MPU), the proposed Gowan Outfall, Lone Mountain Branch (GOLO) comprises a series of reinforced concrete pipe (RCP) and box culvert (RCB) segments for conveyance of storm water along Lone Mountain Road. GOLO extends easterly some four miles from the intersection of Lone Mountain Road and Rancho Drive to an outfall with the Gowan Outfall Channel (GOOF) at its intersection with Clayton Road (See Figure 1). Peak 100-year flows in GOLO are anticipated at 1,090 cfs.

Although the full design and build-out of GOLO may not occur for some time (i.e., 5-10 years), the City of Las Vegas (City) desires to have selected segments designed and constructed in the near future to alleviate several local flood hazard conditions. Specifically, the City proposes to design and construct a 700' (+/-) section of GOLO-0076 (a 10'x8' RCB between Kenny and Ferrell Roads) to permit collection and conveyance of storm water to the existing 1,320'-72" RCP along Ferrell Road to the GOOF channel. This improvement would alleviate nuisance and flooding conditions at the intersection of Allen Road and Lone Mountain Road. Various improvements to Lone Mountain Road, including pavement, curbing, temporary inlet to the GOLO, drop inlets, and other features may also be required.

Besides the 700' RCB at Ferrell Road, the entire 7,000' $\pm$ segment of GOLO between Allen Road and the outfall to GOOF at Clayton Road requires a Pre-Design evaluation to confirm its hydraulic capacity and overall feasibility (some of the proposed sections are very flat). This evaluation, as well as the design of the 700' section, require an updated evaluation of hydrology and hydraulics and careful consideration of right-of-way, construction costs, and street improvement needs.

Kennedy/Jenks Consultants (K/J) will undertake the following work tasks to complete the project.

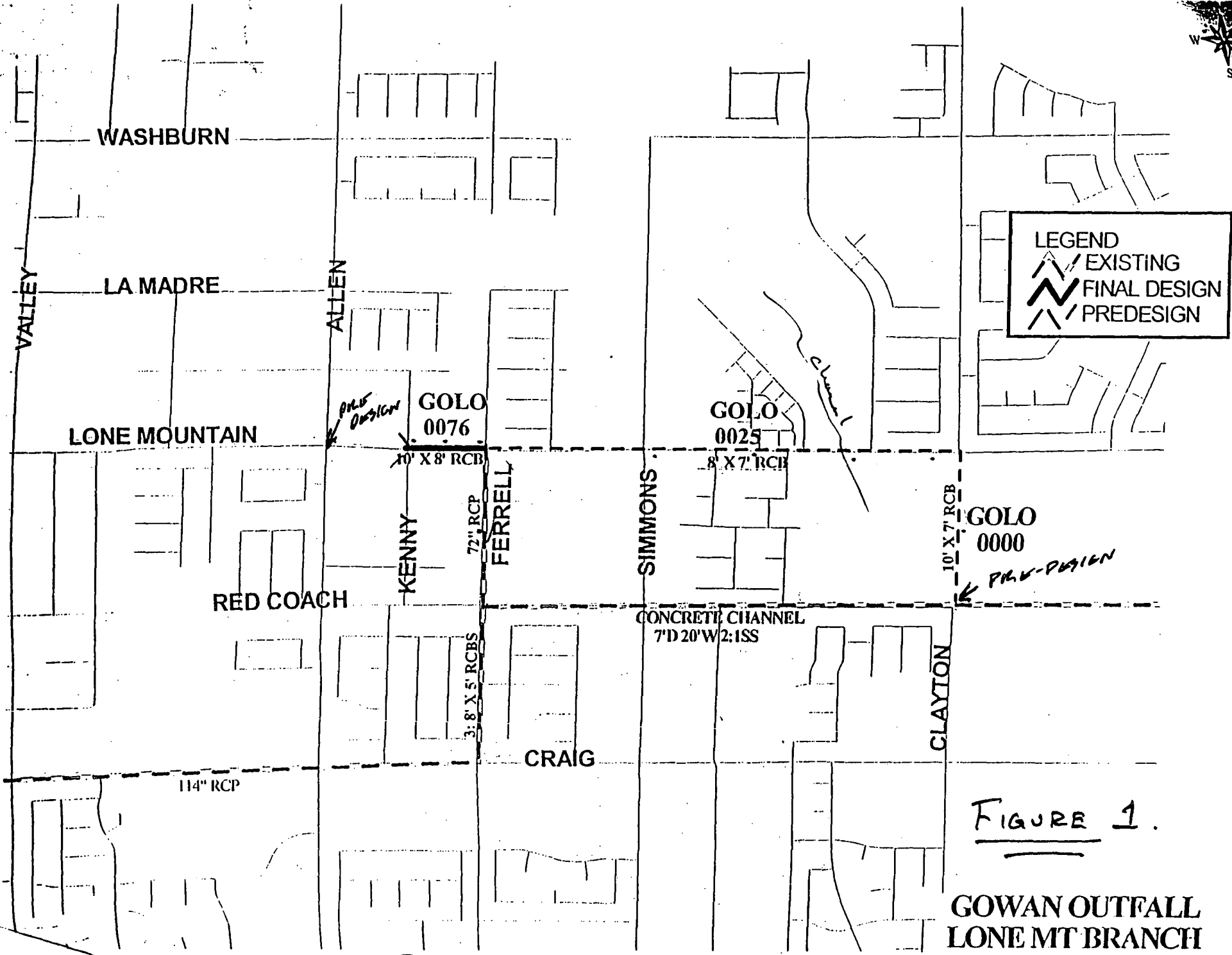


FIGURE 1.

GOWAN OUTFALL
LONE MT BRANCH

WORK TASKS

1.0 Meetings and Coordination

1.1 Meetings with City of Las Vegas (10)

K/J (and subconsultants, as appropriate) will meet on a bi-weekly to monthly basis for project coordination with the City and will be responsible for the meeting agenda and minutes. The project is expected to require no more than 10 meetings.

Deliverables: Meeting Minutes with Action Item Lists

1.2 Meetings with Utility Companies and Developer Engineers

K/J will meet with the following utility companies: Nevada Power, Central Telephone (or Sprint), Southwest Gas, Las Vegas Valley Water District and Prime Cable. The meetings will be used to discuss project alignment, obtain utility information and distribute skeleton plans for markup. K/J will also meet with design engineers for local developers to obtain updated street and utility plans for areas adjacent to or affected by the Project.

Deliverables: Meeting Notes with Action Item Lists

2.0 Surveys

Only a 700' section of GOLO requires a design survey to tie survey elements to existing Gowan Outfall at Clayton Road. The remaining 6,300' of GOLO, which will require "conceptual plan-and-profiles" for Pre-Design, will be surveyed with ground control points and panels and an aerial survey at 1" = 40' scale. The ground and aerial surveys will also cover Ferrell from Lone Mountain to the GOCR channel and the GOOF and GOCR channel between Ferrell and Clayton Streets in sufficient detail to define channel dimensions and slopes accurately.

2.1 Horizontal and Vertical Control Plan

K/J will research existing City benchmarks and monuments located within or adjacent to the project limits in order to tie in with the current datum. All survey work will be coordinated with City of North Las Vegas (CNLV).

2.2 Topography

2.2.1 Set Panel Points

K/J will set the photo control panel points for aerial photography in the GOLO section between Allen Road and Ferrell Road on Lone Mountain.

2.2.2 Aerial Photography

Aerial photography of the site will include:

- Aerial photography in Stereo with one set of electronically dodged contact prints for the project, approximately 12,000' X 150'.
- Full planimetrics left and right on right-of-way with no backyard detail, scale will be 1" = 40', with 1' contour intervals.

2.3 Survey Existing Improvements and Identify Elevations

K/J will locate and determine elevations of existing manholes (storm drain and sanitary sewer), water valves, fire hydrants, curb, gutter, side walk, street light pull boxes and surface pedestals and any other surface utility features. A site visit will be performed to determine improvements to remain and mark deteriorated or damaged improvements for replacement.

2.4 Field Level Survey

K/J will field survey the pavements at any proposed sawcut and match areas to ensure a smooth transition in the final project paving surface.

2.5 Locate Areas of Missing Right-of-Way

K/J will research existing data to identify areas of missing right-of-way.

Deliverables: 24"X36" mylar of the horizontal and vertical control survey. A map and report of missing right-of-way in the Pre-Design Report.

3.0 Geotechnical Analysis

A geotechnical evaluation, including borings and soil samples will be conducted to document subsurface conditions along the 700' GOLO section intended for design. The existing pavement will be evaluated and mapped for information concerning the age, condition, and areas of failure will be recorded.

3.1 Permits

Permits will be obtained prior to any subsurface investigation as required by the CNLV.

3.2 Drilling and Field Sampling

Field test borings (9 to 10) will be performed in the 700' GOLO segment and along the Lone Mountain, Clayton, and Ferrell segments of the Pre-Design study reach by a truck mounted drilling rig at selected intervals to 20' depths. The borings in the paved roadway will be staggered in each lane as existing utilities allow. Groundwater levels and presence of caliche or other unusual conditions will be noted.

3.3 Laboratory Testing Including R-value

Laboratory testing of the soil samples taken in the field will include:

- Grain-size distribution

- Atterburg Limits
- Unit Weight
- Moisture Content
- Solubility
- Consolidation
- Direct Shear
- Miller Box Resistivity
- Chemical Analysis for corrosivity
- One R-value test will be performed on samples from the proposed GOLO alignment.

3.4 Geotechnical Report

The information obtained from the field and laboratory will be analyzed and summarized in a geotechnical report. Included in the report will be recommendations for pavement section thickness design using AASHTO and Caltrans pavement design methods. A traffic index of 9 will be used. Also included will be recommendations for general earthwork suitability, placement and compaction procedures, allowable bearing pressures, lateral soil loading, signal pole foundation design, concrete corrosion mitigation, and other geotechnical related features.

Draft and Final Geotechnical reports will be prepared and reviewed by K/J and the City prior to inclusion in the Pre-Design report.

Deliverables: Draft and Final Geotechnical Reports.

4.0 Pre-Design Services

4.1 Hydrologic Evaluation

K/J will collect and review existing hydrologic studies and information, including: approved drainage studies, flood control design plans, the 1997 MPU, and the City's Northwest Neighborhood Master Plan (NNMP), and proposed developer plans in the area dealing with drainage.

K/J will evaluate local and regional flow paths to determine the magnitude, direction, and points of concentration of storm flows along the GOLO. Generally, the limits of drainage to the project are Ann Road on the North, Rancho Drive on the West, and Lone Mountain Road on the South. Much of the information required in this task is available from the NNMP.

Whenever possible, K/J will confirm and utilize model results from the MPU and NNMP to identify 10- and 100-year peak flow values at various points along the GOLO. Additional modeling of more localized areas will also be done as a basis for sizing the inlet and other drainage structures along Lone Mountain Road, particularly for the 700' section of the GOLO at Ferrell Road.

4.2 Hydraulic Evaluation

K/J will collect data and evaluate the capacities of existing or proposed hydraulic structures along the GOLO, including: the 72" RCP running southerly in Ferrell, the

GOOF and GOCR channels, drop inlets, street sections, and others. One important issue may be the determination of the feasibility of routing the GOLO southerly on Ferrell Road directly to the GOCR channel, rather than 5,000' easterly along Lone Mountain and then southerly along Clayton Road to the GOOF channel. If feasible, this alternate route would could save considerable construction cost. However, an alternate system of storm water collection would be needed to route flows from Lone Mountain Road to the GOOF channel in the segment between Ferrell and Clayton Roads. These issues will be evaluated and discussed in the Pre-Design Report.

K/J will evaluate and develop a layout for a storm drain system in the GOLO segment from Allen Road to Clayton Road, including a detailed layout/design for the Allen to Ferrell Road segment. The system will be suitable to comply with 10-year dry-lane criteria and will include inlets and laterals for connection to GOLO; and an interim design for concentrating flows along Lone Mountain for conveyance to GOLO and the 72" pipe in Ferrell Road. Since the 72" pipe does not have capacity for 100-year flow at the Ferrell-Lone Mountain intersection, a scheme will be designed to allow overflows from the 700' GOLO RCB to continue easterly along Lone Mountain Road.

4.3. Prepare Drainage Report

K/J will compile the above noted hydrologic and hydraulic data, calculations, designs and recommendations in a technical drainage study for inclusion in the Pre-Design Report.

Deliverables: Draft and Final Drainage Report included with the Pre-Design Report.

4.4 30% Plan and Profile Sheets

K/J will prepare 30% plan and profile sheets for the 700' GOLO section between Kenny and Farrell Roads and conceptual-level plan and profile sheets for the proposed 7,000' $\pm$ GOLO segment between Allen Road and the outfall to GOOF to evaluate available head and determine the hydraulic capacity to carry projected 100-year flood flows. The plans will also incorporate existing utility and street information, and any other known infrastructure improvements, in order to identify conflicts or opportunities for cost savings in Final Design.

Deliverables: 10 sets of 11"x17" P&P sheets bound into Pre-Design Report.

4.5 Specifications and Preliminary Cost Estimate

K/J will prepare 10 copies of Draft Technical Specifications for the Project using the Uniform Standard Specifications for Public Works Construction Off-site Improvements, Clark County Area Nevada as the standard.

A quantity estimate of work items and costs will be compiled for the proposed project improvements, with a more detailed work up for the 700' $\pm$ segment of the GOLO between Kenny and Ferrell Roads.

4.6 Pre-Design Report

Pre-Design services will lead to a report summarizing design criteria, geotechnical findings, hydrology/hydraulic considerations, right-of-way issues, conceptual plan-and-profile sheets for the GOLO between Allen Road and the GOOF channel, 30%-level preliminary plans and specifications for the Kenny to Ferrell segment of the GOLO, and preliminary construction cost estimates. The Report shall provide sufficient information for Project review and approval by the City prior to proceeding with Final Project Design. The Report shall be compiled in Draft and Final form with the City's review comments incorporated into the Final Report.

Deliverables: Ten copies of the Pre-Design Report.

5.0 Design

Design services shall include those related to the preparation of plans and specifications for the 700' ± segment of the GOLO between Kenny and Ferrell Roads along Lone Mountain Road. Three submittals (70%, 90%, and 100%) will be made with 2-week City review periods following each submittal. The plans will include at least the following sheets:

- Title Sheet and Location Map
- Abbreviation/Notes
- Hydraulic Gradeline Sheet
- Plan and Profile Sheets at 1" = 40'
- Street Plan and Details
- Inlet/Outlet Plan and Details

Technical Specifications will cover all anticipated construction activities as well as the General and Special Condition Specification provided by the City.

5.1. 70% Design Plans/Specification Submittal

K/J will prepare and submit 10 half-size blue-line sets of the 70% design plans, specifications and cost estimates for City review and comment.

Deliverables: Ten sets of plans, specifications, and estimates.

5.1.1 Potholing

Based on the existing utilities and utility conflicts found in Task 4, K/J will perform up to four (4) potholes to accurately locate the vertical and horizontal position of other utilities relative to the proposed GOLO improvements.

5.2 90% Design Plans/Specification Submittal

K/J will review and incorporate the City's 70% comments in the design and submit 10 half-size blue-line sets of the 90% complete design plans, specifications and cost estimates for City review and comment.

Deliverables: Ten sets of plans, specifications and estimates.

5.3 100% Design Plans/Specification Submittal

K/J will obtain final permits and approvals and review and incorporate the City's 90% comments. K/J will then submit 1 set of sealed and signed, full-sized mylars and 10 half-size, blue-line sets of the 100% design plans, along with ten copies of the sealed and signed specifications and opinion of probable cost estimates.

Deliverables: One set of sealed and signed mylars with 10 sets of half size 100% complete plans, specifications and opinion of probable cost estimates.

6.0 Special Services

6.1 Project Presentations

K/J will prepare displays and make presentations at up to three meetings of the Clark County Regional Flood Control District (CCRFCD) and one meeting of the City Council.

6.2 Pre-Bid and Pre-Construction Meetings

K/J will attend contractors Pre-Bid and Pre-Construction Meetings conducted by the City.

6.3 Prepare Record Drawings

Based on surveying and as-built information provided by the contractor through the City, K/J will prepare final record drawings of the Project in mylar and electronic format.

EXHIBIT B

ADDITIONAL SERVICES

7.0 Additional Services

Additional Services shall be undertaken only upon request and with written approval of a proposal of work made by K/J to the City.

7.1 Right-of-Way Assistance

K/J will provide the City with assistance in preparing right-of-way documents, research, and other related work as requested.

7.2 Amendments to Master Plan

K/J will prepare amendments to the CCRFCD Flood Control Master Plan as requested by the City.

7.3 Additional Potholing

K/J will provide potholing services in addition to that covered under Task 5 for approximately \$ 800 per hole.

7.4 Additional Meetings and Presentations

K/J will attend additional meetings and make additional presentations as requested by the City.

7.5 Shop Drawing Review During Construction

K/J will perform shop drawing review as requested and authorized by the City.

7.6 Responding to "Requests for Information" (RFI) from the Contractor as Requested by the City

K/J will respond to contractor RFI's as authorized by the City.

7.7 Prepare Contract Addenda

K/J will prepare the technical portion including plans, specifications and modified bid forms needed for up to two addenda for the Project.

7.8 Other Changes/Additions in Services Outside the Original Scope of Work

K/J will perform added services or make changes in design or other services outside the original scope of work as requested by the City.

Additional Services set forth in Exhibit B, upon written authorization by the CITY, shall be reimbursed based on the following cost schedule:

Labor Rates (Hourly)

Principal or Chief Engineer	\$130-140
Project Manager	\$100-120
Project Engineer	\$85-100
Staff Engineer	\$70-80
Senior Surveyor	\$100-120
Surveyor	\$60-75
CAD Designer	\$65-75
Office Administrator	\$40-50
Clerical Support	\$30-40

Direct Expenses

Direct Materials and Expenses	actual cost X 1.05
Direct Subconsultants	actual cost X 1.05

Direct Materials and Expenses and Subconsultant Costs shall be directly attributable to the PROJECT and include such items as labor and expenses, communication expenses, reproduction costs, mylar plottings, photographs, vehicle mileage and other identifiable PROJECT costs. Potholing, in addition to those identified in Exhibit A, shall be provided at a cost of \$600 per hole.

EXHIBIT C
MANPOWER SUMMARY

TASK 1. Meetings and Coordination	56 hrs
TASK 2. Surveying and Aerial Mapping	16 hrs
TASK 3. Geotechnical Study	24 hrs
TASK 4. Pre-Design Services	220 hrs
TASK 5. Design Services	
5.1. 70% Design	93 hrs
5.2. 90% Design	106 hrs
5.3. 100% Design	84 hrs
TASK 6. Special Services	<u>79 hrs</u>
TOTAL:	678 HRS

PROJECT STAFFING BREAKDOWN

Principal/Senior Engineer	47 hrs
Assoc. Engr/Surveyor	210 hrs
Staff Engineer/CAD Tech	336 hrs
Admin/Clerical	<u>85 hrs</u>
TOTAL:	678 HRS

EXHIBIT D
Project Fees
Gowan Outfall - Lone Mountain Branch
City of Las Vegas

Fee - Gowan Outfall - Lone Mountain Branch City of Las Vegas Las Vegas, Nevada Revised 11/18/98										
Task	Description	Prin./Senior Engineer \$130.00	Assoc Engr/ Surveyor \$105.00	Staff Eng./Tech \$75.00	Admin \$45.00	Total Labor Hours	Total Labor Cost	Sub-Consultants	ODC's	Total Task Cost
	Preliminary Design/Coordination Services (Tasks 1 - 3)									
1.0	Meetings & Coordination; Circulate Plans to Utility Agencies	4	24	24	4	56	\$ 5,020.00	\$ -	\$ 100.00	\$ 5,120.00
2.0	Conduct Surveying & Aerial Mapping	2	4	8	2	16	\$ 1,370.00	\$ 15,000.00	\$ 200.00	\$ 16,570.00
3.0	Conduct Geotechnical Study	2	8	10	4	24	\$ 2,030.00	\$ 5,000.00	\$ 150.00	\$ 7,180.00
	TOTAL FEE TASKS 1 - 3	8	36	42	10	96	\$8,420.00	\$20,000.00	\$450.00	\$28,870.00
	Pre-Design Services (Task 4)									
4.1	Hydrologic Evaluation	1	6	32	4	43	\$ 3,340.00		\$ 250.00	\$ 3,590.00
4.2	Hydraulic Evaluation of Existing & Proposed Storm Drain Structures	1	6	20	0	27	\$ 2,260.00	\$ -	\$ 50.00	\$ 2,310.00
4.3	Prepare Drainage Report	2	8	24	4	38	\$ 3,080.00	\$ -	\$ 200.00	\$ 3,280.00
4.4	Prepare Preliminary Plan and Profile	2	12	20	2	36	\$ 3,110.00	\$ -	\$ 50.00	\$ 3,160.00
4.5	Prepare Draft Technical Specification Outline and Engineer's Estimate	2	8	8	2	20	\$ 1,790.00	\$ -	\$ 50.00	\$ 1,840.00
4.6	Prepare Pre-Design Draft & Final Report	8	24	16	8	56	\$ 5,120.00	\$ -	\$ 400.00	\$ 5,520.00
	TOTAL FEE, TASK 4	16	64	120	20	220	\$18,700.00	\$0.00	\$1,000.00	\$19,700.00
5.1	70% Design Services (Task 5.1)									
5.1.1	Potholing	1	4	6	0	11	\$ 1,000.00	\$ 2,500.00	\$ 50.00	\$ 3,550.00
5.1.2	Prepare 70% Design Drawings, Specs, & Cost Estimate	8	24	36	14	82	\$ 6,890.00	\$ 1,300.00	\$ 300.00	\$ 8,490.00
	TOTAL FEE, TASK 5.1	9	28	42	14	93	\$7,890.00	\$3,800.00	\$350.00	\$12,040.00
5.2	90% Design Services (Task 5.2)									
5.2.1	Prepare 90% Design Drawings, Specs, Cost Estimate	6	30	40	18	94	\$ 7,740.00	\$ 1,700.00	\$ 150.00	\$ 9,590.00
5.2.2	Submit Copies of Plans & Specifications as Directed by City	0	4	4	4	12	\$ 900.00	\$ -	\$ 200.00	\$ 1,100.00
	TOTAL FEE, TASK 5.2	6	34	44	22	106	\$8,640.00	\$1,700.00	\$350.00	\$10,690.00
5.3	100% Design Services (Task 5.3)									
5.3.1	Prepare 100% Design Drawings, Specs, Cost Estimate	6	22	32	12	72	\$ 6,030.00	\$ 1,200.00	\$ 650.00	\$ 7,880.00
5.3.2	Obtain Final Permits and Approvals	0	2	8	2	12	\$ 900.00	\$ -	\$ 100.00	\$ 1,000.00
	TOTAL FEE, 5.3	6	24	40	14	84	\$6,930.00	\$1,200.00	\$750.00	\$8,880.00
6	Special Services (Task 6)									
6.1	Project Presentations	0	10	10	2	22	\$ 1,890.00		\$100.00	\$ 1,990.00
6.2	Attend Pre-Bid and Pre-Con Meetings	0	6	6	1	13	\$ 1,125.00			\$ 1,125.00
6.3	Prepare Record Drawings	2	8	32	2	44	\$ 3,590.00		\$ 100.00	\$ 3,690.00
	TOTAL FEE, SPECIAL SERVICES	2	24	48	5	79	\$6,605.00	\$0.00	\$200.00	\$6,805.00
	GRAND TOTAL FEE (TASKS 1-6)	47	210	336	85	678	\$57,185.00	\$26,700.00	\$3,100.00	\$86,985.00
7.0	Additional Services (Task 7)									\$13,000.00
	GRAND TOTAL FEE (TASKS 1-7)									\$99,985.00

EXHIBIT E
Schedule

ID	Task Name	Duration	Start	Finish	Qtr 4,	Qtr 1, 1999	Qtr 2, 1999	Qtr 3, 1999
1	Preliminary Design and Coordination Services	121d	1/29/99	7/16/99				
2	Meetings and Coordination	110d	2/15/99	7/16/99				
3	Surveying and Aerial Mapping	30d	1/29/99	3/11/99				
4	Conduct Geotechnical Study	20d	1/29/99	2/25/99				
5	Pre-Design Services	51d	1/29/99	4/9/99				
6	Hydrologic/Hydraulic Evaluation	15d	1/29/99	2/18/99				
7	Prepare Drainage Report	5d	2/25/99	3/3/99				
8	Plan and Profile Sheets	10d	3/3/99	3/16/99				
9	Technical Specs and Cost Estimate	10d	2/25/99	3/10/99				
10	Draft Pre-Design Report	10d	3/10/99	3/23/99				
11	City Review & Submit Final Report	13d	3/24/99	4/9/99				
12	70% Design Services	35d	3/22/99	5/7/99				
13	Potholing	3d	3/22/99	3/24/99				
14	Prepare 70% Design Drawings, Specs and Cost Estimates	10d	4/15/99	4/28/99				
15	City Review	8d	4/28/99	5/7/99				
16	90% Design Services	19d	5/7/99	6/2/99				
17	Prepare 90% Design Drawings, Specs, and Cost Estimates	12d	5/7/99	5/24/99				
18	Circulate Plans to Agencies and Utility Companies	12d	5/7/99	5/24/99				
19	City Review	8d	5/24/99	6/2/99				
20	100% Design Services	26d	6/2/99	7/7/99				
21	Prepare 100 % Drawings, Specs, Cost Estimate	15d	6/2/99	6/22/99				
22	Obtain Final Permits and Approvals	12d	6/15/99	6/30/99				
23	City Review	10d	6/22/99	7/5/99				
24	Submit Contract Documents	2d	7/6/99	7/7/99				

Project: Gowan Outfall, Lone Mountain
Date: 22 December 1998

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Kennedy/Jenks Consultant

EXHIBIT F – INVOICE FORMAT

5 April 1999

Mr. Joe Christensen, PE
c/o City Engineer
400 East Stewart Avenue
Las Vegas, NV 89101

Subject: Design Services, Gowan Outfall–Lone Mountain Branch
Payment Request # xx

Reference: CLV P.O. # XXX; K/J Job No. 94-987411.00

Billing Period: 1 March to March 31, 1999

TASK 1.0 Meetings & Coordination

Contract Amount \$5,120

Current Charges:

Direct Labor

M. Wanacek \$ xxx

L. Hazel \$ xxx

K. Berg \$ xxx

Expenses

Reproduction \$ xxx

Other \$ xxx

Subconsultants

Converse \$ xxx

Subtotal This Bill: \$ xxx

Previously Billed: \$ xxx

Total Billed to Date: \$ xxx

TASK 2.0 Surveying and Mapping

Contract Amount \$16,570

Current Charges:

Direct Labor

M. Wanacek \$ xxx

L. Hazel \$ xxx

Expenses

Reproduction

\$ xxx

Other

\$ xxx

Subconsultants

Converse

\$ xxx

Subtotal This Bill: \$ xxxPreviously Billed: \$ xxx

Total Billed to Date: \$ xxx

TOTAL CONTRACT: \$99,985**PREVIOUSLY BILLED: XXXXX****TOTAL THIS BILLING: XXXXX****TOTAL BILLED TO DATE: XXXXX****LESS 5% RETAINAGE: XXXXX****AMOUNT REQUESTED THIS PERIOD: XXXXX****CONTRACT BALANCE: XXXXX**

CITY COUNCIL

MEETING OF

FEBRUARY 22, 1999

City of Las Vegas

AGENDA & MINUTES

Page 33

COUNCIL CHAMBERS • 400 EAST STEWART AVENUE

ITEM

ACTION

IV. RESOLUTIONS - CONSENT

63

R-9-99 - Approval of a resolution adopting a cooperative agreement between the cities of Henderson, North Las Vegas and Las Vegas, the Clark County Sanitation District and the Las Vegas Valley Water District to share the cost of an area wide water reuse study

(Fiscal Impact: \$50,000)

McDONALD - Motion to APPROVE:

Items 5 through 13

Items 15 through 42

Items 44 through 63

- carried UNANIMOUSLY

Items 3 and 4:

APPROVED under separate action
(see individual items)

Item 14:

STRICKEN under separate action
(see individual item)

Item 43:

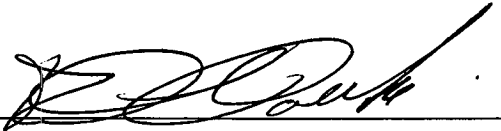
APPROVED under separate action
(see individual item)

There was no related discussion.

(10:45 - 10:46)

1-452

AGENDA DOCUMENTATION

CITY COUNCIL
MEETING OF
February 22, 1999

TO:

CITY COUNCIL

FROM:

RICHARD D. GOECKE, DIRECTOR
DEPARTMENT OF PUBLIC WORKS

SUBJECT: APPROVAL OF A RESOLUTION ADOPTING A COOPERATIVE AGREEMENT BETWEEN THE CITIES OF HENDERSON, NORTH LAS VEGAS AND LAS VEGAS, THE CLARK COUNTY SANITATION DISTRICT AND THE LAS VEGAS VALLEY WATER DISTRICT TO SHARE THE COST OF AN AREA WIDE WATER REUSE STUDY.

PURPOSE/BACKGROUND

RE: AREA WIDE WATER REUSE STUDY

This amendment allows for the shared cost of an area wide water reuse study which will maximize the use of recycled water in the Las Vegas Valley and thereby ensure maximum availability of potable water for future growth needs. This Agreement will benefit all parties authorizing the joint study to be conducted by Black & Vetch, LLP.

The total cost of this study is approximately \$250,000 of which the City's share will be limited to \$50,000.

FISCAL IMPACT

\$50,000

RECOMMENDATION

The Department of Public Works recommends APPROVAL of the Resolution Adopting Cooperative Agreement between the Clark County Sanitation District, Las Vegas Valley Water District and the Cities of Las Vegas, North Las Vegas and Henderson.

AGENDA ITEM

63

R-9-99

RESOLUTION ADOPTING COOPERATIVE AGREEMENT

BE IT RESOLVED by the Board of Trustees of the Clark County Sanitation District, the Board of Directors of the Las Vegas Valley Water District and the City Councils of the City of Las Vegas, City of North Las Vegas, and City of Henderson, that the following Cooperative Agreement is hereby adopted and approved:

COOPERATIVE AGREEMENT

THIS COOPERATIVE AGREEMENT (the "Agreement") is made and entered into this 17th day of February, 1999, by and between the CITIES OF LAS VEGAS, NORTH LAS VEGAS and HENDERSON, municipal corporations of the State of Nevada ("Cities"), the CLARK COUNTY SANITATION DISTRICT, and the LAS VEGAS VALLEY WATER DISTRICT, both political subdivisions of the State of Nevada ("Districts").

WITNESSETH:

WHEREAS, the continued growth in the Las Vegas Valley has created increasing demands on potable water which can be met by the prudent use of this limited resource; and

WHEREAS, the Cities and Districts recognize that reclaimed water is an important resource which can be used in lieu of potable water by large turf irrigators such as golf courses, parks, schools and, for other industrial and commercial uses, thereby reducing the demand for potable water; and

WHEREAS, reclaimed water is available to the Cities and Districts for commercial and industrial use; and

WHEREAS, there is a benefit for the parties to this Agreement to participate in authorizing a joint study to be conducted by Black and Veatch, LLP, an engineering firm with the requisite

expertise in the area of recycled water in the Las Vegas Valley, which will maximize its use and thereby ensure maximum availability of potable water for future growth needs; and

WHEREAS, the parties hereby recognize their respective needs, and desire to enter into an agreement to share the cost of an area-wide reuse study to be used for future water resource planning; and

WHEREAS, the Cities and Districts have the authority to enter into this Agreement pursuant to NRS 277.045.

NOW THEREFORE, it is mutually agreed by and between the parties hereto as follows:

SECTION 1. Coordinator of Study: The City of Las Vegas will serve as the lead agency of the study, entering into and administering the contract with Black and Veatch, LLP.

SECTION 2. Elements of Study: The area-wide reuse study will include, but is not limited to, the following tasks: identifying existing regulations and recommend revisions, if necessary; identifying existing and future demands for reuse water; evaluating all possible acceptable applications for recycled water, e.g. irrigation, commercial and industrial uses; identifying sources and respective quantities of potential reuse supply; determining the suitability of respective reuse qualities of sources for the proposed uses; identifying type and sources of augmenting supplies to meet summer peak demands; identifying additional customers or means to utilize excess winter reuse quantities; defining alternative schemes which identify sites for treatment facilities and preliminary routings for delivery systems; and preparing order of magnitude cost estimates for the various alternative scenarios. The agencies will jointly prepare and

agree to a Scope of Services consistent with the elements identified in Section 2. The Scope of Services must be approved by the City Managers of the Cities of Las Vegas, Henderson, and North Las Vegas, the Director of the Clark County Sanitation District, and General Manager of the Las Vegas Valley Water District.

SECTION 3. Cost of Study: The cost of the overall study shall not exceed \$250,000, and each participant's share shall be equal and shall not exceed \$50,000. Should the cost be less than \$250,000, each participant's contribution shall be adjusted to maintain equal participation in the costs. Each participant shall reimburse the Coordinator of the Study, the City of Las Vegas, for study costs within 30 days of being invoiced by the City of Las Vegas.

SECTION 4. Term: This Agreement will continue in force and effect for a term of two (2) years from the date of approval by the governing board of the last party or until the study is completed, whichever term is longer.

SECTION 5. Assignment: This Agreement does not constitute a commitment for water service. Neither this Agreement, nor any interest therein, may be assigned without prior written consent of the non-assigning parties.

SECTION 6. Notices: All invoices and notices under this Agreement shall be in writing and shall be deemed to be delivered on the earlier to occur of (I) the date of actual receipt of the Notice (regardless of how it is delivered), and (II) whether or not actually received, two days after the notice has been deposited in the United States Mail, postage paid, registered or certified mail, return receipt requested,

addressed to the City or District, as the case may be, at the addresses set forth below:

TO CITIES: City Manager, City of Las Vegas
400 E. Stewart Ave
Las Vegas, Nevada 89101

City Manager, City of North Las Vegas
2200 Civic Center Drive
North Las Vegas, Nevada 89030

City Manager, City of Henderson
240 Water Street
Henderson, Nevada 89015

TO DISTRICTS: Director, Clark Co. Sanitation District
5857 E. Flamingo Road
Las Vegas, Nevada 89122

General Manager, Las Vegas Valley Water Dist.
1001 S. Valley View Boulevard
Las Vegas, Nevada 89153

The parties may change the name and address set forth above provided the party gives written notice of such change to the other party in the manner provided in this Section.

SECTION 7. Third Party Beneficiaries: This Agreement is intended only to benefit the parties hereto and does not create any rights, benefits or causes of action for any other person, entity or member of the general public.

SECTION 8. State Law: The laws of the State of Nevada will govern as to the interpretation, validity, and effect of this Agreement.

SECTION 9. Severability: If any term, provision, covenant or condition of this Agreement, or any application thereof, should be held by a court of competent jurisdiction to be invalid, void or unenforceable by the laws applicable thereto, such provision shall be deemed severable from and shall in no way affect the enforceability and validity of the remaining provisions of this Agreement, and all provisions, covenants

and conditions of this Agreement, and all applications thereof, not held to be invalid, void or unenforceable shall continue in full force and effect.

Section 10. Effective Date: This Agreement will become effective on the date of the last execution by the final party hereto and will have no force and effect until executed by all parties.

IN WITNESS WHEREOF, the parties hereto have entered into this Agreement on the first day set forth above.

ATTEST:

Deborah D. Simon
City Clerk

CITY OF LAS VEGAS

By *Jan Laverty Jones*
JAN LAVERTY JONES, Mayor

APPROVED AS TO FORM:

Robert S. Ely 5-6-99
City Attorney

ATTEST:

Shirley B. Paragon
Clerk

CLARK CO. SANITATION DIST.

By *Dario Herrera*
DARIO HERRERA, Chairman

APPROVED AS TO FORM:

Paul A. Shuman
Deputy District Attorney

APPROVED AS TO FORM:

Shaune Hughes
City Attorney

CITY OF HENDERSON

James B. Gibson
JAMES B. GIBSON, Mayor

COUNCIL ACTION

ATTEST:

FEB 16 1999

Thomas A. Simmons
City Clerk

FEB 17 1999

APPROVED AS TO FORM:

Charles B. [Signature]
City Attorney

CITY OF NORTH LAS VEGAS

[Signature]
MICHAEL L. MONTANDON, Mayor

ATTEST:

[Signature]
City Clerk

APPROVED AS TO FORM:

[Signature]
Attorney

LAS VEGAS VALLEY WATER DIST.

[Signature]
MYRNA WILLIAMS, President

ATTEST:

[Signature]
Secretary

CITY COUNCIL

MEETING OF

FEBRUARY 22, 1999

City of Las Vegas

AGENDA & MINUTES

Page 34

COUNCIL CHAMBERS • 400 EAST STEWART AVENUE

ITEM

ACTION

ADMINISTRATIVE - DISCUSSION

64

Discussion and possible approval of Departmental Reorganization in conjunction with the Strategic Plan

(Fiscal Impact: A savings exceeding \$245,000)

JONES - Motion Hold In ABEYANCE to 3/8/99 - carried UNANIMOUSLY

3/8/99 Agenda

APPEARANCES:

DEPUTY CITY MANAGER STEVE HOUCHENS

HELEN TOLAND, 1134 Comstock Drive

PAT DAVIS

GWEN WALKER, founder of the Walker African/American Museum and Research Center

REVEREND JESSE SCOTT, Second Baptist Church

CITY MANAGER VIRGINIA VALENTINE

NOTE: A combined Verbatim Transcript of Item Nos. 64 and 65 is made a part of the Final Minutes under Item No. 65.

(11:03 - 11:24)

1-1064

65

Discussion and possible action to ratify Mark R. Vincent as Acting Director of the Department of General Services

(Fiscal Impact: An initial savings of approximately \$200,000 per year)

JONES - Motion Hold in ABEYANCE to 3/8/99 - carried UNANIMOUSLY

3/8/99 Agenda

See related Item No. 64 for discussion.

NOTE: A combined Verbatim Transcript of Item Nos. 64 and 65 is made a part of the Final Minutes under Item No. 65.

(11:03 - 11:24)

1-1064

MEETING OF
FEBRUARY 22, 1999

AGENDA DOCUMENTATION

TO:
CITY COUNCILFROM: 
VIRGINIA VALENTINE
CITY MANAGER

For

**SUBJECT: DISCUSSION AND POSSIBLE APPROVAL OF DEPARTMENTAL
REORGANIZATION IN CONJUNCTION WITH THE STRATEGIC PLAN****PURPOSE/BACKGROUND**

On January 11, 1999, the City Council reviewed the Strategic Plan which will give the City direction in the years to come. Goals within the Strategic Plan identify greater efficiency, cost effectiveness and improved customer service. As we strive to accomplish these challenging goals, we recommend the following departmental reorganizations:

Expand the Public Works Department to include the Vehicle Services and Building Services divisions. These divisions consistently interact, have common interests, classifications and perform similar functions and services. Combining these areas with Streets/Sanitation and Parks/Open Spaces divisions will facilitate better utilization of staff, funding, equipment and the coordination of workload. Reclassifying an existing Director position to a Deputy Director of Public Works will result in a cost savings while continuing to provide the necessary leadership for these divisions.

Functions and activities including Real Estate & Asset Management, Parking Management and Collections, Downtown Transportation Center, Central Stores Warehouse, and Cemetery Operations will be combined with the existing Office of Business Development. These expanded responsibilities will be renamed the Business Operations Department. Consolidating these areas establishes a more effective business approach to city operations that resemble those found in the private sector.

Graphic Arts/Mail Room will be placed within the Information Technologies Department. Graphics work is becoming closely related to the technology world, and placing this division in Information Technologies is in keeping with current trends.

Purchasing/Contracts will be placed in the Finance/Business Services Department. This move facilitates greater communication and streamlines City procurement and contracting functions within a single department as well as takes advantage of new computer capabilities.

Ward Liaison staff and the Office of Federal, State and Local Initiatives will be assigned to the Assistant to the City Manager in order to coordinate work efforts and ensure that appropriate training and communication occurs.

As previously mentioned, this is the initial phase of an on-going process to continually review our operations to ensure an efficient and cost effective organization. City Management will periodically report to the Council as recommended changes are identified.

FISCAL IMPACT

These changes reflect a cost savings exceeding \$245,000.00 as a result of consolidating functions and reclassifying existing positions. Additional savings will be recognized as this reorganization evolves.

RECOMMENDATIONS

We respectfully request that the Mayor and City Council approve these recommended changes.

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 1

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

MAYOR JONES

Item 64 is discussion and possible approval of the Departmental Reorganization in Conjunction with the Strategic Plan.

DEPUTY CITY MANAGER
HOUCHENS

Good Morning, Your Honor, Members of the Council. In the City's Strategic Plan, we look to continually improve efficiencies, improve customer services, and make changes in the organization that will streamline and improve our effectiveness. We are presenting a recommendation to do that before you today.

We'd like to expand the Public Works Department to include the Vehicle Services and Building Services divisions formerly of General Services Department. These divisions consistently interact, have common interests, classifications, and perform similar functions and services. Combining these areas with Streets/Sanitation and Parks/Open Space Maintenance will facilitate better utilization of staff, funding, equipment, coordination of workload.

Secondly, we'd like to move the functions and activities of Real Estate and Asset Management, the Parking Management and Collections of the Downtown Transportation Center, Central Stores Warehouse, and Cemetery Operations within the Office of Business Development. Consolidating these areas establishes a more effective business approach to city operations that resemble those found in the private sector.

Third, we'd like to transfer the Graphic Arts/Mail Room to the Information Technologies Department. Graphics work is becoming closely related to technology world, and placing this division in Information Technologies is keeping with current trends.

Fourth, we would like to move Purchasing and Contracts Division, along with the Minority and Women Owned Business Enterprise office to the Finance and Business Services Department. This move facilitates greater communication, streamlines City procurement and contracting functions and takes advantage of new computer capabilities through the Oracle project.

Finally, we are looking to move the Ward Liaison staff and the Office of Federal, State and Local Initiatives under the Assistant to the City Manager in order to more closely coordinate work efforts and ensure appropriate training

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 2

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

communication occurs.

We anticipate that this reorganization will save, at a minimum, approximately \$250,000 per year. On your desks I have provided you a brief summary of some of the savings that the City has accomplished over the last two years. We're looking at between \$3 and \$3.5 million that has been obtained through more efficient operations, looking at things from a more entrepreneurial perspective.

COUNCILMAN McDONALD

What has been saved?

MAYOR JONES

If --

COUNCILMAN McDONALD

I'm sorry, Your Honor.

MAYOR JONES

If, if you look down, and this is in the last two years, but if you go back the last seven years, this has been an ongoing project of the City. We've saved literally millions of dollars. Most recently the court efficiency plan, which was part of the negotiations when we were dealing with tax equity, that was over a million dollars. Management Partners, which was hired by this Council almost three years ago, four years ago, and it was spearheaded by Ann Holland, \$500,000 a year. These are annual savings. The Parks/Maintenance merger, which was recently accomplished where we felt that Parks/Maintenance could be better handled by Public Works; that's \$200,000 a year. The reorganization of the health insurance programs, which has been an ongoing program, a million two to a million five annually. Temporary Substitute Program, 200,000 a year. Change in telephone technology, 66,000 a year. In sourcing of the photo ID process, it's a one time savings of 200,000 and 20,000 a year. The travel budget rollback where we really look closely at our travel is 120,000 a year. The dissolution of General Services would be another 250,000 a year in savings.

Additional revenues, the jail bed rentals, which is a program the City initiated four to five years ago recognizing that we had the jail space and renting out those beds would be an opportunity for revenue input. Emergency transport, which was part of really the Management Partners study, we put that into a test situation which could generate as much as a million dollars a year in savings. And the DMV parking ticket recovery is \$25,000 a year in collections.

So I think in efforts to run the City more like a business, this

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 3

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

has been an ongoing process. These are just the most recent savings, and we'd like to thank staff for working so hard to find ways to be more efficient and to run government a little more like a business.

HELEN TOLAND

We want to speak on that.

MAYOR JONES

You certainly can.

COUNCILMAN BROWN

Mayor Jones, I'd also like to comment. I think, going back over the last eight years, oftentimes people look for us to turn on the light switch and save these millions of dollars, and that's just not the case of government and its bureaucracy as built over the last thirty or forty years. But it's the commitment of this Council, and certainly over the last few years, that we have incrementally started to make a difference, not only with the efficiencies and additional revenues changing the way we approach doing business as a government, and I think that incremental method is far more successful and has far more longevity to have true cost savings.

MAYOR JONES

Well, and I think you have to always remember that government's about delivering service and that just going in and cutting departments to show you can be efficient can have a dramatic affect on the services you are able to provide for people. So it's a balance. We're not in the business of making a profit; we're in the business of providing services. Yeah.

HELEN TOLAND

Okay. My name is Helen Toland. I live at 1134 Comstock here in Las Vegas. We are just appalled to that, one, you've taken the only black face on a managerial level here and we can no longer see it and be happy and give our kids something to look forward to. You're always saying we need people to have our kids emulate and you've just wiped him out in terms of hitting the department to save a little money. Not only have you wiped him out as head of the department, there's no job for him, is our understanding, and we think that in your reorganization that even though it may be legal to wipe out, to not have a job for a man is lethal, and it's almost like so you're saving money, but it's like Shakespeare's phrase: "One good custom is corrupting our world." Thank you.

MAYOR JONES

Thank you.

PAT DAVIS

Good morning. I'm Pat Davis and I got a call concerning

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 4

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

this issue, and I came down because I feel like if somebody relocates for a job position and in less than four years their family survival is gonna be taken away from them, it's almost like we say we're trying to keep our men from doing things that cause them to end up in trouble and what have you, but when you force a head of a household out of his position and not give him, offer him a position, it's more or less saying, if you don't take, if you don't resign, then I'm gonna fire you. Then that's not saying too much to our other young men when they see, we have young men growing up and they continue to see this happen and this I don't think is really right, especially when someone calls you and tell you that on the internet that this position is, somebody else is applying for the position that you're telling someone else that they have to resign from. So I think you need to take these things into consideration. After all, we can read and we do know that it's not right. Thank you.

MAYOR JONES

Thank you.

GWEN WALKER

Good morning, Mayor, City Council. For those of you who don't know me, I'm Gwen Walker, founder of the Walker African/American Museum and Research Center, Nevada's only African/American Museum. On February 6, Saturday, of this year, we honored Mr. Ralph Shackelford as one of our black pioneers of Nevada. Then I learn on Monday, February 8th, that you all terminated him or asked him to resign. I was shocked, but I'm not surprised. I would hope that you all would follow the prayer that the gentleman led when he came up here this morning that you would also follow the pledge that you recite every time you have City Council meeting and consider justice for all.

This is not right, you all know it. To get rid of someone in a position and say you're reorganizing it and then turn around and have the next item on your agenda to ratify someone else new to replace that same position, that's outright discrimination. You can't change the name of it. You can't make it anything else but that.

I would hope that you all would not force us to write our history showing this type of thing. I'd like to pass our fourth edition of Black Pioneers of Nevada up to you Mayor, and I'm sure you remember, every year you've been gracious enough to issue proclamations and letters of recognition for our black pioneers. And when you open this booklet, on the first page, or second page, you will see Mr. Ralph

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 5

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

Shackelford as a black pioneer of Nevada. Universities, schools and individuals, not only locally, but throughout this nation, and via the internet, are purchasing this publication. We're the only publication that annually document the history of African/Americans here in Las Vegas and in Nevada. So I would hope you would really reconsider that action that you took on Monday, February 8th, and do the right thing. Would you pass this, please.

REVEREND JESSE SCOTT

Mayor Jones and members of the City Council, my name is Jesse Scott. I'm Assistant to Pastor Willie Davis of Second Baptist Church and we live in this city and been here for a long time and we are aware of things that are happening in this city and we just wanted to come this morning to share with you some of our concerns.

I know in past times the City has really gone forward and making sure that you hire people and train them and give them the feeling that they can develop a career here and that you respected all the rules of upward mobility in giving people a chance and opportunity. But we come today concerned about the fact that when you reach a point in the City's government where you need to reorganize or restructure for whatever reasons, those situation might be all right as long as they don't adversely affect individuals that you have told that they would be given opportunity for upward mobility and create development with you. I can see saving money in your reorganizational structure, but saving money at the risk of letting somebody go, hurting somebody. Just try to put yourself in that position, having worked very long and having a good record and developed a good record over a period of time and all of a sudden something is happening to you where you're losing your position. And if the individual has a record that is not conducive to the good and welfare of the City is one thing, but on the other hand, if he or she has been a good productive unit, then that individual should be given an opportunity to either move up or move into another collateral position, or whatever you see fit to do rather than to turn them away.

This city is growing tremendously. I've been here twenty-eight years and I've seen it grow and this is not just a little bitty place anymore, this is an international city where you are drawing people from around the world of all colors and creeds and kinds and everything we say and do ought to be reflective of that because not only our reputation is at stake, but our incomes are at stake when we entertain

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 6

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

people from around the world, and so we hope that you would really look at it. We want to save the money, but on the other hand, we want to save the individual whose involved, who feel that they have been mistreated. And this government, this city government is a big city, this is not a small one and there are, I'm sure other opportunities to be shared with somebody who is proven, has a proven record that they've done a good job and made a contribution. I haven't heard anything to the contrary, so I'm assuming that the record has been good, so I'm hoping it's been good.

So we come today to ask you to rethink and reevaluate and include not only being wise and frugal in terms of saving City dollars, but also save human lives in terms of giving them an opportunity because they represent others in terms of image and creative development. Thank you very much.

MAYOR JONES

Thank you, Reverend. My question on this, Steve, would be, I absolutely believe that we need to look to reorganize. I don't think it's a question of color or gender when we make decisions. On the other hand, I can understand the concern when we show dissolution of General Services as saving \$250,000 a year, and then in Item 65 we discuss ratifying a new Acting Director of General Services. I have a concern with that perceptually. And I also would agree that if we are doing away with a position and yet there are going to be other openings that that individual, unless there is some reason to show that they shouldn't have the ability to apply for that job, should indeed have the right to do so. So --

AUDIENCE

Applause.

CITY MANAGER VALENTINE

I would say as a policy matter, we would -- prefer to, if the Council has questions on it, to brief all of you individual. I don't think it serves Mr. Shackelford or the City to get into a discussion of personnel issues at a public meeting.

MAYOR JONES

I would agree with that and since this Council really has nothing to do with hiring and firing, I think that that's appropriate. On the other hand, I just want it clear that I would like to be briefed because I would like more information before we proceed.

CITY MANAGER VALENTINE

I think as far as the reference to the following item, by ordinance, we are, until we've done away with the General

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 7

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

Services Department, we still have a General Services Department. And because there are certain things that require a sign off by the General Services Department, it necessitates us having someone in that job.

MAYOR JONES

Yeah, that's what I think.

COUNCILMAN ADAMSEN

We have someone in that job. We have -- someone in that job.

MAYOR JONES

Yeah. That's what I think.

COUNCILMAN ADAMSEN

I concur, Ms. Valentine, particularly regarding the personnel issue. However, I'm aware of this situation and it needs to be handled internally, in confidence, as we've normally done. And I believe we should take the Mayor's words to heart in terms of her suggestion on this particular item.

COUNCILMAN BROWN

What --

COUNCILMAN ADAMSEN

Do you want to hold it for two weeks?

COUNCILMAN BROWN

What was the last -- I don't understand the last statement.

COUNCILMAN ADAMSEN

Do you want to hold it for two weeks?

COUNCILMAN BROWN

What's before us is --

MAYOR JONES

I understand that, but I would like some more information. I understand what's before us. I don't feel that I've been properly briefed on it and I'm uncomfortable making a vote unless I really understand the impact, simple as that, so I'd like to hold it for two weeks.

COUNCILMAN McDONALD

Will that affect the operations of General Services, holding it for two weeks?

DEPUTY CITY MANAGER
HOUCHENS

Well, at this point in time, officially, there is no acting director of General Services.

COUNCILMAN BROWN

And if I could just clarify and maybe ask the Attorney, separate from the Mayor's motion to table, this Item No. 65 is something by ordinance we're doing. Is that --

DEPUTY CITY MANAGER
HOUCHENS

Item 65 is necessary because it, there's a public process. You dissolve a department by ordinance, so the ordinance was to be introduced today, was to be heard and expedited

**CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999**

Page 8

**COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES**

to the next meeting. There has to be somebody in an official role that signs on behalf of the City's General Services Department until such time as that department is dissolved. In two weeks, if this was to become, if the ordinance was passed, then the acting role would go away and there would no longer be a department, or an acting director of General Services.

MAYOR JONES

I don't think the Department of General Services will fall apart in two weeks. I would make a **motion to hold for two weeks**. Vote on the motion.

COUNCILMAN McDONALD

Also, I have one question, Your Honor. Can you sign as, when we have to make purchases in the next two weeks, can you still sign as the City Manager?

DEPUTY CITY MANAGER
HOUCHENS

Yes.

COUNCILMAN McDONALD

Okay.

MAYOR JONES

We should hold 64 and 65. We can take an action. We can hold 64 and 65, probably requires two separate motions. We can take an action when the bill comes forward in two weeks. Motion to hold 64.

COUNCILMAN BROWN

Mayor Jones, if I may comment on the motion, and I'll support it because you want to get briefed. But this is, this is not simply about General Services. This is about a reorg that's been underway for at least two years, and maybe even longer. So in all due respect to everybody that's come down to testify, that, as the Mayor indicated, is a personnel matter. They can certainly take up with the Manager's Office, but what's before us today is a very critical step in this reorganization that started years ago, and I'll support the motion for two weeks, but overall, these are the type of decisions that have to be made separate from the personalities or the people involved. We're talking about the structure of City government, how we operate and taxpayers dollars, and I want those two things to be separated when it comes back before us in two weeks.

Certainly there are people's lives that are going to be affected with any reorganization, but, through my briefings, I am under the clear understanding that we will move in a direction that no one will be hurt. We will try to create opportunities. We will try to do things to help all employees throughout the City at all levels, but these type changes

CITY COUNCIL
MEETING OF
FEBRUARY 22, 1999

Page 9

COMBINED VERBATIM TRANSCRIPT - ITEM NO. 64 - DEPARTMENTAL REORGANIZATION IN
CONJUNCTION WITH THE STRATEGIC PLAN and ITEM NO. 65 - RATIFY MARK R. VINCENT AS ACTING
DIRECTOR OF THE DEPARTMENT OF GENERAL SERVICES

have been going on for years and will continue to go on as long as we look to improve our efficiencies, but I will support the motion.

MAYOR JONES

Councilman, I'm fully aware of how personnel works and the efficiencies we're looking to put into place. I simply think it's important that we be properly briefed on some of the actions and impacts of this reorganization before we take a final disposition. Vote on the motion.

COUNCILMAN BROWN

All right. I'll respectfully say, just so the record reflects it, that I've been briefed on this for going on a year on the incremental steps that we've taken, so --

MAYOR JONES

And I don't want to get into personnel things, but my briefing does not reflect what is being presented in front of us today. So if we don't want to get into personnel issues, let's hold it for two weeks and continue forward. Vote on the motion. Post. Motion's approved. **(Motion for abeyance carried unanimously.)** Item 65. Vote on the motion. Post. Motion's approved. **(Motion for abeyance carried unanimously.)**

(END OF DISCUSSION)

/lo

CITY COUNCIL

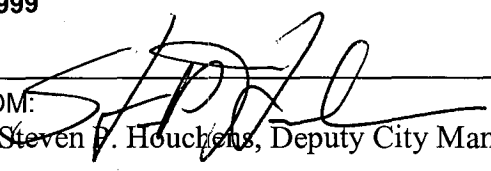
February 22, 1999

AGENDA DOCUMENTATION

TO:

City Council

FROM:


Steven P. Houchens, Deputy City Manager

SUBJECT:

Discussion and possible action to ratify Mark R. Vincent as Acting Director of the Department of General Services

PURPOSE/BACKGROUND

In an effort to improve the efficiency and effectiveness of City operations, the City Manager's Office has initiated several divisional reassignments.

Specifically, divisions within the Department of General Services have been reassigned to areas that are functionally aligned with those divisions. For instance, the facilities and fleet maintenance operations are combined with street and parks maintenance functions in Public Works; procurement functions are merged with Finance to create a more seamless purchasing/payables function; the mail and printing facilities are moved to Information Technologies to take full advantage of technological advancements; and the DTC and real estate management functions are moved to the Business Development for a more entrepreneurial approach to our fee based enterprises.

In an effort to expedite this process, many of the divisional assignments and related changes have occurred. However, the dissolution of the Department of General Services requires an ordinance change. Pending that official act, we are asking the City Council to ratify the appointment of Mark R. Vincent to Acting Director of General Services, in addition to his current position as Director of Finance and Business Services, until the change in ordinance is effected.

FISCAL IMPACT

The reduction of the Department of General Services will initially save approximately \$200,000 per year.

RECOMMENDATIONS

We respectfully request that the City Council approve the interim assignment of Mark R. Vincent as Acting Director of the Department of General Services.

Agenda Item

65

CITY COUNCIL

MEETING OF

FEBRUARY 22, 1999

City of Las Vegas

AGENDA & MINUTES

Page 35

COUNCIL CHAMBERS • 400 EAST STEWART AVENUE

ITEM

ACTION

ADMINISTRATIVE - DISCUSSION

66

Discussion and possible approval of the Fiscal Year 1999-2000 Las Vegas Metropolitan Police Department Funding Apportionment Plan

(Fiscal Impact: A decrease in the City's percentage of the cost of funding Metro)

ADAMSEN - Motion to APPROVE - carried with McDONALD abstaining to avoid any possible conflict with his position as a police officer

DEPUTY CITY MANAGER HOUCHENS stated that NRS requires that each political subdivision participating in the Metropolitan Police Department review and approve a funding apportionment plan by March 1. In terms of population, the City had a 4.6 percent increase and the County had a 2.5 percent increase. The City's share increased from 46.6 to 47.1 percent. In terms of calls for services, the City has a 2.1 percent decrease while the County had a 4.6 percent increase. This shift resulted in the City's percentage decreasing from 47.9 percent to 46.2 percent. In terms of felony crimes, the City incurred a 25 percent reduction while the County had a 21 percent reduction.

Overall, the City received approximately a one percentage point in its relative funding share of Metro's budget. COUNCILMAN ADAMSEN added that this percentage point translates to a savings of approximately \$1 million this year.

There was no further discussion.

(11:24 - 11:26)

1-1850

67

Presentation on the Strategic Plan prepared by the Southern Nevada Strategic Planning Authority

PRESENTATION GIVEN:

THERESA O'DONNELL, Director, Planning & Development, indicated that copies were submitted of the final report from the Porter Committee of the Southern Nevada Strategic Planning Authority, which included public comments.

COUNCILMAN ADAMSEN noted that the Strategic Plan is being presented to the Southern Nevada Regional Planning Commission in the form of a presentation, which, in his opinion, is the proper forum. A local process will be devised to receive input on what the Legislature passes from the Strategic Planning recommendations. MS. O'DONNELL stated that the City received public comment on that plan at a Planning Commission meeting.

There was no further discussion.

(11:26 - 11:27)

1-1928

MEETING OF

AGENDA DOCUMENTATION

February 22, 1999

TO:

City Council

FROM:


Mark R. Vincent, Director
Finance and Business Services

SUBJECT:

DISCUSSION AND POSSIBLE APPROVAL OF THE FISCAL YEAR 1999-2000 LAS VEGAS
METROPOLITAN POLICE DEPARTMENT FUNDING APPORTIONMENT PLANPURPOSE/BACKGROUND

NRS 280.190(3) requires the governing body of each political subdivision participating in the Metropolitan Police Department to review and approve a funding apportionment plan by March 1. This plan will serve as the statistical basis for the allocation of expenditures for the Las Vegas Metropolitan Police Department for FY 1999-2000. The plan was approved by Metro's Fiscal Affairs Committee on January 27, 1999. If either the City or the County rejects the plan, it would go to arbitration.

The funding apportionment plan is segregated into three major categories: Uniform Services, Investigative Services and Community Services. Due to the decrease in calls for services, the decrease in the reporting of felony crimes within the City and an increase in hours for school crossing guards during calendar year 1998, the City's share of the cost of uniform services decreased, investigative services decreased and community services has increased. The City's overall share of the Metro budget will experience a slight reduction of approximately one percentage point.

Attached for your review is a copy of the funding apportionment plan as prepared by Metro

FISCAL IMPACT

The plan will result in a decrease in the City's percentage of the cost of funding Metro. Metro's budget will be presented to their Fiscal Affairs Committee at the meeting on February 15, 1999.

RECOMMENDATIONS

It is recommended that the City Council approve the proposed Fiscal Year 1999-2000 Las Vegas Metropolitan Police Department Funding Apportionment Plan.

Agenda Item

66

FISCAL YEAR 1999-2000 LVMPD COST APPORTIONMENT PLAN

UNIFORM SERVICES				
FACTOR	CITY STATISTICS	CITY%	COUNTY STATISTICS	COUNTY%
POPULATION ⁽¹⁾	441,230	47.1%	496,214	52.9%
CALLS FOR SERVICE ⁽²⁾	223,972	46.2%	260,492	53.8%
FELONY CRIMES ⁽³⁾	28,572	42.2%	39,158	57.8%
AVERAGE PERCENTAGE	45.2%		54.8%	

INVESTIGATIVE SERVICES				
FACTOR	CITY STATISTICS	CITY %	COUNTY STATISTICS	COUNTY%
FELONY CRIMES	28,572	41.1%	40,959	58.9%

COMMUNITY SERVICES				
FACTOR	CITY STATISTICS	CITY %	COUNTY STATISTICS	COUNTY %
ESTIMATED ANNUAL HOURS	34,920	52.3%	31,800	47.7%

- ^{1.} Preliminary populations are provided by the Nevada State Demographer's Office, published November 3, 1998. County population excludes incorporated cities and rural area population, as estimated by Clark County Comprehensive Planning Department.
- ^{2.} Actual calls for service from January 1, 1998 through December 31, 1998. Excludes calls associated with felony crimes. County calls exclude calls at the Airport, Resident Officers and Laughlin.
- ^{3.} Felony crimes as reported for the twelve (12) month period between January 1, 1998 and December 31, 1998.
- ^{3.} Excludes felony crimes for the Airport, Resident Officer and Laughlin areas.

FY1999-2000 FUNDING FORMULA POPULATION STATISTICS

Las Vegas	441,230
Henderson	159,380
Boulder City	14,900
North Las Vegas	106,660
Mesquite	12,210
Rural	24,606
Unincorporated W/O Rural	496,214
	1,255,200

CALLS FOR SERVICE ¹				
1998				
DATE	CITY	COUNTY	AIRPORT	RESIDENT
JANUARY	18,559	20,545	204	700
FEBRUARY	17,364	19,066	140	615
MARCH	19,413	21,511	174	689
APRIL	19,140	21,293	158	772
MAY	19,508	22,864	160	733
JUNE	19,263	22,909	189	723
JULY	19,634	23,649	176	898
AUGUST	19,062	23,017	198	812
SEPTEMBER	19,801	22,247	219	699
OCTOBER	18,824	22,579	207	684
NOVEMBER	16,461	19,994	187	663
DECEMBER	16,943	20,818	185	592
TOTAL	223,972	260,492	2,197	8,580

¹ Excludes calls from unknown/other jurisdictions

FELONY CRIMES 1998

CITY OF LAS VEGAS			
DATE	PART I	NON-PART I	TOTAL
JANUARY	2,467	89	2,556
FEBRUARY	2,039	80	2,119
MARCH	2,572	95	2,667
APRIL	2,388	83	2,471
MAY	2,338	89	2,427
JUNE	2,305	105	2,410
JULY	2,354	90	2,444
AUGUST	2,240	116	2,356
SEPTEMBER	2,252	101	2,353
OCTOBER	2,287	84	2,371
NOVEMBER	2,183	92	2,275
DECEMBER *	2,059	64	2,123
TOTAL	27,484	1,088	28,572

COUNTY OF CLARK						
DATE	PART I	NON-PART I	SUBTOTAL	AIRPORT	RESIDENT	TOTAL
JANUARY	3,438	141	3,579	44	114	3,737
FEBRUARY	3,053	96	3,149	38	85	3,272
MARCH	3,514	136	3,650	56	110	3,816
APRIL	3,185	129	3,314	44	129	3,487
MAY	3,127	122	3,249	50	110	3,409
JUNE	3,070	118	3,188	57	80	3,325
JULY	3,194	132	3,326	50	108	3,484
AUGUST	3,277	147	3,424	67	112	3,603
SEPTEMBER	3,042	135	3,177	58	91	3,326
OCTOBER	3,034	126	3,160	51	116	3,327
NOVEMBER	2,753	120	2,873	39	80	2,992
DECEMBER*	2,948	121	3,069	43	69	3,181
TOTAL	37,635	1,523	39,158	597	1,204	40,959

* Estimated

1998 SCHOOL CROSSING GUARD HOURS

	HOURS PER DAY	DAYS PER SCHOOL YEAR	TOTAL HOURS
LAS VEGAS	102	X 180	18,360
LAS VEGAS - YEAR AROUND	69	X 240	16,560
TOTAL LAS VEGAS			34,920
CLARK COUNTY	78	X 180	14,040
CLARK COUNTY - YEAR AROUND	74	X 240	17,760
TOTAL CLARK COUNTY			31,800

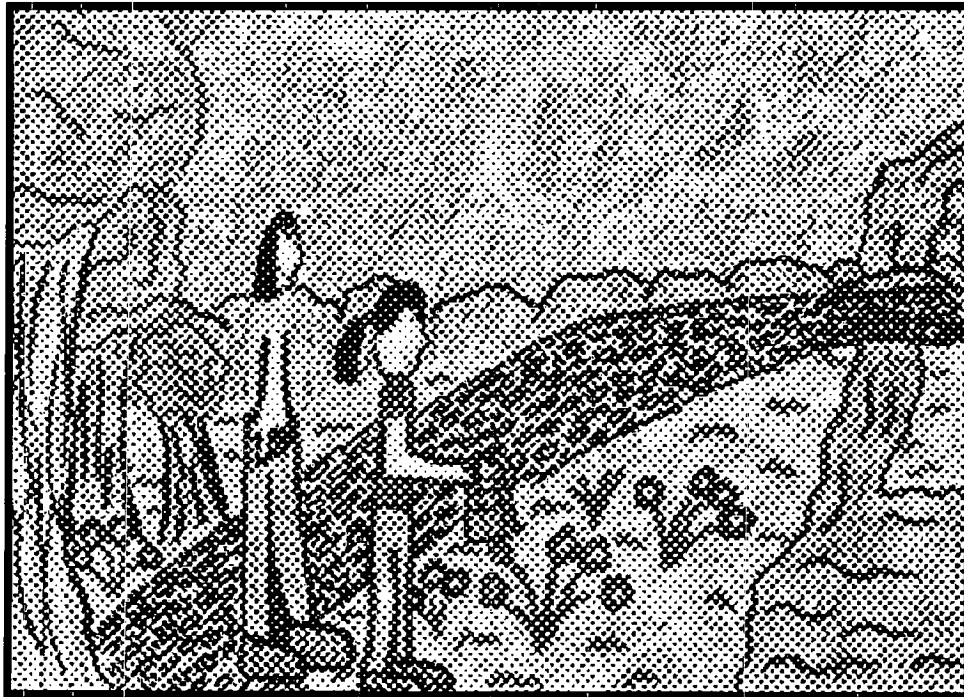
FISCAL YEAR 1998-99 LVMPD COST APPORTIONMENT PLAN

UNIFORM SERVICES				
FACTOR	CITY STATISTICS	CITY %	COUNTY STATISTICS	COUNTY %
POPULATION ⁽¹⁾	421,950	46.6%	484,225	53.4%
CALLS FOR SERVICE ⁽²⁾	228,793	47.9%	249,096	52.1%
FELONY CRIMES ⁽³⁾	37,932	43.2%	49,820	56.8%
AVERAGE PERCENTAGE	45.9%		54.1%	

INVESTIGATIVE SERVICES				
FACTOR	CITY STATISTICS	CITY %	COUNTY STATISTICS	COUNTY %
FELONY CRIMES	37,932	42.2%	51,887	57.8%

COMMUNITY SERVICES				
FACTOR	CITY STATISTICS	CITY %	COUNTY STATISTICS	COUNTY %
ESTIMATED ANNUAL HOURS	24,840	46.5%	28,560	53.5%

- ¹ Preliminary population as determined by the Governor's Office. County population excludes incorporated cities and estimated rural area population.
- ² Actual calls for service from January 1, 1997 through December 31, 1997. Excludes calls associated with felony crimes. County calls exclude calls at the Airport, Resident Officers and Laughlin.
- ³ Felony crimes as reported for the twelve (12) month period between January 1, 1997 and December 31, 1997.
- ⁴ Excludes felony crimes for the Airport, Resident Officer and Laughlin areas.



PLANNING FOR OUR SECOND CENTURY

A twenty year initiative for responsible growth in Southern Nevada



SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY

A Strategic Plan to Address Growth in Southern Nevada

Table of Contents

	<u>Page</u>
Preface	ii
I. Executive Summary.....	1
II. Background	7
1. Overview of the Plan	
2. Legislative Enactment - SB 383	
3. Organization of the SNSPA	
4. Research and Analysis Process	
5. Community Involvement	
III. Strategic Plan to Address Growth in Southern Nevada	20
1. Mission, Vision and Statement of Principles	
2. Plan to Address Growth Issues	
IV. Framework for the Future	75
1. Prologue	
2. Critical Issues and Strategies	
3. Conclusion/Call to Action	
V. Acknowledgments	92
VI. Appendices	102
1. SB383	
2. Executive Summary of Review of Master Plans and Capital Improvement Programs	
3. Executive Summary of Needs Assessment	
4. Executive Summary of Evaluation of Current Allocation of Resources (Infrastructure Finance)	
5. Legislative Recommendations	
6. Governance Structure Survey Results	
7. Other Referenced Documents	

What will southern Nevada be like twenty years from now? If we continue to grow, will we prosper? Can we nurture and sustain a vital, qualitative life beneficial to all our communities? As responsive citizens of Clark County, we earnestly set forth to find answers to these critical questions. As members of the Southern Nevada Strategic Planning Authority, we tackled the job of honestly assessing our needs, identifying reasonable objectives, and developing practical strategies that would enable us to build the future we want. The Strategic Plan which follows resulted from the dedicated efforts of many who are proud to call Clark County their home. It is our plan for the future.

Courtney Alexander Courtney Alexander - Nevada State AFL-CIO Representative

Richard Bunker Richard Bunker - Nevada Resort Association Representative

Ken Carter Ken Carter - Mayor, City of Mesquite

Donald Clark Donald Clark - Clark County Citizen Representative

Cecil Donaho Cecil Donaho - City of Mesquite Citizen Representative

Bob Ferraro Bob Ferraro - Mayor, Boulder City

Mark Fine Mark Fine - City of Las Vegas Citizen Representative

Yvonne Atkinson Gates Yvonne Atkinson Gates - Clark County Board of Commissioners, Chair

Jim Gibson Jim Gibson - Mayor, City of Henderson

Lorraine T. Hunt Lorraine T. Hunt - Clark County Board of Commissioners, Vice Chair

Greg Jensen Greg Jensen - City of Henderson Citizen Representative

Ruth Johnson Ruth Johnson - City of North Las Vegas Citizen Representative

Jan Laverty Jones Jan Laverty Jones - Mayor, City of Las Vegas

Robert Lewis Robert Lewis - Southern Nevada Homebuilders Association Representative

Lynette Boggs McDonald Lynette Boggs McDonald - Racial and Ethnic Minorities Representative

Mike Montandon Mike Montandon - Mayor, City of North Las Vegas

Pat Shalmy Pat Shalmy - Las Vegas Chamber of Commerce Representative

Neal Siniakin Neal Siniakin - Boulder City Citizen Representative

Uto Tiberti Uto Tiberti - Nevada Taxpayers Association Representative

Jeff van Ee Jeff van Ee - Environmental Concerns Representative

Terry Wright Terry Wright - Nevada Development Authority Representative



Preface

Over the past twenty years, Southern Nevada has grown from a population of 405,376 in 1977 to an astounding 1,246,693 in 1998...and we're still growing. From a relatively compact metropolis bounded by Sunset Road to the south, Rainbow Boulevard to the west, Ann Road to the north, and Sloan/Stephanie to the east, a succession of suburban master-planned communities has replaced old boundaries in the Las Vegas valley. New frames of reference, new places to work, and new places to call home have reshaped our community vision as well as our local landscape. Where will the boundaries be twenty years from now? Unfettered suburban sprawl is not an option. If we plan for the future, we can preserve the natural integrity of our region and still accommodate growth.

New frames of reference, new places to work, and new places to call home have reshaped our community vision as well as our local landscape.

The gaming and tourist industry has diversified, yielding bigger and better luxury resorts and local favorites which are multi-faceted and family-oriented. Bigger and better means more visitors, more jobs, more development...and more infrastructure. Commuter streets and arterials, flyovers and walkovers, parkways and freeways that didn't exist twenty years ago now link the old with the new, but all major travel routes are congested, wasting time and polluting the environment. Increased demands on our transportation systems have significantly impacted the daily quality of our lives. The beltway is coming, but will it be enough? A monorail may be next. If current transportation needs are staggering, what will they be like in another twenty years? Anticipating our needs will empower us to meet them.

If current transportation needs are staggering, what will they be like in another twenty years? Anticipating our needs will empower us to meet them.

Healthy, dynamic communities are committed to their future survival and prosperity, and a sound educational system is a key factor of this commitment. Over the past twenty years, the Clark County School District has grown from 108 schools to 219. Eighth largest in the nation, it nurtures the education of over 200,000 students. Our future. Enrollment at UNLV has more than doubled, more than tripled at CCSN, and both have dramatically expanded their degree programs. Yet despite the lively statistics, our educational facilities and programs barely meet today's needs, and our population continues to rapidly grow. Quality of education? This critical challenge at the core of our educational needs *must* be addressed. Over the next twenty years, the changing demographic, academic, and professional needs of southern Nevada will continue to impact our educational system in its entirety. *Now* is the best time to anticipate future needs.

A unique blend of diverse cultural elements, Southern Nevada has always been more than the gaming and tourist industry...and always will be. It is a genuine community. Young and old, individuals and families, Southern Nevadans share important community needs and share the responsibility of

The "can do" attitude and unlimited imagination of our community are tremendous resources, but we need a road map to the future.

meeting those needs. The challenge of continued growth requires vision and dedication. The "can do" attitude and unlimited imagination of our community are tremendous resources, but we need a road map to the future. *We need a plan.* Twenty years from now, how do we want our housing, health care, and public safety needs to be met? Will our parks and recreation facilities be sufficient? Will our economy sustain us? Will our land use and development patterns please us? What about the air we breathe and the water that sustains all desert life? What strategies can we implement now to help us build the future we want? Will we be ready? Twenty years from now is sooner than we think.



Chapter One

Executive Summary

Senate Bill No. 383, approved during the 1997 69th Session of the Nevada State Legislature, established the Southern Nevada Strategic Planning Authority ("the Authority") and called on the Authority to:

- (a) Identify and evaluate the needs of Clark County relating to its growth.
- (b) Prioritize the objectives and strategies relating to the growth of Clark County.
- (c) Recommend to the 70th session of the Nevada Legislature strategies for meeting the growth needs and objectives of Clark County.

The twenty-one member Authority consisting of elected representatives from the Southern Nevada City Councils and the Clark County Board of County Commissioners along with Southern Nevada business leaders and residents began meeting on September 8, 1997. The Authority proceeded to hire a facilitator and coordinator in accordance with budget contributions from Southern Nevada government entities. In order to accomplish the deliverable mandates set forth in Senate Bill No. 383, the Authority organized the following committee structure:

<u>Committee</u>	<u>Role</u>
Executive Council	Manage committee assignments and provide administrative oversight
Master Plan and Capital Improvement Plan Review	Assess Southern Nevada service provider Master and Capital Improvement Plans
Needs Assessment	Identify 20 year growth related needs of Southern Nevada
Infrastructure Financing	Match revenue sources to needs assessments and identify gaps
Strategic Plan	Develop a Strategic Plan to address growth needs
Legislative	Develop Legislative recommendations
Technical Committee (Cities and County Managers and Managers of key service providers)	Provide technical and staff support; provide administrative oversight.
Finance Subcommittee (Cities and County Finance Directors)	Provide technical and staff support

Scope of Study

The Authority finds that revenue sources are in place to meet 20-year growth related needs in many areas if they continue to be properly managed. This includes water, wastewater, flood control and streets and highways. The capital facility needs for K-12 education are met. . .

One of the first tasks of the Authority was to estimate the future population of Southern Nevada. All subsequent needs assessments and finance projections would be based on the future population. After examining a variety of forecasts, a year 2020 population range of approximately 2.3 - 2.8 million Southern Nevada residents was adopted. This range consists of projections from the Center for Business and Economic Research at the University of Nevada, Las Vegas and the Nevada State Demographer.

The Authority proceeded to identify a scope of work and the specific issues which should be studied with respect to growth. It was determined that the Authority would examine the following:

- Economy/Economic Development
- Schools/Education
- Air Quality and the Environment
- Housing
- Land Use and Growth Strategies
- Parks & Recreation
- Public Safety
- Transportation
- Water Supply/Distribution
- Water Quality/Wastewater
- Flood Control
- Health Care

Key Findings

Since no Southern Nevada entity has ever undertaken a comprehensive study of the above issues from a regional perspective in Southern Nevada, the findings of the Authority may be surprising to some. The Authority finds that revenue sources are in place to meet 20-year growth related needs in many areas if they continue to be properly managed. This includes water, wastewater, flood control and streets and highways. The capital facility needs for K-12 education are met for the next 10 years. Capital facility needs for the 10-20 year horizon remain to be addressed. Substantial revenue gaps are apparent when considering quality of education program improvements and higher education needs in Southern Nevada.

While revenue sources for street and highway construction are in place, there is a substantial revenue gap for mass transit. Future mass transit options are important to the future of Southern Nevada's economy to ensure ease of movement within the rapidly expanding resort corridor and to assist in avoiding mandated constraints due to air quality noncompliance.

The Authority has identified significant revenue gaps associated with park needs. The current Residential Construction tax is intended to supplement other sources of park development funds and other dedicated sources are not in place at this time. Revenue gaps were also found for public safety facilities (e.g. fire stations) due to the absence of dedicated revenue sources.

Key Recommendations

The Authority has identified public service and facility issue areas that are key to the future of Southern Nevada. Four of these issues emerge to the forefront: transportation, education, the environment and the economy. The majority of Southern Nevadans confront the impacts of transportation and education systems on a daily basis. Actions taken in the 1990's have established revenue sources to address growth related needs in these areas. While substantial revenue sources are in place, significant challenges remain. Educational and transportation systems are complex and interwoven with other needs. Education system improvements are viewed as key components in our need for economic diversification. Economic diversification needs are reinforced by our vulnerability to economic downturn resulting from the continued nationwide expansion of gaming, in particular, the November 3, 1998 vote in California to legalize gaming on Indian reservations. Transportation systems directly affect air quality and the future attractiveness of Southern Nevada as a place to live and visit. Failure to attain compliance with federal air quality standards has potentially severe consequences. Also, development of a management plan to improve the Las Vegas Wash will be critical both from an environmental quality perspective and our ability to secure additional water resources in the future. Chapters III and IV contain detailed and critical issue recommendations. Critical issue recommendations are summarized as follows:

Four of these issues emerge to the forefront: transportation, education, the environment and the economy.

Transportation

- Improve regional transportation planning, including study of the feasibility, methods and structure of regional planning, prioritization and construction of road projects.
- Conduct an independent reassessment of proposed public fixed guideway system.
- Implement short term financing when prudent, permitted and advisable to fund construction of highways and streets in the early years of the 10-year Capital Improvements Plan.
- Pursue legislative changes to allow bonds to be sold in synchronization with construction phases and allow "design-build" methods of road construction.

- Examine issues regarding the flexibility and optimization of existing revenue sources from a regional perspective.

Education

- Identify and implement capital funding sources for the 10 - 20 year time horizon.
- Implement Clark County School District's School construction and modernization program as proposed by the approved November 1998 School Bond Question.
- Separate school construction management from oversight of the quality of education.
- Provide funding for programs that improve the quality of K-12 and higher education programs.
- Fund Southern Nevada institutions of higher learning consistent with the needs of growth.
- Develop long term strategic planning for funding of higher education capital facilities and programs.

Governance

- Support the establishment of the Southern Nevada Regional Planning Coalition to carry forward the recommendations and studies called for in this Strategic Plan and to provide an ongoing forum to address regional issues.
- Local jurisdictions should continue to use interlocal agreements as mechanisms for delivering services across jurisdictional boundaries.

Parks & Recreation

- Establish bondable revenue sources to allow borrowing to accelerate park development.
- Develop coordinated park, trail and open space planning and public/private partnerships for development, operations and maintenance.

Public Safety

- Continue to fund public safety as a priority item of general fund expenditures and seek voter approved bond issues for capital improvements.

Environment

- Improve coordination among agencies and integrate land use, air quality and transportation planning.

Environment

- Improve coordination among agencies and integrate land use, air quality and transportation planning
- Develop a comprehensive management plan for the Las Vegas Wash.
- Implement smog check program improvements and allow air pollution penalty funds to be retained for air pollution control programs.

Implementation of local actions and future studies should be coordinated through the recently established Southern Nevada Regional Planning Coalition.

Economy

- Coordinate and enhance economic diversification efforts and focus on businesses and industries that will contribute to tax base expansion.

Health Care

- Develop programs to increase the number of health care professionals in Southern Nevada including establishment of a dental college at UNLV.
- Support legislation for the Clark County Organized Health System to coordinate publicly assisted medical programs and to establish state mandated industry performance standards.
- Encourage the State to designate a group to be responsible for coordinating health care issues.

Conclusion

Systems and funding sources are in place to allow Southern Nevada to meet most of its growth related needs on a local basis. The local actions needed are best approached with a coordinated regional perspective. Implementation of local actions and future studies should be coordinated through the recently established Southern Nevada Regional Planning Coalition.

This Strategic Plan also identifies areas where state assistance is needed. For legislation, the recommendations contained in this plan will allow local entities to improve efficiency in service delivery. Quality of education programs and higher education needs are funded through the state. The Authority recommends that methods be found to increase funding for education in Southern Nevada.



Chapter Two

Background

I. Overview of the Plan

The Strategic Plan is organized into six chapters. Chapter I, the Executive Summary, highlights critical issues and key strategies for immediate implementation. The Strategic Plan is intended to serve as a road map for addressing the challenges of growth in Southern Nevada over the next 20 years. The plan represents the Southern Nevada Strategic Planning Authority's collective past experience, and brings together the work done by the Authority over the past year to squarely face the challenges of the present. The plan is intended to establish a clear, unified vision for the future of Southern Nevada.

The Strategic Plan is intended to serve as a road map for addressing the challenges of growth in Southern Nevada over the next 20 years.

Chapter II, Background, provides those who are interested in the details of the planning process used by the Authority. The text includes an overview of the legislative mandates and the organizational structure of the Authority. Also set forth is a description of the Authority's research and analysis process which formed the basis of the Authority's conclusions and final planning document. The chapter concludes with details about efforts to stimulate community involvement in and inform the public about this historic effort.

Chapter III, Strategic Plan to Address Growth in Southern Nevada, includes all elements of the plan itself. It sets forth the mission, vision, and principles which lay the foundation of the plan. Goals, objectives, and strategies for each issue required to be addressed by the plan are also included.

Chapter IV, Framework for the Future, combines all strategies for all issues into one concise proposed implementation plan. This chapter identifies a framework under which the plan can be implemented at the appropriate level of governance, the financial structure under which the plan could be funded, and the legislative initiatives and mandates which would need to occur in order to fully accomplish the plan.

Chapter V, Acknowledgments, gives credit and thanks to all groups and individuals who are responsible for the preparation of the strategic plan.

Chapter VI includes relevant background, research, and analysis documents used to form the basis for the elements contained in the plan.

2. Legislative Enactments

The Strategic Plan and Appendices have been prepared in accordance with the direction and mandates of the 69th Session of the Nevada Legislature, pursuant to Senate Bill No. 383.

The text of the Act specifically sets forth the organizational process and required structure to form the Southern Nevada Strategic Planning Authority ("the Authority.") The Act further defines various responsibilities including planning, evaluation and the mandated time frames for completion by the Authority.

Following is a summary of the various assignments listed in SB 383,

Section 2.1:

- Identify and evaluate the needs of Clark County relating to its growth.
- Prioritize the objectives and strategies relating to Clark County.
- Prepare a set of strategy recommendations to meet the growth needs and objectives of Clark County and provide recommended strategies to the 70th session of the Nevada Legislature

Section 2.2:

- Review master plans and policies and capital improvement plans and policies from planning and other agencies responsible for providing services related to infrastructure, and
- Determine and report whether the plans and policies are sufficient to meet both current needs as well as expected needs over the next 20 years;
- Analyze whether any duplications, inconsistencies or omissions exist within the master and capital improvement plans.

The Authority was required to, and did, complete its Master Planned Capitol Improvement Plan Review report and submit it to the Legislative Council Bureau by June 1, 1998.

Section 2.3:

Complete a Needs Assessment on or before October 1, 1998. Prepare a strategic plan that sets forth the objectives, goals and strategies of the Authority with regards (among other subjects) to the issues set forth in the needs assessment. The issues required to be addressed in the strategic plan included:

1. Economic development, including creation of new jobs
2. Educational institutions including public schools
3. Environment, including air quality
4. Housing
5. Local land use and growth boundaries
6. Parks and recreation
7. Public safety
8. Transportation
9. Water, sewage and sanitation
10. Other issues as determined by the Authority to be pertinent.

Note: These other issues are Health Care and Flood Control.

The Act directs the preparation of an evaluation of the current allocation of resources for the development of regional infrastructure not supported by the payment of user fees, including, without limitation, regional flood control, transportation and parks. The Infrastructure Financing report was required to be submitted along with the strategic plan by April 1, 1999. Again, this assignment was completed in advance of the mandated time frame.

The strategic plan was required to be provided to the Legislative Council Bureau by no later than April 1, 1999. The plan is actually being submitted well ahead of the prescribed deadline in order to provide adequate time for review and consideration of the issues.

Finally, the Act required the submittal of recommendations for legislation to be considered during the 70th session of the Nevada Legislature. These recommendations were also required to be submitted no later than April 1, 1999, but were completed early to accommodate a 120 day legislative session.

The Act is set to expire on July 1, 1999. The full text of SB383 is included as Appendix 1.

3. Organization of the Southern Nevada Strategic Planning Authority

The Authority's organizational structure is based on a set of Bylaws adopted by the Authority in March 1998. The Bylaws reiterate the purpose of the Authority based on the legislative mandate, and detail the membership of the

The primary vehicle for decision making was the "consensus process", which required the Authority to make each of its decisions through collaborative problem solving.

full Authority, committees and subcommittees. Structural issues such as voting rights, vacancies, compensation, roles and responsibilities are delineated. Further, operating rules for meetings, meeting structure, funding requirements and decision making are established.

Most important to point out are the "Principles of Participation" and "Tenets of Collaborative Problem Solving" which form the basis for ground rules of behavior each Authority member has been expected to follow at each meeting.

The Authority's decision making process was unique for a group of this size, structure, and composition. The primary vehicle for decision making was the "consensus process", which required the Authority to make each of its decisions through collaborative problem solving. The Authority members took considerable time and effort to arrive at solutions that everyone at the table could accept, and to make a commitment to achieve fairness and balance with respect to each decision made by the group.

In order to accomplish the deliverable mandates specified in Senate Bill No. 383, the Authority organized a committee structure. All Authority members accepted roles on at least one of the working committees. Each committee would pass its finding to the next committee while meeting the deliverable mandates as specified in Senate Bill No. 383. The committees are summarized as follows:

<u>Committee</u>	<u>Role</u>
Executive Council	Manage committee assignments and provide administrative oversight
Master Plan and Capital Improvement Plan Review	Assess Southern Nevada service provider Master and Capital Improvement Plans
Needs Assessment	Identify 20 year growth related needs of Southern Nevada
Infrastructure Financing	Match revenue sources to needs assessments and identify gaps
Strategic Plan	Develop Strategic Plan to address growth needs
Legislative	Develop Legislative recommendations
Technical Committee (Cities and County Managers)	Provide technical and staff support
Finance Subcommittee (Cities and County Finance Directors)	Provide technical and staff support

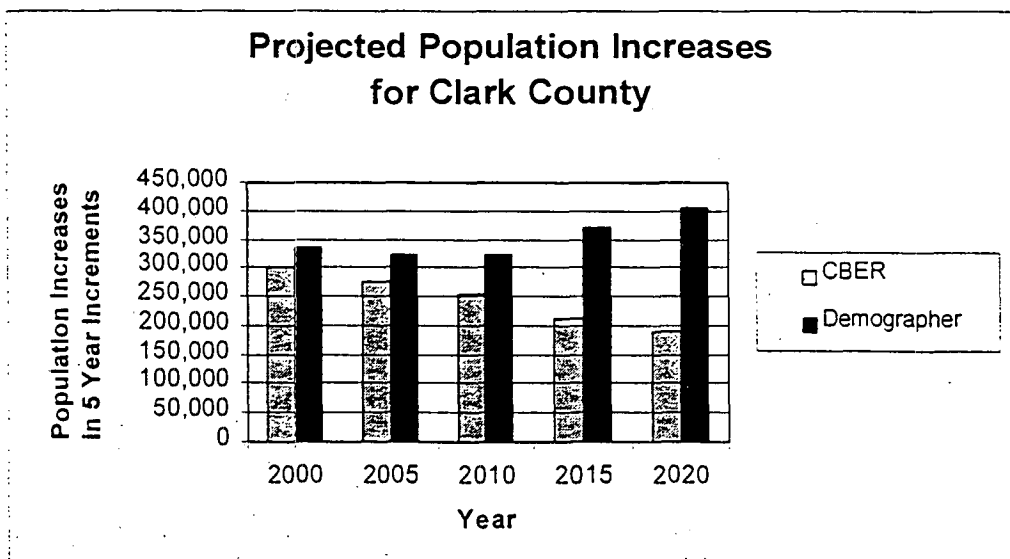
4. *Research and Analysis Process*

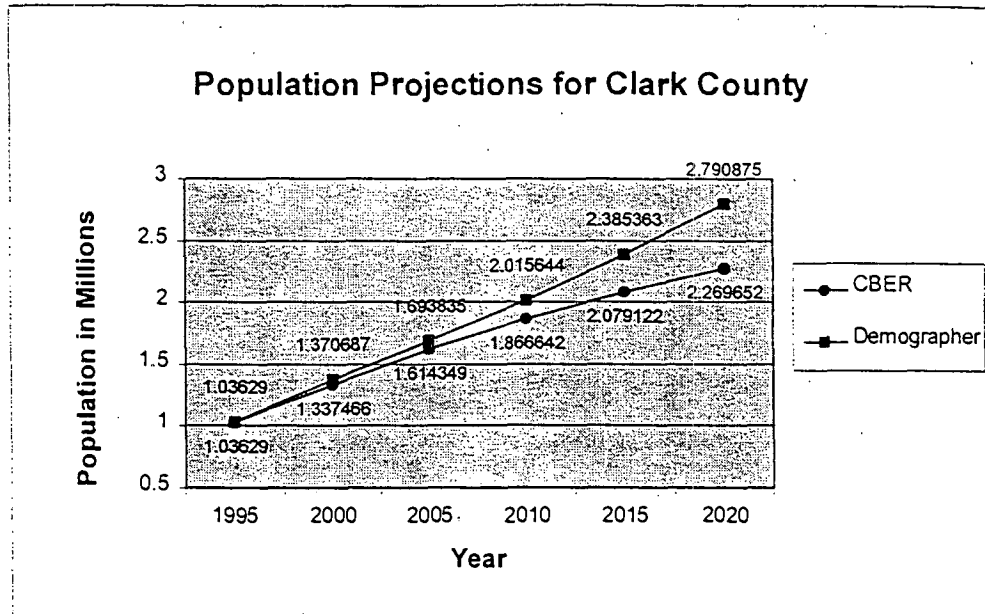
Population Forecast

One of the first tasks of the Authority was to estimate the future population of Southern Nevada. All future needs assessments, revenue studies, and a strategic plan to identify methods of closing potential gaps between needs and revenues would become based on this population forecast. The Authority established a Population Projection Subcommittee Team to examine Southern Nevada population forecasts and the economic and growth assumptions contained within these forecasts. After examining a variety of forecasts, a year 2002 population range of approximately 2.3 -2.8 million Southern Nevada residents was adopted. This range consists of projections from the Center for Business and Economic Research at the University of Nevada, Las Vegas (CBER) and the Nevada State Demographer.

The Authority adopted a future population range as a basis for its studies and plans. This range includes the CBER conservative projection on the low side and the State Demographer middle projection on the high side. Each of these projections includes numerous assumptions regarding the status and influence of both national and local economies. In summary, the State Demographer middle projection anticipates job creation at about current rates. The CBER conservative projection anticipates that the inertial forces of growth will cause growth to continue at about current rates for the next five to ten years to be followed by a period of continued but slower growth.

Population forecasts adopted by the Authority include the following:





While findings of needs and this Strategic Plan to meet the needs, revolves around the adopted population range, it must be recognized that no population forecast for a dynamic area will be completely accurate. External and internal economic threats and opportunities along with global economic conditions can substantially alter the assumptions built into the forecast. In fact, historic population forecasts for Southern Nevada have not anticipated the amount of growth that has occurred. This is understandable given the unprecedented rate and duration of the economic boom. A key point for future consideration is to monitor factors that contribute to population growth. Population forecasts need to be periodically reassessed accordingly. Concurrent recalculation of needs assessments and adjustment of strategies to meet the needs should be undertaken.

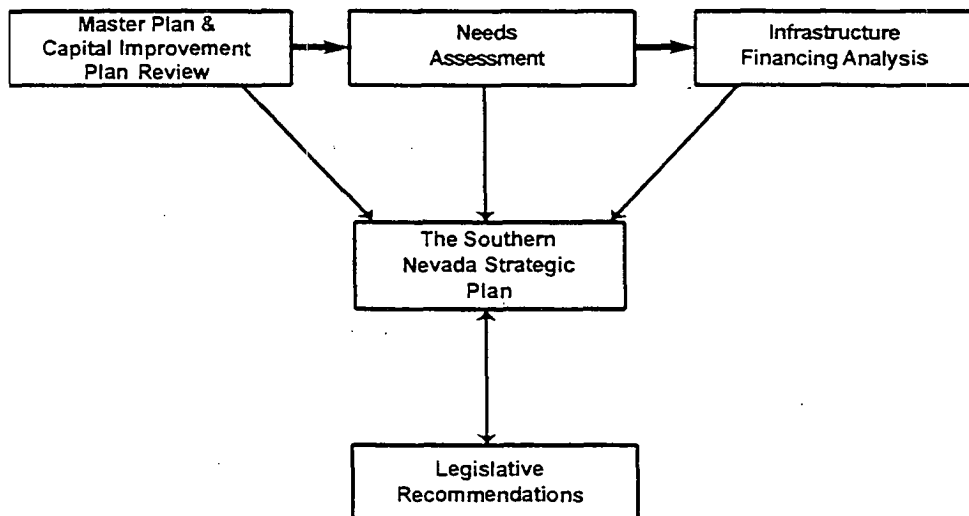
These panel discussions were significant, and historic. Southern Nevada jurisdictions, agencies, private industry, and citizen representatives had never before been brought together to comprehensively address these important quality of life issues.

Committee Structure

The work of the Authority has been accomplished through the committee structure. Research and analysis was performed at the committee level with reports, findings and recommendations brought to the full authority for review, comment and acceptance. While the working committees were in progress, the full Authority meetings were also used for presentations by experts in the twelve focus issues identified by the Authority. Panels of experts were invited by the Authority to address the issues of regional planning and governance, water and wastewater, infrastructure financing, the legislative process, flood control, housing, economic development, health care and the human side of growth, and public safety. These panel discussions were significant, and historic.

Southern Nevada jurisdictions, agencies, private industry, and citizen representatives had never before been brought together to comprehensively address these important quality of life issues. Much of the information presented during these panel discussions was used as a basis for each committee's findings and conclusions. Executive Summaries of each committee's reports are included as appendices to the Strategic Plan. Full committee reports are available for review at local government offices.

STRATEGIC PLANNING PROCESS



The committee structure also brought in the professional staffs of Southern Nevada government entities for support the scope of work of the Authority's committees is summarized as follows:

Master Plan & Capital Improvement Plan Review Committee

The Master Plan & Capital Improvement Plan Review Committee was charged with assessing whether existing plans are sufficient to meet the needs and address the expected amount of growth in Clark County over the next 20 years. The task was large given the complexity, diversity and sheer volume of current plans. In order to make similar comparisons, the committee developed a series of standard questions and a Nevada Revised Statute compliance assessment for each of the agencies to complete.

The committee invited and heard oral presentations from all of the agencies. The agencies were assigned the responsibility of assessing their plans and responding to questions. The Committee then evaluated the responses. The

committee concluded by completing a report, ensuring that the report was adopted by the full Authority, and forwarded the report to the Legislative Counsel Bureau prior to the June 1, 1998 mandated deadline. The report also served to begin cataloging recommendations to pass on to subsequent committees. The Executive Summary of the report is included in Appendix 2.

Needs Assessment Committee

The Needs Assessment Committee was tasked with identifying 20-year infrastructure needs for Southern Nevada. For each infrastructure topic, experts from the appropriate service provision agency were brought in to work with the Committee. The committee then proceeded to identify the following:

- Develop a common infrastructure definition to establish a comparable base across jurisdictions.
- Determine the current level of service or extent of facilities in place (where we are).
- Establish a desirable level of service standard (where we want to be).
- Apply the Authority adopted population to the desired standard to determine 10 and 20 year facility needs.
- Determine the gap between current service levels and the 10 and 20 year desired levels.
- Forward needs finding to the Finance Subcommittee and Infrastructure Financing Committee.

The final report of the Needs Assessment Committee was accepted by the full Authority prior to the October 1, 1998 Senate Bill No. 383 mandate. The Executive Summary of the report is included in Appendix 3.

Infrastructure Financing Committee

The Infrastructure Financing Committee was established to assess the financial capacity of Southern Nevada to meet the projected infrastructure needs. This was accomplished by the following:

- Developed a financial analysis computer model to identify all infrastructure revenue sources.
- Conducted a financial analysis of Capital Improvement Plans and Needs Assessment Committee findings for seven infrastructure topics.
- Conducted a fund matching and optimization analysis to identify gaps between projected needs and revenue sources.
- Identified financial methods of closing revenue gaps that were found.

The Infrastructure Financing Committee recommendations were accepted by the full authority on October 5, 1998. The Executive Summary of the report is included in Appendix 4.

Strategic Plan Committee

The charge of the Strategic Plan Committee was to coordinate the findings of the Authority, prior committees, and analysis undertaken as part of the strategic plan process into a "Strategic Plan to Address Growth in Southern Nevada". In order to achieve continuity with prior committee work, at least one member of the Plan Review, Needs Assessment and Infrastructure Financing Committee was part of the Strategic Plan Committee.

The elements which comprise the Authority's Strategic Plan were derived from a variety of sources:

- Presentations by technical experts at full Authority meetings
- Discussion by Authority members at full Authority meetings
- Plan Review results
- Needs Assessment results
- Infrastructure Finance results
- Analysis of Strengths, Weaknesses, Opportunities and Threats ("SWOT")
- Public Input

The "SWOT" analysis was sponsored by the Strategic Plan Committee, and was conducted in two facilitated sessions. All Authority members, technical experts and the public were invited to attend. Authority members participated in identifying the strengths, weaknesses, opportunities and threats for each issue required to be addressed in the strategic plan. At those same sessions, Authority members were asked to reach consensus on the vision and principles contained in the plan. The vision and principles were then approved at a regular Authority meeting. The SWOT analysis results formed the basis of the goals for each issue. The goals were adopted by the full authority in August 1998. The SWOT results and deliverable committee reports were culled for critical statements and ideas which could be used to develop objectives and strategies for each required subject.

Authority members participated in identifying the strengths, weaknesses, opportunities and threats for each issue required to be addressed in the strategic plan.

The Strategic Plan Committee held public meetings nearly every week from August through November 1998 to complete the plan within established time frames. Objectives and strategies for all key focus issues were reviewed at each meeting, and then brought forward to the full Authority for approval.

The plan draft was approved in two phases by the Authority at their meetings of October 19 and November 5, 1998.

The Public Comment period began officially on November 10, and ended on December 11. Copies of the draft plan were made available at more than 40

public locations, including local government offices, public libraries, and community centers. The Public comment supplement to this report provides further details of the public outreach efforts conducted during the official public comment period. An executive summary of the comments received during the comment period are attached as Appendix 6, and the full text of the written comments is incorporated into a supplemental document.

Legislative Recommendations Committee

The Legislative Recommendations Committee began meeting in November, 1998. The Legislative Recommendations Committee's report is included as Appendix 5.

5. Community Involvement

The Authority's Community Outreach Program contained three key elements:

- Public Education and Access
- Community Participation and Involvement
- Citizen Input

Community involvement, although not specifically mandated by SB 383, was certainly the desire of the proponents of SB 383, and therefore emerged as an essential component of the Authority's work.

Community involvement, although not specifically mandated by SB 383, was certainly the desire of the proponents of SB 383, and therefore emerged as an essential component of the Authority's work. Limited funds have been available to support community outreach activities, but persistence and creativity on the part of each entity represented on the Authority's Public Outreach subcommittee has paid high dividends in achieving the goals of the Community Outreach Program:

- To educate the public about the SNSPA, its goals and actions
- To provide the public with access to the Authority's deliberations and actions
- To obtain quantifiable citizen input

The following activities were accomplished in pursuit of the programs' goals:

Public Meetings

The Authority members have spent countless hours in both official Authority and committee meetings and work sessions. For example, the Authority has met at least once each month since September 8, 1997. Each of the deliverable committees with the exception of the Legislative Recommendations Committee held bi-weekly or weekly meetings to accomplish their work. Authority members presented status reports to inform the public of the status of the Authority's work. The public was invited to each of these meetings, as they were officially posted in compliance with the Nevada

Open Meeting Law. Once the draft plan was released by the Authority for public comment, a series of "town hall" meetings were held by each of the local jurisdictions represented on the Authority. The public were invited to receive an overview presentation on the strategic plan, and to submit their comments, questions and concerns about the plan. Public comments received during the public comment period (November 10 through December 7) were addressed at a meeting of the full Authority on December 7, 1998.

SNSPA Citizen Questionnaire

To assist in obtaining citizen input to be incorporated into the SNSPA Strategic Plan, the Public Outreach subcommittee worked with Strategic Plan committee staff to develop a tri-fold questionnaire designed to solicit general comments and ideas on key community issues. The return postage-paid questionnaire asked residents to outline their perceptions on issues ranging from water to parks and housing to schools.

These questionnaires were mailed directly to thousands of households as tear-out inserts in the following publications:

- Southern Nevada Water Authority "Water Wise"
- City of Las Vegas newsletter
- City of North Las Vegas newsletter
- City of Henderson newsletter

In addition the questionnaire was made available for pickup at all customer service counters at the following locations:

- Clark County Government Center
- Henderson City Hall
- North Las Vegas City Hall

The input form was also made available for download on the SNSPA website, located at <http://www.snsipa.org>. Both the form itself, and locations where citizens could obtain the form, were advertised in a series of Public Service Announcements running in heavy rotation on the Clark County Community Channel (Cox Communications 4), as well as via the local media. The questionnaire also listed a "hotline" telephone number (393-9500) which was used to disseminate information on public meeting dates and to receive citizen input.

The Authority felt it would be important to receive public input in the form of a survey. While the "Wanted: Your Two Cents" Survey was not scientific, and was not intended to garner solid conclusions or direction for the Authority, it did generate a substantial number of comments in most of the key areas. Over

Southern Nevadans care a great deal about their quality of life, and have a lot to say about how we can best address critical issues in the region.

600,000 surveys were mailed to homes via the Southern Nevada Water Authority's *Water Wise* publication and the City of Las Vegas' *City Life* publication. Several thousand were distributed by local jurisdictions at their customer service counters. Approximately 1,360 surveys were returned, in addition to several detailed letters. Transportation and traffic was identified by 76% of the respondents as the area of most concern. The issues of Air Quality/Environment, Water and Land Development were extensively addressed by 70% of the respondents. Health Care, while at the lower end of the response rate, emerged as an important issue of concern to over 57% of the respondents. One thing became evident as a result of this survey: Southern Nevadans care a great deal about their quality of life, and have a lot to say about how we can best address critical issues in the region.

The "Wanted: Your Two Cents" Survey Analysis is included in the second book.

Public Information

Daily public information has been available through several sources throughout the planning process. General information about SNSPA, including meeting times and locations, was posted and updated on the SNSPA website, and outlined in a series of Public Service Announcements running in heavy rotation on Channel 4. General SNSPA Public Service Announcements have also run on local commercial television affiliates 3 (NBC), 8 (CBS) and 13 (ABC).

In addition, the Public Outreach subcommittee worked with the local media on SNSPA-related news stories, and booked radio and television talk show appearances, including the issue program "Nevada Week in Review" on PBS affiliate KLVX.

Editorial board meetings were arranged early in the SNSPA process to discuss issues with staff from both the Las Vegas Review Journal and Las Vegas Sun. Additional editorial board meetings are anticipated during the legislative session.

Local newspapers have printed dozens of articles related to the Authority's work. Local news programs continue to cover important Authority milestones and discussions.

Strategic Plan

The Public Outreach subcommittee and Strategic Plan committee staff organized a media event surrounding the release of the SNSPA Strategic Plan at the beginning of the Public Comment period on November 10, 1998, at the

Flamingo Library. This event provided an overview of issues addressed in the plan, and informed citizens of locations for obtaining copies of the plan. An electronic copy of the plan was also posted on the SNSPA website. A student art contest facilitated by the Clark County School District was held in conjunction with this event. Selected illustrations have been incorporated into the Strategic Plan document.



Chapter Three

Strategic Plan to Address Growth in Southern Nevada

I. Mission, Vision and Statement of Principles

Mission - *Why was the Authority created?*

The mission, or purpose of a strategic plan outlines the reason for developing the plan. It identifies which tasks are required to be accomplished as a result of completing the planning process. In this instance, Senate Bill 383 as adopted by the 69th Session of the Nevada Legislature, provides clear direction with respect to the mission of the Authority. It answers the question: "Why were we created?"

As stated in SB 383, the mission of the Southern Nevada Strategic Planning Authority is to:

- (1) *Identify and evaluate the needs of Clark County relating to its growth to determine if they are sufficient to meet the needs and address the expected amount of growth of Clark County over the next 20 years;*
- (2) *Prioritize the objectives and strategies relating to the growth of Clark County; and*
- (3) *Recommend to the 70th Session of the Nevada Legislature strategies for meeting the growth needs and objectives of Clark County.*

The vision of the Southern Nevada region is to be a dynamic, healthy environment where a diverse population has the freedom to live, work, obtain a quality education, and select from a variety of occupational, recreational, and cultural opportunities. The region's independent and diverse communities will collaboratively strive to provide quality, fiscally-responsible, and orderly development that enhances the quality of life of its citizens.

Vision - *What do we want Southern Nevada to be 20 years from now?*

Vision statements are descriptions of a realistic, desired future. They are intended to paint a clear picture of a point a significant distance away. In the case of the Strategic Planning Authority's strategic plan, the time frame is 20 years. It answers the question, "What do we want to be 20 years from now?"

The Authority members realized that they needed to make a dynamic statement of what they believe describes the desired future for Southern Nevada. These carefully chosen words send a strong, clear message about what the Authority members believe can truly be achieved. After lengthy discussions, the Authority reached consensus on a regional vision as follows:

The vision of the Southern Nevada region is to be a dynamic, healthy environment where a diverse population has the freedom to live, work, obtain a quality education, and select from a variety of occupational, recreational, and cultural opportunities. The region's independent and diverse communities will collaboratively strive to provide quality, fiscally-responsible, and orderly development that enhances the quality of life of its citizens.

Statement of Principles - *What is important to Southern Nevadans? What do we stand for?*

Authority members recognized that equally important to a clear vision is a commitment to a common set of values and assumptions in support of their vision. The Statement of Principles identified by the Authority sets the course toward the desired future. Principles answer the questions: "What do we stand for?" and "What's important to us?"

The following supporting Statement of Principles was adopted by the Authority:

- The residents of Southern Nevada expect and deserve a thriving economic environment where reliable sources of income and business opportunities are available for a diverse population.
- Southern Nevada's primary economic base is the gaming/tourism industry, presenting challenges and opportunities which impact residents, businesses and industries and the physical environment within the region, including maintaining Las Vegas' standing as an internationally recognized tourist destination.
- Southern Nevada residents and visitors expect and deserve clean air, clean water, safe streets and neighborhoods, and affordable places to live, shop and play.
- Southern Nevada's foundation is the ability to provide diverse choices and opportunities for success for all residents.
- The people of Southern Nevada, as represented by local government leadership, should provide the key building blocks for the desired future for Southern Nevada by promoting regional collaboration, community involvement, and effective development strategies to truly make a difference together and preserve the unique, independent character of their communities.
- Southern Nevada residents are recognized as "can-do" individuals, reflecting a desire to remember and promote the region's strong pioneer heritage and entrepreneurial spirit.

- Southern Nevada should be recognized for education systems and standards which excel at a national level, resulting in a productive, involved and informed citizenry.
- Southern Nevada enjoys an excellent climate with a variety of options for recreation and entertainment for all residents.
- Southern Nevada's climate, geography, and land use patterns present significant challenges in preserving the supply of limited natural resources when confronted with the area's continued population growth.
- Southern Nevada taxpayers expect a high level of value in the quality of services they receive.
- Southern Nevada's tax structure should assist business and citizen success and be shared by all stakeholders.
- Southern Nevada's successful economic diversification in the 21st century depends on state-of-the-art technology such as telecommunications.

The Statement of Principles identified by the Authority sets the course toward the desired future. Principles answer the questions: "What do we stand for?" and "What's important to us?"

It is these most important principles which set forth the desired future and form the basis of the conclusions and planning recommendations contained herein.

2. Plan to Address Growth Issues

The Authority's plan to address growth issues include goals, objectives and strategies on the following issues. All issues were required to be addressed under SB383. The Authority selected the issues of Flood Control and Health care pursuant to the provision of SB383.

• Air Quality and the Environment	• Parks & Recreation
• Economy/Economic Development	• Public Safety
• Flood Control	• Schools/Education
• Health Care	• Transportation
• Housing	• Water Supply/Distribution
• Land Use and Growth Strategies	• Water Quality/Wastewater

ECONOMY / ECONOMIC DEVELOPMENT

Since Southern Nevada is known as the Entertainment Capital of the World, the primary engine of our economic growth has been expansion of the gaming industry and associated services.

Southern Nevada has experienced unprecedented economic growth since the 1981 - 1982 national recession. The driving force behind opportunities that attract new residents to the region is job growth. Since Southern Nevada is known as the Entertainment Capital of the World, the primary engine of our economic growth has been expansion of the gaming industry and associated services. In 1997, about 50% of Southern Nevada jobs were directly or indirectly associated with the gaming/hospitality industry. At the same time, the construction sector has expanded to 10% of the workforce as new resorts continue to be built and housing developments with associated retail and service support for new Southern Nevada residents are brought on line.

Given that 60% of the total Southern Nevada employment is associated with two industries, gaming and construction, the Southern Nevada economy is vulnerable to downturn. Three challenges are clear. First, we must maintain and enhance our favorable business climate and competitive advantage with other western cities. Southern Nevada's climate, tax structure with no personal or corporate income taxes, and favorable regulatory environment all contribute to our reputation as a business friendly region.

Second, we must continue to diversify Southern Nevada's economy. Economic development efforts have been successful. In 1997, 37 new companies and 13 existing company expansions occurred outside of the gaming sector. However, enhanced diversification needs are clear when considering that total employment from these new and expanded companies is less than the employment at one new Las Vegas Strip resort. Third, we need to provide the education and training building blocks of a skilled workforce.

A crucial aspect of diversification is to attract businesses and industry that will equally participate in and contribute to the economy of Southern Nevada. As we diversify Southern Nevada's economy we must ensure that the tax burden is distributed more evenly. Also, we need companies that will provide employee compensation and benefits at levels that do not strain health and other public service provision systems while having reasonable access to the housing market.

The successes of the Nevada Development Authority (NDA) have shown that the NDA can lead regional diversification efforts with participation from local entities and private sector businesses. Diversification efforts should focus on the strengths of Southern Nevada and alternative uses of facilities where substantial investments have been made. Opportunities include high-tech

ECONOMY / ECONOMIC DEVELOPMENT

industries related to entertainment, telecommunications, financial services, research and development, and distribution.

The Nevada Test Site presents outstanding opportunities for high-tech research and development endeavors. Also, since Southern Nevada contributes over 60% of the State of Nevada economy and the state will benefit accordingly from diversification efforts, state participation and support of diversification efforts is warranted.

Another key component of diversification efforts should be marketing a positive image of Southern Nevada. A program to broadly communicate the advantages of Southern Nevada including quality of life, business opportunity, tax advantages and the natural environment is needed.

Goal 1: Maintain and enhance a favorable business climate and preserve the pioneer spirit of Southern Nevada.

OBJECTIVES

A. Promote a business friendly tax and regulatory environment.

B. Promote an environment that encourages small business investment.

STRATEGIES

1. Evaluate and implement where appropriate successes and programs from other western states.
 2. Evaluate and establish programs that will increase Southern Nevada's competitive advantage while not eroding tax base.
 3. Establish procedures to periodically evaluate business regulatory and tax environment to ensure maintenance of competitive advantage and to ensure that the tax burden is distributed more evenly.
 4. Involve elected officials in focus groups, town meetings, and other activities to enhance their awareness of business needs and experiences.
-
1. Examine incentive programs to assist business start ups including venture capital funds.
 2. Develop small business incubator programs and make entrepreneurs aware of SBA programs.
 3. Demystify the licensing and permitting processes and establish uniform business license regulations for all Las Vegas Valley jurisdictions with a one-stop licensing program.

ECONOMY / ECONOMIC DEVELOPMENT

Goal 2: Continue to diversify the Southern Nevada's economy.

OBJECTIVES

A. Pursue diversification opportunities based on the strengths of Southern Nevada.

B. Develop programs to facilitate economic diversification and investment.

STRATEGIES

1. Develop an Economic Diversification Team, coordinated through the Nevada Development Authority with the resources of the state, Southern Nevada jurisdictions, education and business leaders.
 2. Develop a recruitment plan to target businesses related to telecommunications, entertainment, light and clean manufacturing and distribution.
 3. Aggressively promote alternative use of facilities where substantial infrastructure investment has been made.
 4. Encourage business and industry to recognize the benefits of diversification and broader tax base and participate in diversification programs.
 5. Focus diversification efforts on businesses and industries that pay employees a "living wage" and associated benefits in order to equally share in Southern Nevada benefits and responsibilities that will contribute to tax base expansion and provide employee compensation, including benefits, at levels that avoid burdening existing service provision systems.
-
1. Develop a comprehensive regional economic data base to support diversification programs.
 2. Conduct periodic analysis to identify regional diversification opportunities and constraints.
 3. Establish statewide funding mechanisms for economic development. This could include funding pools that can be accessed locally for incentive programs with emphasis on venture capital loans for emerging mid-level companies.
 4. Implement a statewide business relocation program with support, assistance, and incentive elements.

ECONOMY / ECONOMIC DEVELOPMENT

OBJECTIVES

B. Develop programs to facilitate economic diversification and investment.

C. Develop a skilled professional and technical workforce.

D. Promote a positive image of Southern Nevada as a high-quality living environment.

STRATEGIES

5. Develop local incentive programs with the Nevada Development Authority that will result in a unified regional coalition of Southern Nevada entities.

6. Pursue legislation that will enable the provision of infrastructure to support economic development/diversification.

1. Create a team of educators and business representatives to develop and implement a 10 year quality workforce plan.

2. Reevaluate and enhance the state commitment to elementary, middle, high school, and higher education.

3. Develop uniform, consistent, and equitable state funding allocations for higher education between Northern and Southern Nevada.

4. Form private/public sector partnerships to increase workforce skills in the diversification target areas through educational programs at the Community College of Southern Nevada and the University of Nevada Las Vegas.

5. Encourage the Clark County School District to enhance technical programs and on-the-job opportunities.

1. Focus promotion of the Las Vegas valley on quality of living, educational and business opportunities, and the natural environment.

2. Develop and implement a five year marketing plan to communicate the positive aspects of living and working in the Las Vegas valley.

3. Establish funding mechanism and responsibility for implementing the marketing program.

SCHOOLS / EDUCATION

In order to meet 20 years projected growth needs, the School District needs to construct 166 additional schools. In effect, an opening of a new school once every 44 days for the next 20 years is needed.

The challenges facing Southern Nevada's educational systems over the next 20 years are at a scale that is incomprehensible to most education professionals in the United States. The Clark County School District currently provides 219 schools. In order to meet 20 years projected growth needs, the district needs to construct 166 additional schools. In effect, an opening of a new school once every 44 days for the next 20 years is needed.

Educational challenges go beyond facility construction and include quality of education needs. The 166 new schools will require 14,500 teachers over the 10,000 currently employed by the district. For higher education, developing a trained professional workforce is a key component of both quality of life and economic diversification. Currently, Nevada ranks 47th of 50 states in the percent of people with college educations and we have the lowest "go to college" rate in America. At the same time, Nevada's per capita expenditures for elementary and secondary education ranks in the bottom third of all states. If the Southern Nevada region is to evolve into the next century as a global competitor, we must be prepared to provide the educational foundation.

The SNSPA Needs Assessment Committee identified Clark County School District (CCSD) facility needs by developing classroom size standards and applying these standards to the population estimates adopted by the Authority. In addition to capital facility needs, the committee also addressed quality of education needs.

The SNSPA Infrastructure Financing Committee has found that the 10-year capital facility needs of the CCSD can be met because the November 3, 1998 school bond question was approved. This initiative will allow the CCSD to issue new bonds when old bonds are retired as long as a property tax increase does not result including the following:

- Clark County School District capital facility needs for the 10 - 20 year time horizon remain to be addressed.
- Quality of education programmatic needs are unfunded and need to be addressed by the State of Nevada.
- Higher education in Southern Nevada is funded by the state and needs should be addressed by the State of Nevada.

SCHOOLS / EDUCATION

Goal 1: Provide schools to meet the demands of the projected growth of Southern Nevada

OBJECTIVES

A. Establish an ongoing consistent funding source for capital improvements.

B. Construct schools on a timely basis.

C. Encourage multiple use of school facilities.

D. Provide necessary higher education facilities.

STRATEGIES

1. Implement the school construction and modernization program outlined in the approved November 3, 1998 school bond question.
2. Explore reliable sources of funding for construction, operation and maintenance of facilities.
3. Identify and implement capital funding sources for the 10 - 20 year time horizon.

1. Acquire school sites prior to development of an area.
2. Support efforts to aggressively locate and reserve sites for timely school construction including reservation of Bureau of Land Management sites.
3. Continue and enhance collaborative efforts with local jurisdictions to identify growth patterns and associated school needs.

1. Increase local Parks and Recreation Departments ability to schedule the use of recreational facilities.
2. Expand uses of schools for civic and community groups and cultural activities.
3. Encourage integration of school and public library facilities including electronic access to library resources.

1. Encourage the development of a long term capital improvement plan for higher education in Southern Nevada.
2. Explore adequate funding sources to meet the facility needs of the Community College of Southern Nevada and the University of Nevada Las Vegas.
3. Fund Southern Nevada institutions of higher learning consistent with the needs of growth.

SCHOOLS / EDUCATION

Goal 2: Provide education for Southern Nevada residents that ensures students will learn and demonstrate the knowledge, skills, attitudes and ethics necessary to succeed as contributing members of society.

OBJECTIVES

A. Develop methods that will facilitate the Board of Trustees of the Clark County School District to focus on educational needs.

B. Provide a sufficient number of qualified teachers.

C. Provide productive learning environments.

STRATEGIES

1. Consider separating the management of education and construction of schools.

2. Support and encourage the use of an oversight board to cooperatively yet independently oversee construction with the Board of Trustees focusing on educational needs.

1. Continue and enhance partnerships with the University of Nevada, Las Vegas and the Community College of Southern Nevada to develop and train teachers locally and in accordance with the needs of Southern Nevada.

2. Explore additional funding to enhance teacher development programs at the University of Nevada, Las Vegas and the Community College of Southern Nevada.

3. Encourage the College of Education to increase the number of teachers graduated and to offer a premier advanced professional development program to educators at the local, state, and national levels.

4. Support establishment and attainment of teacher performance criteria.

5. Develop programs and strategies to hire and retain the best qualified teachers in the marketplace.

6. Support modification of certification requirements to allow experts in the field to teach.

1. Achieve and maintain the following class sizes:

- Kindergarten 52:1 (two half day sessions at 26 students per session)
- Grades 1 - 3 15:1
- Grades 4 - 12 30:1

SCHOOLS / EDUCATION

C. Provide productive learning environments.

2. Work toward achieving nine month school year schedules.
3. Address the cost of textbook or other learning expenses.
4. Explore increasing per pupil funding expenditures for programs that benefit student achievement including:
 - A. Upgrade equipment used in occupational education.
 - B. Dropout prevention, intervention, and recovery programs.
 - C. Tuition-Free summer and intersession programs.
 - D. Truancy reduction through enhanced attendance tracking.
 - E. Expansion of access to schools or programs of special emphasis (magnet schools).
5. Provide funding for programs that demonstrate improved student achievement.
6. Support legislation to ensure that appropriate proportions of ending fund balances are retained.
7. Support legislation and other measures that ensure safe learning environments and campus security.
8. Develop uniform, consistent, and equitable state funding allocations for higher education programs between Northern and Southern Nevada.
9. Support programs to enhance educational opportunities for students with special needs.
10. Encourage programs that develop parental involvement in education.
11. Continue and enhance partnerships between the Clark County School District and the university of Nevada, Las Vegas/Community College of Southern Nevada for shared facilities and programs.

D. Provide a trained professional and technical workforce.

1. Encourage the Board of Regents and School District Board of Trustees to develop a long term strategic plan to coordinate educational programs at the Community College of Southern Nevada, the University of Nevada, Las Vegas and the Clark County School District.

SCHOOLS / EDUCATION

OBJECTIVES

D. Provide a trained professional and technical workforce.

STRATEGIES

2. Continue and enhance partnerships with the Clark County School District and private sector businesses to develop programs for workforce preparation.
3. Establish partnerships between the Community College of Southern Nevada, the University of Nevada Las Vegas, and private sector businesses to develop and fund programs that provide education targeted toward business and business attraction needs.
4. Recommend that the State of Nevada and University Board of Regents adequately fund the Community College of Southern Nevada and the University of Nevada Las Vegas consistent with both growth and the goal of establishing a world class higher education status for Southern Nevada institutions.
5. Fund Southern Nevada institutions of higher learning consistent with the needs of growth.

AIR QUALITY AND THE ENVIRONMENT

Environmental planning is the process of designing and implementing short and long-term programs for the purpose of improving, protecting and conserving our natural resources.

Air Quality

Concerning air quality in Southern Nevada, Clark County is classified by the U.S. Environmental Protection Agency as a "serious" non-attainment area for both carbon monoxide (CO) and for particulate matter of 10 microns or less in diameter (PM10).

Over the past 20 years, CO readings have been improving primarily due to improvements that make automobile engines burn cleaner. However, because continued population growth is expected, in the near future, to begin offsetting the improvements, additional control strategies for CO will be needed.

Clark County is close to attaining the annual average PM10 standard, but violations of the 24-hour standard remain a continuing problem. Major sources of PM10 emissions include construction activities, disturbed vacant land, unpaved roads, and aggregate processing facilities. In addition, motor vehicles, residential wood burning and commercial and industrial sources contribute PM10 to the atmosphere.

In addition to CO and PM10, standards for ozone, PM 2.5 (particulate matter of 2.5 microns or less in diameter), and haze all may play a role in the future of Clark County. Although currently in compliance for ozone, continued population growth may result in ozone standards being exceeded. Newly promulgated national standards for PM 2.5 will be applied to Clark County after the year 2002. New standards to protect visibility at National Parks (for multi-state, regional haze) are expected to be issued by the federal government in 1999. The impact of these new standards on Southern Nevada is not yet known.

The consequences of failing to implement meaningful air quality planning and regulatory programs to protect and improve air quality within Clark County could result in increased scrutiny by the U.S. Environmental Protection Agency and a variety of new control measures. The new requirements may include additional monitoring and potentially costly new mandates.

In addition to air quality planning and regulatory programs, Southern Nevada must also concern itself with other short and long-term

The consequences of failing to implement meaningful air quality planning and regulatory programs to protect and improve air quality within Clark County could result in increased scrutiny by the U.S. Environmental Protection Agency and a variety of new control measures. The new requirements may include additional monitoring and potentially costly new mandates.

AIR QUALITY AND THE ENVIRONMENT

environmental management issues including the protection of species and their habitat, energy conservation, consistency between environmental and land use planning on both federal and non-federal lands, recycling programs, and solid waste disposal.

Species Diversity

Through the Multiple Species Habitat Conservation Plan, environmental planning and conservation actions carried out by the multiple federal, state, and local signatory agencies will maintain the balance between continued regional economic prosperity and environmental integrity. The Plan will also bring additional conservation benefits in riparian areas, such as water quality improvement through wetlands restoration at the Clark County Wetlands Park (see also the Parks and Recreation, Flood Control, and Water Quality). The Plan's public education and information programs about the uniqueness of our resource rich desert and riparian ecosystems, also

Designing innovative decision making systems which concurrently consider environmental and land use planning issues across Southern Nevada regional entities will greatly increase the likelihood of affecting improvements in air and water quality, flood control and transportation.

portrays and promotes the high quality of living in Southern Nevada (see Economy/Economic Development section). The Plan's Adaptive Management Program is also an important tool for land use planning as it gauges the conservation needs of sensitive natural resource areas which can be used in the development of master plans for commercial, residential and open spaces (see also the Land Use and Growth Strategies, Parks and Recreation, Transportation, and Water Quality/Wastewater sections).

Linking Environmental and Land Use Planning Through Innovative Decision-Making Systems

Designing innovative decision-making systems which concurrently consider environmental and land use planning issues across Southern Nevada regional entities will greatly increase the likelihood of affecting improvements in air and water quality, flood control and transportation as indicated in the chapters of this document addressing those areas. Specific decision-making mechanisms (see Land Use and Growth Strategies) which link the development of zoning codes and land use guides with environmentally sensitive natural resource areas will permit the establishment of open spaces such as trails and park corridors thereby enhancing the quality of life in residential areas while maintaining buffer zones necessary to protect and preserve sensitive environments.

Promotion of Energy Efficiency

By providing access to investment capital for cost-effective retrofitting programs for existing homes and encouraging region-wide participation in the DOE/EPA's multiple energy efficiency programs, local entities will

SCHOOLS / EDUCATION

actively promote the efficient use of our local natural resources. The energy efficiency program will also promote Southern Nevada as an environment attractive for its high quality of living based upon low energy costs and preservation of natural resources (see Economy/Economic Development section of this document).

Environmental Planning Coordination with Federal Land Managers

Local entities will work with federal and state land management agencies to ensure that activities, policies, and programs remain consistent across the planning and implementation of local, state, and federal programs in Southern Nevada as particularly discussed in Land Use and Growth Strategies section.

Solid Waste Processing

By promoting locally-based business opportunities (also see Economy/Economic Development section), local entities will bolster the market for a wide variety of goods manufactured from recycled solid waste and industrial by-product materials (see also Economy/Economic Development section). Environmental planning across local entities will particularly permit the monitoring of existing solid waste landfills for their environmental impact (also see Air Quality, Land Use and Growth Strategies, and Water Quality, and Land Use and Growth Strategies).

Goal 1: Continue to improve air quality to protect human health, the environment and our economy.

OBJECTIVES

A. Achieve and maintain compliance with air quality standards set forth by the EPA and the Clean Air Act.

STRATEGIES

1. Recommend that Clark County proceed with air quality consensus building and public education efforts that support air quality planning and the implementation of effective control measures.
2. Improve coordination among agencies having an effect on air quality in Southern Nevada.
 - a. Encourage local entities to make land use decisions with potential impacts on air quality that are consistent with the State Implementation Plan.
 - b. Coordinate air quality planning with transportation and land use planning.
3. Recommend that Clark County continue its efforts to develop the CO Implementation Plan, including cost effective control measures, for submittal to the US EPA by mid-1999.

SCHOOLS / EDUCATION

OBJECTIVES

A. Achieve and maintain compliance with air quality standards set forth by the EPA and the Clean Air Act.

B. Establish local standards and measures for the reduction of urban haze.

C. Develop new programs to reduce pollen levels in Clark County.

STRATEGIES

4. Recommend that State agencies implement an annual smog check program for diesel vehicles and improve the existing smog check program for gasoline engines. [CO, PM10, Ozone]
5. Recommend that the RTC's Transportation Control Measures be evaluated for their impacts on air quality, the community, taxpayers and affected industries.
6. Recommend that the Clark County Health District continue to adopt cost-effective fuel and dust regulations and incentives that result in lower emissions. [CO, PM10, Ozone]
7. Implement the recommendations of the May 1998 Clean Air Task Force II report. [CO, PM10, Ozone]
8. Work with the Federal Aviation Administration and the U.S. EPA to develop and implement aircraft noise and emission standards.
9. Continue to participate in the Clean Cities initiative which seeks to further the use of alternative fuel vehicles by public and private sector fleets.
1. Study and achieve a community-wide consensus for characterizing sources of visible urban haze within Clark County.
2. Develop a local visibility standard for adoption by the Clark County District Board of Health.
3. Develop a plan for identifying strategies that reduce visible urban haze.
4. Implement programs that achieve the local visibility standard.
1. Continue efforts to monitor and characterize pollen levels within Clark County.

SCHOOLS / EDUCATION

OBJECTIVES

STRATEGIES

C. Develop new programs to reduce pollen levels in Clark County.

2. Recommend that the Air Pollution Control Division of the Clark County Health District develop standards and/or best management practices to reduce pollen levels within Clark County.

Goal 2: Promote a balance between economic stability and environmental integrity in Clark County.

A. Reconcile the need to maintain the diversity of species with both continued urban development and the multiple use of resources in Southern Nevada.

1. Support adoption and implementation of the Multiple Species Habitat Conservation Plan.

2. Foster collaborative planning across entities engaged in infrastructure and program development of the Las Vegas Wash Wetlands Park in order to achieve maximum conservation benefits for water, emergent wetland, and plant and animal species of concern.

B. Design and implement a policy and decision-making system that links land use planning and environmental planning.

1. Encourage regional and local entities within the Las Vegas Valley to link planning strategies including, but not limited to, air quality, water quality, land use, flood control, and transportation.

2. Collaborate across Las Vegas Valley jurisdictions to identify environmentally sensitive natural resource areas and develop land use guides requiring neighborhood or specific area plans prior to the issuance of permits for developments adjacent to those areas to ensure adequate buffer zones (e.g. open spaces, park corridors, trails, etc.).

3. Collectively employ the Adaptive Management Program of the Multiple Species Habitat Conservation Plan across signatory entities to coordinate land use planning in areas containing plant and animal species of concern.

4. Continue to encourage the location of hazardous and waste disposal sites outside of the Las Vegas Valley in suitable locations (e.g. Apex Industrial Park) through zoning codes adopted by local governments.

SCHOOLS / EDUCATION

OBJECTIVES

- C. Promote energy efficiency for environmental protection and cost reduction.
- D. Maintain consistency between federal land managers and local governmental entities.
- E. Strengthen local market for recycled goods and materials, and conserve raw materials and our environment through long-term solid waste disposal site management.

STRATEGIES

- 1. Foster cost-effective programs (e.g. Revolving Funds for Investment Capital, etc.) for retrofitting existing homes for maximum energy efficiency and savings in residential energy costs and adopt building codes which promote efficient energy consumption and cost reduction for new homes and commercial development.
 - 2. Further educate the public and private sectors on the conservation of energy and the reduction of costs associated with energy conservation through the curriculum of our schools, the use of demonstration projects, and the involvement of our utilities and governments in publicizing the benefits and cost savings of energy conservation.
 - 3. Encourage greater participation in voluntary, market-based incentive programs (e.g. EPA/DOE-sponsored Energy Star Programs for energy efficiency in residential and commercial settings and facilitate the participation of the hotel/hospitality industry in the EPA's WAVE program for efficiency in water usage.
-
- 1. Coordinate, monitor and review programs, activities, and policies of federal land agencies for consistency with programs, activities, and policies of So. Nevada entities.
 - 1. Promote locally-based business opportunities for Las Vegas Valley enterprises utilizing solid waste recyclables as raw materials in the production of goods.
 - 2. Promote market creation for recycling organic (e.g. sewage sludge) and non-organic (e.g. brine from hotel industry waste water treatment) solid wastes generated across the Las Vegas Valley.
 - 3. Encourage public and private sector consumption of products locally manufactured from recycled materials.
 - 4. Continue to monitor existing solid waste landfills for their long-term impact on the environment including water and air quality.

HOUSING

Southern Nevada's population is continuing to grow at an average rate of 6.1% annually which equates to almost 50,000 new residents per year. Our population growth is largely fueled by the continued expansion of the hotel and gaming industry. This job growth creates a very high migration from other states and even neighboring countries for those seeking employment, housing, and retirement opportunities.

The 1997 housing distribution for Clark County included 51% single family units, 43% multifamily, and 6% manufactured/mobile homes. Currently, 96% of the housing units in Clark County are located in the Las Vegas valley. In addition to individuals and families who come to Las Vegas to find jobs and a fresh start, our community attracts a large number of homeless persons. As long as Las Vegas continues to attract the homeless and low-income workers, we will have more people living on the streets than we have resources to help. The following estimates of the homeless were obtained from the Clark County Homeless Coalition:

- Southern Nevadans without a permanent address: 16,000+;
- Southern Nevada residents that sleep without shelter: 3,000+;
- Number of homeless shelter beds utilized (during winter): 1,400.

In 1997, recorded home sales included 19,839 new homes and 19,348 resale homes for a total of 39,187. The 1998 Las Vegas Perspective Survey indicated 62% of the population own their homes and 38% pay rent. Median sales price of a 1,682 square foot home is \$128,107. Average monthly apartment rent is \$651.10. Median income for owners is \$48,945 and renters is \$30,801. An analysis of building permits issued and vacancy rates suggests that home builders are bringing additional units on line at a slightly faster rate than is being demanded. This supports the conclusion that the housing needs of newcomers who can afford to rent or purchase a home are being met. Due to the volume and pace of housing being built, master-planned communities are the choice of construction. One third of the area in Las Vegas and Henderson is being master-planned and three additional major projects are under way in Clark County. Between the awards local development projects have won and the acreage involved, Las Vegas has become the first place mentioned when national analysts discuss successful marketing of the "master-planned community" concept.

Between the awards local development projects have won and the acreage involved, Las Vegas has become the first place mentioned when national analysts discuss successful marketing of the "master-planned community" concept.

With the median price of an average single family home at nearly \$130,000, the expense of home ownership is clearly an issue for low income workers. Many confuse the term "affordable housing" with "public" or "government" housing, yet they are just a portion of the entire group.

HOUSING

The standard definition of affordable housing is that the owner or renter does not spend more than 30% of his or her income for housing costs, including utilities.

Affordable housing is housing that is developed and managed by the public sector as well as housing that is developed by the non-profit and private sectors. Any type of housing can be affordable provided that housing costs do not exceed a specific proportion of household income. The standard definition of affordable housing is that the owner or renter does not spend more than 30% of his or her income for housing costs, including utilities. Most affordable housing programs target low-income households (household incomes at 80% or below of the median income). However, there is growing concern about the need for affordable housing for moderate income households (80 to 100% of median income). Based on HUD's 1998 Median Family Income of \$46,900 for Clark County, low-income means an income of \$39,600 or less for a family of four, or \$27,700 or less for a single person. Due to the increasing migration of seniors to Nevada for retirement and the longer lives of people, the aging population will require increasing attention to the need for senior housing, nursing homes, group homes, and home-based health care services.

Private, non-profit, and government housing providers must work together to reach consensus on the issues, work together to overcome obstacles, and invent ways to provide a variety of housing in a wide price range.

The 1997 Affordable Housing Needs Assessment estimated an affordable housing deficit of 79,669 households. Meeting the affordable housing demand is made difficult by several factors, including: limited capacity of non-profits to finance large scale projects, complexity of multiple funding sources and multiple funding regulations, limited number of low-income housing tax credits and private activity bonds, limited number of private sector developers that will build new affordable housing due to the lack of profit margins, lack of affordable land, lack of incentives from local government, neighborhood opposition, and diminished federal support for new housing. The regulation of residential development may also create barriers to affordable housing. Specifically, requirements concerning setbacks, lot sizes, street construction standards, can contribute to increased housing costs. The dilemma is establishing development standards which create a balance between affordability and aesthetics.

The future of the housing market for all Southern Nevadans lies with effective collaboration between both the public and private sectors. Private, non-profit, and government housing providers must work together to reach consensus on the issues, work together to overcome obstacles, and invent ways to provide a variety of housing in a wide price range. Strong partnerships must be established to develop and implement programs that:

- increase housing stock diversity;
- create ideal neighborhoods that fulfill the needs of both the home buyer and our communities; and
- preserve and enhance our existing neighborhoods.

HOUSING

Goal 1: Provide a variety of housing in a wide price range.

OBJECTIVES

- A. Increase the diversity of housing types and price ranges throughout the community.
- B. Reduce cost of acquiring and operating a home.
- C. Educate the public, special interest groups, and elected officials on the critical need for affordable housing.
- D. Maximize financing for purchasing and developing affordable housing.

STRATEGIES

- 1. Incorporate policies which provide for variety in housing types and price ranges through master plans and zoning regulations.
- 2. Provide incentives and opportunities to encourage diversity in design for all housing types and price ranges.
- 1. Review and standardize zoning codes and development standards to reduce costs wherever possible.
- 2. Examine and revise land use approval processes to make them more predictable and less costly wherever possible.
- 3. Build energy efficient homes to conserve natural resources and reduce environmental impacts.
- 4. Improve energy efficiency standards for new residential construction.
- 5. Create incentives for retrofitting programs that convert older homes to more efficient construction and energy usage.
- 1. Identify housing resources, opportunities, and needs.
- 2. Create a forum for discussion which includes private, non-profit, and government housing providers.
- 3. Develop and conduct a public education campaign to increase community understanding and acceptance of affordable housing.
- 1. Leverage available funding options.
- 2. Identify existing financing tools and create new financing tools for existing and new affordable housing.
- 3. Remove financial barriers to ownership and renting of affordable housing.

HOUSING

Goal 2: Promote well-designed communities where people can live, work, shop and play.

OBJECTIVES

A Encourage the development of master planned communities.

1. Promote, design, and locate public facilities which create a sense of community.
2. Encourage the assemblage of land into large parcels.
3. Encourage the development of mixed uses where jobs are located close to housing.
4. Encourage higher density development where appropriate to coordinate with public and private transportation system.

B Promote high-quality community/ neighborhood design outside of master planned communities.

1. Examine and amend public improvement and design standards in order to encourage safe and well-designed communities.
2. Promote, design, and locate public facilities which create a sense of community.
3. Encourage the development of mixed and compatible uses.
4. Encourage higher density development where appropriate to coordinate with public and private transportation system.

Goal 3: Preserve and enhance existing neighborhoods.

A Promote neighborhood stability and revitalization.

1. Provide incentives for programs and organizations that participate in neighborhood revitalization.
2. Encourage the use of local government neighborhood services programs.
3. Provide support for creating non-profit neighborhood development organizations.
4. Promote compatible development of infill parcels.
5. Pursue grants and other funding resources for neighborhood revitalization opportunities.

HOUSING

OBJECTIVES

B. Maintain quality housing in established neighborhoods.

STRATEGIES

1. Establish uniform property maintenance codes
2. Enhance housing rehabilitation programs for owner-occupied and rental housing.
3. Work with non-profit and public housing organizations to acquire and maintain quality multi-family housing.

LAND USE AND GROWTH STRATEGIES

The most commonly held opinion seems to be that a regional planning entity is needed that would allow the local entities to collaborate on issues of mutual concern without infringing upon the autonomy of individual communities.

Over the next twenty years, the population of Clark County is expected to grow from approximately 1.3 million people today to somewhere between 2.3 and 2.8 million. On average, 50,000 to 75,000 new residents will be moving here each year, or 4200 to 6250 per month, over an extended period of time. Growth at this scale presents a daunting challenge to all those public agencies that must provide the needed urban services and facilities for this fast-growing metropolitan area. How will these public entities meet this challenge?

A key to continuing to meet Southern Nevada's needs will be to provide a legal and institutional framework within which those needs are met expeditiously in a fiscally responsible manner. The Urban Land Institute strongly recommended, in its January 1998 report entitled: "Livable Las Vegas: Managing Growth in the Las Vegas Valley", the formation of a regional organization to provide leadership, strategic planning, and coordination of the Valley's growth. The discussions of the Authority addressing this concern have highlighted the need to resolve the issue of regional governance. Opinions on regional governance have ranged from maintaining the status quo to the creation of regional government with strong authority. The most commonly held opinion seems to be that a regional planning entity is needed that would allow the local entities to collaborate on issues of mutual concern without infringing upon the autonomy of individual communities. Funding of the infrastructure needs to meet the rapid growth has also been a key topic of discussion by the Authority. Recognizing the reluctance of everyone to pay higher fees and taxes, the Authority has focused on how existing revenues might be better allocated and managed.

Growth without regard to whether people enjoy living here does not serve the public interest.

The challenge will be to define what "quality of life" means to the people who live here so that the right strategies can be pursued to protect and improve our lives.

Finally, in developing land use and growth strategies, the Authority has concerned itself with quality of life. Growth without regard to whether people enjoy living here does not serve the public interest. Both the Growing Together Forum, held in August 1997, and the Urban Land Institute study, referred to earlier, emphasized the importance of maintaining and enhancing the livability of the Las Vegas valley. The challenge will be to define what "quality of life" means to the people who live here so that the right strategies can be pursued to protect and improve our lives.

LAND USE AND GROWTH STRATEGIES

Goal 1: Provide a framework for efficient development to meet the expected population growth for Southern Nevada.

OBJECTIVES

STRATEGIES

A. Plan, fund, design and construct the infrastructure needed to support the future metropolitan area.

1. Continue to use the most appropriate form of inter-jurisdictional collaboration (regional entity, voluntary cooperative agreements, etc.) to fund, construct and maintain infrastructure.
2. Create a regional entity that can provide oversight and coordination of infrastructure funding and development.
3. Encourage local governments in the Las Vegas Valley to: a) adopt land use plans and policies consistent with the expected population growth of the region; and b) work closely with service providers to link land use planning with capital facilities planning and programming.
4. Develop regional strategies, to be adopted jointly by local governments, that: a) encourage development in areas where services already exist; and b) optimize the sharing of the costs of providing services in unserved areas between service providers and the real estate.
5. Encourage the Southern Nevada Regional Planning Coalition to undertake a study of the costs of growth, including analysis of who pays for the new infrastructure and public services that address the question, "Does growth pay for growth?"

B. Promote effective allocation and management of financial resources among governmental entities.

1. Encourage all local entities that do long-term capital planning to respond to community needs in a timely and effective manner rather than restricting their capital planning to available funding. This strategy is intended to encourage better financial planning and the bridging of identified capital needs with available revenues.
2. Encourage all local entities that do long-term capital planning to consider, if infrastructure needs are greater than available funds, the leveraging of funds, when permitted, prudent and appropriate and with proper financial planning.
3. Encourage all local entities that do long-term capital planning to consider alternative debt structures, when permitted, prudent and appropriate, in order to minimize costs, make funds available to complete projects, and to provide further leveraging opportunities.

LAND USE AND GROWTH STRATEGIES

OBJECTIVES

B. Promote effective allocation and management of financial resources among governmental entities.

C. Design and implement a coordinated, effective land use policy and decision making system.

STRATEGIES

4. Encourage all local entities that do long-term capital planning to establish reserve requirements that balance minimizing costs with minimizing the risk of revenue shortfalls due to volatility.
 5. Review the optimization of existing revenues from a broad community perspective rather than the current practice of assigning revenues project by project or entity by entity.
 6. Study the feasibility and advisability of establishing a Southern Nevada community bond bank to coordinate debt structuring opportunities for local governmental borrowing for infrastructure needs. This strategy could provide economies of scale savings for all borrowers and could provide smaller borrowers the opportunity to take advantage of debt structuring and cash management options that otherwise would be unavailable to them
 7. Study what should or could be done to strengthen the existing Debt Management Commission.
 8. Amend State law to allow bonds to be sold as needed to make project construction payments rather than selling bonds for the entire project before starting the project.
 9. Encourage the Senate Bill 253 Committee to minimize new tax exemptions in order to prevent the erosion of revenue, while ensuring sufficient incentives to promote economic diversity to expand the tax base
 10. Encourage all local entities that do long-term capital planning to periodically review their cash flow projections to ensure adequacy of funding.
-
1. Support the creation of the Southern Nevada Regional Planning Coalition or similar entity that promotes effective, voluntary collaboration.
 2. Continue to collaborate with the Bureau of Land Management on long-term strategies and plans for the disposal of federal lands within Clark County.

LAND USE AND GROWTH STRATEGIES

OBJECTIVES

STRATEGIES

C. Design and implement a coordinated, effective land use policy and decision making system.

3. Promote better coordination of land uses with transportation and utility networks among local jurisdictions along boundaries.
4. Provide for the rational allocation and planning of locally undesirable land uses (i.e., high voltage power lines, aggregate mining, cellular towers, affordable housing, etc.) throughout the Las Vegas Valley.
5. Encourage local entities to include utility corridor and facility elements in their land use plans (including, but not limited to, electric and natural gas transmission facilities, communication systems, water systems, sewer systems, and flood control facilities).
6. Encourage all local entities to continue to coordinate local land use decisions with the Clark County School District.
7. Encourage local entities to provide buffer zones with appropriate development standards (e.g., low densities, maintenance of public access, appropriate street lighting, signage and street standards) where urban development meets permanent open space or natural areas.
8. Encourage local entities to adopt land use regulations that minimize the impacts of airports on surrounding land uses.
9. Encourage regional and local entities within the Las Vegas Valley to integrate planning issues, including but not limited to, air quality, water quality, land use, flood control, transportation, and utility infrastructure.

Goal 2: Continue to build a quality of life that meets the needs and preserves or enhances the unique character of the individual communities in Southern Nevada.

A. Continue to build the quality of life for the residents of Southern Nevada.

1. Through a collaborative, regional effort, identify the key quality of life issues for Southern Nevada residents. (Use the Southern Nevada Regional Planning Coalition or similar regional entity.)
2. Through the regional planning and local government entities, develop and promote strategies that address the key quality of life issues.

LAND USE AND GROWTH STRATEGIES

OBJECTIVES

STRATEGIES

B. Preserve or enhance the unique character of the individual communities of Southern Nevada.

1. Preserve to each local entity the responsibility and resources needed to perpetuate the unique character of their respective community.
2. Encourage re-investment in the urban cores and the elimination of barriers to investment therein.

PARKS AND RECREATION

Parks and other recreation areas are necessary features of any community that strives to achieve the vision articulated by the Authority. A dynamic, healthy environment that offers a variety of recreational and cultural opportunities must include parks and open space. Few would question that recreation enhances the quality of life.

Few would question that recreation enhances the quality of life.

The Authority has found that the provision of parks and recreation facilities has not kept pace with the growth of the Las Vegas Valley. Standards used elsewhere in the nation for the development of parks and recreation facilities were reviewed and found to be not applicable for this region, in part due to the abundance of surrounding federal lands designated for parks and open space. Consequently, the Authority has set a standard of 2.5 acres of programmable park space per 1,000 population as a target for local communities to meet. Based on this standard an additional 3,826 to 5,129 acres of parks will be needed over the next 20 years. Specific activity areas, such as recreation centers, golf courses, fairgrounds, equestrian arenas and other facilities associated with specialized recreation and leisure pursuits, were not included in the standard. Provision of these facilities would be over and above the standard.

The Authority has found that the provision of parks and recreation facilities has not kept pace with the growth of the Las Vegas Valley.

A key concern is how to fund the need for new parks and recreation facilities. Presently, Southern Nevada entities rely heavily on the residential construction tax. The Authority finds that this revenue source is not sufficient and is too restricted in its use geographically to meet the need the Authority has identified. In addition, the Authority finds that the current practice of Southern Nevada jurisdictions is to develop parks and recreation facilities as funding becomes available does not and will not meet the need for parks and recreation facilities. Therefore, the Authority recommends that long-term financing of parks and recreation facilities be undertaken in order to accelerate park development. This strategy requires stable sources of funding be identified and dedicated.

The Authority recommends that long-term financing of parks and recreation facilities be undertaken in order to accelerate park development.

PARKS AND RECREATION

Goal 1: Provide parks and recreation facilities sufficient to meet the needs of Southern Nevada residents and visitors.

OBJECTIVES

STRATEGIES

A. Adopt a regional standard acreage for development of parks and recreation facilities.	1. Recommend a minimum standard for developed programmable park space of 2.5 acres per 1,000 residents, to be adopted by local jurisdictions.
B. Pursue long-term, stable sources of funding for construction of park sites.	1. Establish a bondable revenue source for parks so that funds can be borrowed to accelerate park development. 2. Study the feasibility and advisability of establishing a Southern Nevada community bond bank to coordinate debt structuring opportunities for local governmental borrowing for infrastructure needs. 3. Encourage local governments to pursue other sources of revenue to supplement the residential construction tax to construct, operate and maintain parks in a balanced way throughout the community, not just in new neighborhoods. 4. Work with the homebuilding industry to continue to update the charge per square foot for the residential construction tax for parks to keep pace with the actual cost of construction. 5. Promote public/private partnerships for development and maintenance of parks and recreation facilities.
C. Locate parks and recreation facilities so that they are accessible to all age groups.	1. Develop a regional parks plan that allocates parks and recreation facilities at the neighborhood, community and regional levels throughout the metropolitan area. 2. Expand and improve upon the existing partnerships with the Clark County School District.
D. Maximize use of available federal lands.	1. Establish a 20-year plan for parks and open space that optimizes the use of federal lands.

PARKS AND RECREATION

Goal 2: Provide open space where people can enjoy the natural environment.

OBJECTIVES

- A. Integrate open space planning into existing land use plans and parks and recreation master plans.
- B. Develop an integrated, region-wide trails system that connects parks and other recreational facilities, neighborhoods, and open space.
- C. Promote collaboration among local, regional, state and federal agencies and the private sector to identify partnership opportunities for trail development.

STRATEGIES

- 1. Develop and implement a regional open space inventory data base for access by all appropriate local, federal and state jurisdictions.
- 2. Encourage all local master plans to include the preservation of open space.
- 3. Encourage local entities to integrate their parks and open space plans with those of the state and federal governments.
- 1. Reach consensus on a lead agency for a regional trails master plan development.
- 2. Develop a regional trails master plan.
- 3. Appropriately utilize access roads, washes and related natural facilities for trails.
- 4. Encourage all local master plans to include trails development.
- 5. Recommend that the local entities encourage trails in master planned communities and large developments.
- 1. Identify mechanisms for regional collaboration.
- 2. Promote public/private partnerships for trail development and maintenance.
- 3. Encourage the use of proceeds from the Southern Nevada Public Lands Management Act of 1998 for recreational and trails opportunities in Southern Nevada.

PARKS AND RECREATION

Goal 3: Preserve the cultural and historical heritage of Southern Nevada.

OBJECTIVES

A. Preserve examples of cultural and historical locations and facilities in the Southern Nevada region

B. Increase cultural activities and facilities.

STRATEGIES

1. Develop a regional public outreach program to stimulate public awareness and provide education about the culture and history of Southern Nevada.
2. Promote public/private partnerships for the preservation of existing historical features.
1. Encourage local service providers to expand cultural and leisure activities.
2. Promote public/private partnerships for the development and maintenance of cultural facilities.
3. Maximize the use of existing public facilities.

PUBLIC SAFETY

Public safety is of vital importance to every citizen and visitor to Southern Nevada and is one of the most fundamental and valuable services provided by government.

The Clark County Fire Department's ability to obtain the highest rating of ISO Class 1 has resulted in lower insurance rates to the residents of Clark County.

Rapid growth and development in Southern Nevada has increased the number of emergency service calls, particularly at the perimeter of the urban areas where facilities are not available. Fire, medical and hazardous materials' emergencies have increased over 155% and law enforcement service calls have increased 87% over the past decade. Even though the county has experienced rapid growth and development, the Clark County Fire Department (CCFD) was the first county in the United States to obtain a ISO Class 1 (Insurance Service Office) Rating. ISO ratings are a measure of a fire protection district/area's ability to prevent, control and extinguish fire. These ratings form the basis for fire insurance rates throughout the United States. The CCFD's ability to obtain the highest rating of ISO Class 1 has resulted in lower insurance rates to the residents of Clark County. CCFD currently has mutual and automatic aid agreements with other fire protection agencies of the Las Vegas valley to assist in time of need. It is also important to note that even with high demand on available services and an increase in population, the Las Vegas Metropolitan Police Department (LVMPD) can also point to favorable results in recent years. Southern Nevada has experienced reduced crime levels from prior years. In addition, Metro holds the distinction of being the first police department in Nevada to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), and is listed as an exemplary agency by CALEA.

Metro holds the distinction of being the first police department in Nevada to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), and is listed as an exemplary agency by CALEA.

Continued population growth and visitor volume to Southern Nevada will increase demands for emergency services beyond current levels. Public safety planning requires consideration of both the level and location of facilities and services. Buildings, equipment and other capital facilities for emergency services such as fire and police have typically been funded through the jurisdictions' general funds and supplemented by bond issues for capital improvements. Local voters have consistently demonstrated a commitment to funding emergency services by approving those bond issues. For instance, due to the lack of adequate judicial, detention, and juvenile service facilities, local voters approved the issuance of \$120 million of public safety bonds in 1995. The bond proceeds are going towards the funding of a Regional Justice Center, a Detention Center Expansion of approximately 1,400 new beds, and the expansion and renovation of Family and Youth Services facilities. The majority of the necessary funding for public safety lies with the operations

PUBLIC SAFETY

The majority of the necessary funding for public safety lies with the operations and maintenance of the facilities rather than the actual cost of building the facilities.

and maintenance of the facilities rather than the actual cost of building the facilities. Long-range capital and financial planning will help to minimize the financial impact while continuing to provide the highest level of public safety that our community desires.

The SNSPA Needs Assessment Committee identified standards of 1.3 fire personnel per 1,000 population and 2.0 police officers per 1,000 population for Southern Nevada. A standard for the location of fire stations was also identified as stations not being located more than three miles apart by road travel which equates to a five-minute response time. The Committee supports consideration of establishing a regional training center and communications center if it is an efficient option for the Las Vegas valley. Also, levels of service were developed for both Fire and Emergency Medical Services and Law Enforcement for the next twenty years.

The SNSPA Infrastructure Finance Committee concluded that any shortfalls in availability of general fund revenues for either Fire and Emergency Medical Services or Law Enforcement would require additional revenue source(s). In addition, variation in estimated costs to fund infrastructure over the next 10 years indicates that the CIPs, the agency estimates, and the Needs Assessment Committee's standards should be revised to reflect a common definition of the infrastructure needs for both Fire and Emergency Medical Services and Law Enforcement in Southern Nevada.

PUBLIC SAFETY

Goal 1: Promote a safe physical environment for Southern Nevada residents and visitors.

OBJECTIVES

A. Coordinate the provision of adequate emergency services with both land use and capital facilities planning.

B. Reduce the ways individuals can be harmed in the physical environment.

C. Continue high levels of cooperation among all appropriate departments and agencies in the provision of fire and police protection, prevention, and emergency medical services.

STRATEGIES

1. Encourage long-range capital facility planning and construction that is compatible with land-use planning goals and objectives.
2. Continue to integrate adequate emergency services into the planning and development approval process.
3. Ensure that the provision of all necessary fire and police facilities occurs concurrently with development.

1. Continue to enforce all codes created for public safety, such as: building, fire, zoning, and housing.
2. Adopt standards that allow adequate provision of emergency services and prevention of crime through environmental design.
3. Continue efforts to relocate potentially harmful industrial uses away from urban areas.
4. Prepare and coordinate plans addressing transportation, storage, and potential emergency handling/clean-up of radioactive or other hazardous wastes.
5. Continue to cooperate on multi-jurisdictional land use planning and regulation efforts within airport environs, both public and military.

1. Continue to implement mutual and automatic aid agreements with other jurisdictions in Southern Nevada in order to optimize resources and funding.
2. Establish a cooperative process among jurisdictions for the appropriate siting of public safety facilities that best serves all Southern Nevadans.

PUBLIC SAFETY

Goal 2: Provide high-quality fire and emergency medical services to Southern Nevada residents and visitors.

OBJECTIVES

A Continue to achieve and maintain the highest national ratings in regards to prevention, control, and the extinguishing of fires.

STRATEGIES

1. Continue to appropriately locate and build fire and emergency medical service stations utilizing the 1.5 mile response radius to achieve a five minute response time.
2. Seek to hire and train qualified fire and emergency medical services personnel to meet the Authority recommended standard of 1.3 fire personnel per 1,000 population needed to achieve a five minute response time.
3. Explore funding options to build and staff the fire and emergency medical facilities which would satisfy the current needs and future projections for public safety.

Goal 3: Provide high-quality law enforcement services to Southern Nevada residents and visitors

A Continue prevention, control, and reduction of crime.

1. Seek to hire the adequate number of law enforcement personnel to meet the Authority recommended standard of 2.0 law enforcement personnel per 1,000 population.
2. Build substations as required to accommodate population growth.
3. Provide sufficient space for operations and support facilities.
4. Explore funding options to build and staff the law enforcement facilities which would satisfy the current needs and future projections for public safety in Southern Nevada.
5. Build regional facilities including:
 - a. A new detention center.
 - b. An updated, regional communications center.
 - c. A regional law enforcement training facility.
6. Encourage local Parks & Recreation departments and other organizations to develop youth programs and gang intervention programs.
7. Encourage responsive legislative solutions to addressing crime.

TRANSPORTATION

Southern Nevada is similar to other major metropolitan areas in that traffic and transportation are major issues. Traffic congestion and drive times have markedly increased in the last several years. In 1990, the average Las Vegas Valley work trip took 16 minutes and this increased to 34 minutes in 1996. However, Southern Nevada road systems continue to operate at service levels that exceed conditions in other large cities.

Beltway plans have been accelerated to have an interim facility in place by 2003. Continued grade separated east/west crossings of the Strip are planned. I-15 will be widened into California and numerous other projects are underway or planned.

In recent years, we have seen numerous improvements to the Southern Nevada transportation system. Examples include the Desert Inn Super Arterial, significant progress on the beltway, grade separated pedestrian crossings of the Las Vegas Strip, and rapid expansion of the Regional Transportation Commission's CAT (Citizens Area Transit) bus fleet. I-15 Improvements continue to be made, the "Spaghetti Bowl" is currently under reconstruction, and plans are underway for U.S. 95 improvements to the northwest. Many of these projects have been made possible by the 1991 voter approved Question 10. Question 10 authorized collection of six funding measures to be used for transportation system improvements including:

- ¼¢ Sales Tax
- 5¢ Gasoline Tax
- New Residential and Commercial Development Tax
- 1% Vehicle Privilege Tax
- 4¢ Jet Fuel Tax
- 1% Hotel Room Tax

These revenue sources establish a basis for continued transportation improvements. Beltway plans have been accelerated to have an interim facility in place by 2003. Continued grade separated east/west crossings of the Strip are planned. I-15 will be widened into California and numerous other projects are underway or planned. While aggressive road system improvement plans are in place, there are indications that these will not be enough to provide a network with reasonably expected or even tolerable peak hour drive times.

We need to anticipate visitor volume increases from the current 30 million per year to well above 40 million per year while adding over 1 million new residents.

Southern Nevada also faces uncertainties and potential transportation system expansion constraints resulting from Federal Air Quality Regulations. At the same time, given planned and underway resort construction, we need to anticipate visitor volume increases from the current 30 million per year to well above 40 million per year while adding over 1 million new residents. Ease of movement within the resort

TRANSPORTATION

will be crucial to maintaining Southern Nevada's attractiveness as a resort destination. If there is one factor that can contribute toward addressing the need for people movement while achieving air quality compliance, it is mass transit. We must find ways to strike appropriate balances between transportation systems, development patterns, air quality considerations, and funding sources.

A multi-faceted approach to addressing transportation needs must be continued. Accelerated road system improvements need to be combined with programs designed to reduce the number of vehicle trips.

A multi-faceted approach to addressing transportation needs must be continued. Accelerated road system improvements need to be combined with programs designed to reduce the number of vehicle trips. These programs include:

Transportation System Management (TSM)

TSM includes actions to enhance roadway operations and capacity. Specific TSM items that are or need to be recognized in RTC, NDOT, and local jurisdiction plans include:

- Intelligent transportation system measures and facilities for the freeway system
- Access management standards
- Continued grade-separated pedestrian crossings along Las Vegas Boulevard.
- State of the art transportation control upgrades to the traffic signal network

Transportation Demand Management (TDM)

TDM programs are designed to reduce total vehicle trips by reducing the amount of single occupancy vehicles commuting during peak hours. TDM programs need to be developed in partnership with potentially affected parties.

Mass Transit

Mass transit is a key component in reducing vehicle trip demands on the road system and in meeting air quality standards. The relatively brief five year history of the Regional Transportation Commission CAT bus system has been characterized by dramatic increases in service and ridership. CAT ridership is now at over 41 million passengers per year including 105,000 residential route passengers per day. Paratransit options are also available. Future challenges include finding ways to encourage greater proportions of Southern Nevada vehicle trips by alternative methods to the automobile.

Extensive planning efforts have been undertaken in regard to fixed

TRANSPORTATION

guideway systems by the Regional Transportation Commission and the private sector. Because of the massive investment these systems require, development of a privately funded system is encouraged. Further study of a public system from a need/benefit/cost standpoint is needed.

Land Use

Better linkages between land use and transportation planning need to be incorporated into the plans of Southern Nevada governmental entities. Plans should increasingly promote jobs/housing balance in order to lessen the need for commuter trips. This can be done through policies and actions that direct more housing to current concentrations of jobs and more jobs to outlying areas. Also, alternative development forms that decrease automobile dependence by providing walking/bicycling alternatives and transit friendly design need to be explored.

Avoiding air traffic constraints is a primary objective for Southern Nevada. This will require the continued coordinated development of the Las Vegas valley's airports and airspace, and the foresight to look beyond the immediate valley for potential new airport sites to meet demand over the long-term.

Airport

A primary element of the Southern Nevada transportation system is McCarran International Airport. McCarran is one of the dozen busiest airports in the United States, serving over 30 million passengers annually and providing a crucial support link for the Southern Nevada economy. The Clark County Department of Aviation has done a commendable job of keeping airport facilities ahead of the growth curve during rapid expansions in visitor volumes and resident population. Avoiding air traffic constraints is a primary objective for Southern Nevada. This will require the continued coordinated development of the Las Vegas valley's airports and airspace, and the foresight to look beyond the immediate valley for potential new airport sites to meet demand over the long-term.

The SNSPA Needs Assessment Committee has identified continued street and highway construction as a priority for meeting transportation system needs. The Committee also recognized the need to develop TSM and TDM measures while continuing to provide mass transit through the bus system. A publicly financed resort corridor fixed guideway system was not supported at this time because of the massive capital needs. The committee believes that further study and public involvement in the decision making process is warranted before a commitment to a publicly financed fixed guideway system is made.

The SNSPA Infrastructure Finance Committee has found that there are sufficient revenue sources to meet 10-year street and highway construction needs. However, short-term financing may be needed to accelerate projects

TRANSPORTATION

in early years of the 10-year Capital Improvements Plan. Other short term lags in bringing facilities on line are apparent. Construction lags can occur in several ways including the relative recency of Question 10 with associated time for the funding sources to build. At the same time, local entities must have all funds in place before design, bid, contract, and construction procedures can be commenced. A legislative change to permit "design/build" construction practices for projects that have stable revenue sources can reduce lag time by up to 20%.

Goal 1: Provide safe, effective, and efficient transportation systems to meet the demands of Southern Nevada residents and visitors.

OBJECTIVES

A. Place top priority on street and highway construction programs by accelerating existing construction plans.

B. Expand and implement Transportation Management Systems (TSM) programs.

STRATEGIES

1. Identify and pursue methods of achieving enhanced regional oversight of transportation system planning and construction.
 2. Pursue timely completion of planned improvements to the Southern Nevada freeway system.
 3. Pursue timely completion of planned improvements to I-15 in California and Nevada.
 4. Implement planned construction of major resort corridor projects which increase east-west travel across the Las Vegas "Strip".
 5. Work with the Nevada Department of Transportation (NDOT) to ensure that state road construction projects in Southern Nevada are funded in proportion to capital construction needs generated by growth in Southern Nevada.
 6. Encourage all local and regional entities to privatize and use other measures to accelerate road construction.
 7. Pursue legislative changes to allow "design-build" methods of road construction projects that have stable future revenue sources.
-
1. Implement Intelligent Transportation System (ITS) measures.
 2. Continue to install grade separated pedestrian crossings along Las Vegas Boulevard.

TRANSPORTATION

OBJECTIVES

B. Expand and implement Transportation Management Systems (TSM) programs.

C. Establish Transportation Demand Management Programs (TDM) to decrease peak hour single occupancy vehicle (SOV) trips in Southern Nevada.

D. Promote sustainable, livable communities through a multi-faceted planning approach.

STRATEGIES

3. Install state of the art traffic signalization management through upgrades to the Las Vegas Area Computer Traffic System (LVACTS).
 4. Develop and implement access management programs that improve the efficiency of the existing road network.
 5. Develop and implement uniform Improvement Standards across Southern Nevada jurisdictions.
 6. Las Vegas Valley local government entities develop a Sawtooth Street Elimination Program (uniform light weight paving programs) by 2000 and substantially complete the program within five years.
 7. Develop and implement a consistent program across Las Vegas Valley jurisdictions to provide bus turn-outs for bus stops located on arterial streets.
-
1. Study, develop and implement TDM programs in partnership with the Regional Transportation Commission, major employers, unions, Chamber of Commerce, Nevada Resort Association, and other potentially affected parties.
 2. Explore creation of a Transportation Management Association through a partnership of the Regional Transportation Commission, major employers and business interests such as the Chamber of Commerce to implement TDM programs.
-
1. Encourage the Regional Transportation Commission to do more transportation planning and work with local jurisdictions to establish linkages between transportation, land use, and air quality planning.
 2. Adopt policies on a regional basis that encourage jobs/housing balance in land use plans.
 3. Adopt policies on a regional basis that encourage pedestrian and transit friendly development.

TRANSPORTATION

OBJECTIVES

D. Promote sustainable, livable communities through a multi-faceted planning approach.

E. Provide a balanced and coordinated mass transit transportation system.

STRATEGIES

4. The Clark County Regional Transportation Commission should be allowed to contract directly for the execution of capital projects rather than discharging them exclusively through interlocal contracts when it facilitates accelerated project construction.
5. Long-term capital planning needs to be undertaken in an atmosphere of responding to community needs on a timely and effective basis. It appears, that capital planning for some infrastructure is occurring in a restrictive horizon of available funding, which may inhibit the ability to meet needs. Capital planning should be done independent of revenue projections, then financial planning could be used to identify ways to bridge the gap between identified needs and revenues. If gaps cannot be bridged, needs and/or revenues would then need to be adjusted.
1. Continue to provide a mass transit bus system.
2. Maintain, operate and expand the bus system within the parameters of current revenue sources (current 1/4 cent sales tax, Federal Transit Administration (FTA) funds, farebox and advertising revenues).
3. Identify future mass transit needs and funding strategies to meet these needs.
4. Examine the feasibility and acceptability of supplementing school bus transportation for high school students through public mass transit and weigh potential cost savings.
5. Support and promote efforts to establish AMTRAK and a high speed inter city passenger train system linking the Las Vegas Valley with Southern California.
6. Support the California - Nevada Super Speed Train Commission's efforts to secure funding for a Magnetic Levitation (meg-lev) demonstration project with the goal of establishing a meg-lev connection between the Las Vegas valley and Southern California.

TRANSPORTATION OBJECTIVES

STRATEGIES

F. Explore a fixed guideway mass transit system based on economic feasibility.

1. Encourage creation of an independent entity with representatives from the public and private sector to assess the feasibility of a public fixed guideway system.
2. Conduct an independent validation of the regional transportation model through an open, participatory process within two years.
3. If a public fixed guideway system is feasible, the independent private/public partnership should serve as a steering committee for the funding, design, construction and operation of the system.

G. Provide state-of-the-art airport/aviation facilities and services adequate to accommodate the needs of Southern Nevada residents and visitors.

4. Encourage private sector construction of a fixed guideway system in the resort corridor and coordination/integration with any publicly financed fixed guideway system. Future public expenditures to support operations and maintenance of a privately constructed system and/or public takeover of the system are not supported.
1. Through a continuing phased development program, ensure McCarran International Airport has the airfield facilities and capacities adequate to meet increasing air passenger travel demands while ensuring the highest standards for safety and convenience.
2. Market Las Vegas as a domestic and international travel destination, and seek to secure increased seat capacity to sustain future growth.
3. Work to see that aviation's needs are considered during the development of land use and transportation plans for the Las Vegas Valley to foster compatible land development within the airports' environs and to provide sufficient ground access capacity.
4. Develop general aviation and reliever airports which complement McCarran International Airport as elements of the Clark County Airport System.
5. Evaluate and plan for new airport sites which might serve the long-term air passenger and air cargo needs of Southern Nevada.

WATER SUPPLY / DISTRIBUTION

During the 1980 and 1990's, Southern Nevada's high growth rate significantly accelerated the need for local water purveyors to expand their systems. Existing facilities quickly became inadequate and were unable to ensure system capacity and reliability; the Colorado River water allocation was also a limiting factor.

Since its creation in 1991, the SNWA expanded its permanent yearly water supply to 558,055 acre feet, and has secured an additional fixed block of 211,979 acre feet to supplement our yearly water supply

To better coordinate local efforts to address these challenges, seven local water and wastewater agencies created a regional water agency, the Southern Nevada Water Authority (SNWA). Since its creation in 1991, the SNWA expanded its permanent yearly water supply to 558,055 acre feet (AF), and has secured an additional fixed block of 211,979 AF to supplement our yearly water supply, which is projected to meet the demand to the year 2018. A proactive design and construction program for water treatment and distribution systems has also been implemented. As a result, it is projected that adequate facilities will be in place to meet the demand. Funding for these facilities, however, is based upon "growth paying for growth" for new capacity and all water users paying for water quality and reliability improvements. All projected facility needs can be adequately funded through regular, significant increases to charges and rates. However, additional reliable funding sources are desirable in constructing, operating, and maintaining these new facilities. The quarter cent sales tax is such a funding option. Implementation of this sales tax, will generate a projected \$2.3 billion for facility construction (both water and wastewater), which will help prevent extraordinarily high connection charges and will moderate increases in water rates.

The Authority recognizes that this regional approach to address water issues has proven effective for Southern Nevada. However, the SNWA must continue to develop alternative water supplies, expand treatment and distribution systems, identify and implements stable sources of project funding.

WATER SUPPLY / DISTRIBUTION

Goal: Provide a reliable, cost-effective water supply to Southern Nevada businesses, residences, and visitors.

OBJECTIVES

A. Increase the water supply

B. Meet water distribution needs.

C. Provide quality water treatment.

STRATEGIES

1. Continue to acquire additional sources of water, through the Southern Nevada Water Authority (SNWA).
2. Strengthen community participation and awareness in conservation, through the SNWA.
1. Implement the SNWA Capital Improvement Plan.
2. Maintain reliable sources of funding for construction, operation, and maintenance of treatment and distribution facilities.
3. Implement the quarter cent sales tax option proposal as approved by the voters on November 3, 1998.
4. Maximize the efficiency of local distribution systems through regional coordination by local entities.
5. Develop a regional water reuse plan involving all appropriate local water reuse entities.
1. Continue to construct and maintain facilities which that water to meet all water quality standards including ozone disinfection facilities.
2. Through the SNWA, develop and implement a water quality data bank which is accessible to the public, and contains monitoring results of Lake Mead, the Las Vegas Wash, and local groundwater conditions and storm water discharges.

WATER QUALITY/ WASTEWATER

Lake Mead, Las Vegas' primary drinking water source, is the receiving body for the Las Vegas watershed via the Las Vegas Wash and Bay. Potential degradation of Southern Nevada's water quality from urban runoff, storm water runoff, ground water seepage, and increased flows of treated wastewater is of great concern. The Authority has addressed drinking water quality in the Water Supply/ Distribution chapter with storm water covered through the Flood Control chapter.

This chapter focuses on the water quality of urban runoff, wastewater, and ground water. Southern Nevadans continue to pursue resolution of water quality issues as evidenced by the creation of Southern Nevada Water Authority's (SNWA) Citizens Advisory Committee on Ground Water Management, SNWA Water Quality Citizens Advisory Committee, and the Lake Mead Water Quality Forum. Over the past two years, these citizen groups have provided significant recommendations to address the water quality issues facing Southern Nevada. Additionally, the three primary wastewater dischargers (the City of Henderson, the City of Las Vegas, and the Clark County Sanitation District) formed a partnership to focus on issues related to wastewater treatment needs and alternatives to treatment and water quality protection from a regional perspective.

With respect to regulatory programs, Section 208 of the Clean Water Act requires that all activities associated with water pollution problems be planned and managed through an integrated area-wide water quality management program. The 208 Plan is a 20-year management plan.

The Authority has identified a need for 256 million gallons per day of wastewater treatment system capacity by 2018 (the current capacity is 165 million gallons per day).

The Authority has identified a need for 256 million gallons per day (MGD) of wastewater treatment system capacity by 2018 (the current capacity is 165 MGD). Local wastewater agencies are at various levels of planning and construction to expand facilities, and all agencies project their ability to meet the future demand. Financing of new facilities is currently by bond revenues and sewer connection fees. New needed facilities can be funded adequately through regular, significant increases to charges and fees. However, additional stable funding sources are desirable in constructing, operating, and maintaining new facilities, as well as to fund, yet to be identified, water quality related projects. The quarter cent sales tax is such a funding option. Implementation of this sales tax will generate a projected \$2.3 billion for facility construction (both water and wastewater), which will help prevent extraordinarily high connection charges and moderate increases in sewer fees.

WATER QUALITY/ WASTEWATER

With implementation of the Authority's Strategic Plan, opportunities will be created enabling Southern Nevada to improve coordination of wastewater, ground water, and urban runoff water quality activities, including issues related to the Las Vegas Wash and Las Vegas Watershed.

Goal: Promote water quality programs which protect health and the environment.

OBJECTIVES

- A. Meet all Federal, State and local water quality regulation's
- B. Increase regional coordination of watershed management activities.
- C. Improve the management of and water quality in the Las Vegas Wash, Las Vegas Bay, and Lake Mead.
- D. Provide facilities to meet wastewater collection, treatment and discharge standards.

STRATEGIES

- 1. Update and implement 208 Water Quality Management Plan Amendments.
- 1. Create a watershed basin management forum to address regional water quality issues.
- 2. Pursue recommendations of the Citizens Advisory Committee on Ground Water Management.
- 3. Explore reliable funding to address water quality plans/projects.
- 1. Pursue the recommendations of the SNWA Water Quality Citizens Advisory Committee, particularly the development of a comprehensive management plan for the Las Vegas Wash, coordinated by SNWA.
- 2. Support the Lake Mead Water Quality Forum.
- 3. Encourage further water quality consensus building regarding the Las Vegas Wash, Las Vegas Bay, and Lake Mead.
- 1. Build a consensus among the local wastewater agencies to regionally plan facilities, service rules and policies coordinated through the Sewer and Wastewater Advisory Committee (SWAC).
- 2. Maintain reliable sources of funding for construction, operation, and maintenance of facilities.
- 3. Implement the quarter cent sales tax option proposal as approved by the voters on November 3, 1998.

WATER QUALITY/ WASTEWATER

OBJECTIVES

D. Provide facilities to meet wastewater collection, treatment and discharge standards.

STRATEGIES

4. Evaluate wastewater discharge alternatives other than the Las Vegas Wash through the Las Vegas Wash management plan process being coordinated by the SNWA.
5. Develop a regional water reuse plan which involves all appropriate local water reuse entities.

FLOOD CONTROL

The Clark County Regional Flood Control District (RFCD) is the only entity which plans and funds regional flood control facilities that protect life and property throughout Clark County. The RFCD's service area is all of Clark County and the incorporated communities of Las Vegas, North Las Vegas, Henderson, Boulder City and Mesquite. However, there are areas under local jurisdiction that are not covered by the RFCD regional plan.

The District's level of service measurement is based on a comprehensive flood control system designed to handle up to a 100-year flood event, which meets federal standards. Completion of the comprehensive flood control master plan will provide maximum flood control protection to our community by the year 2028 based on current funding analysis estimates. However, the Authority recommends study of alternative methods of funding, including debt financing, to accelerate the construction of flood control facilities, as well as to meet operation and maintenance needs. Under the current "pay as you go system" only 47% of the Regional Flood Control District's Master Plan will be implemented in 2008 and 78% in 2028.

Under the current "pay as you go system" only 47% of the Regional Flood Control District's Master Plan will be implemented in 2008 and 78% in 2028.

Additionally, the Authority encourages: 1) the acceleration of the construction of facilities, 2) local entities (not part of the RFCDs regional master plan) to develop flood control plans which better link with the RFCD master plan, 3) the recognition of multiple use opportunities in flood control plans, 3) improvement of facility maintenance, and 4) the study of methods to improve storm water quality in the Las Vegas Wash.

FLOOD CONTROL

Goal: Provide protection for floods up to the 100-year flood event.

OBJECTIVES

A. Increase regional coordination of flood control activities.

B. Expedite the construction of flood control facilities.

C. Improve stormwater quality.

STRATEGIES

1. Local entities should develop and implement local flood control plans which will provide benefits to those areas not covered by a regional plan.
2. Local entities should coordinate opportunities for multiple uses of flood control facilities.
1. Evaluate the feasibility of accelerating the implementation of the RFCD Master Plan, including debt financing.
2. Encourage private/public partnerships for the construction of local/regional flood control facilities.
3. When accelerated project construction can be facilitated, allow the RFCD to contract directly for the execution of the construction project (rather than using interlocal contracts).
4. Long-term capital planning needs to be undertaken in an atmosphere of responding to community needs on a timely and effective basis. It appears, that capital planning for some infrastructure is occurring in a restrictive horizon of available funding, which may inhibit the ability to meet needs. Capital planning should be done independent of revenue projections, then financial planning could be used to identify ways to bridge the gap between identified needs and revenues. If gaps cannot be bridged, needs and/or revenues would then need to be adjusted.
1. All water, health, and environmental agencies in the Las Vegas water shed will cooperate in the development of a comprehensive water quality plan for the Las Vegas Wash and Lake Mead and address the SNWA's Water Quality Citizen Advisory Committee recommendations.
2. Implement the Clark County 208 Water Quality Management Plan.

FLOOD CONTROL OBJECTIVES

D. Maintain flood control facilities

STRATEGIES

1. Explore sources of funding for the maintenance of local flood control facilities.
2. Regional Flood Control District should continue to assist in funding the maintenance of regional flood control facilities.

HEALTH CARE

Southern Nevada faces serious health care challenges due to unprecedented population growth and demographic factors common to regions in the Western United States. While Nevada ranks low in the number of physicians per resident, we cannot attribute all the rankings to the quality of health care available in our community. We have some of the finest and most modern facilities and a cadre of well-trained and talented providers. University Medical Center has been recognized as one of the top 100 teaching hospitals. Experts attribute low rankings to poor lifestyle choices by Nevadans, such as: the prevalence of smoking, use of alcohol, and drug abuse. Also, access to health care is an overall concern. It is estimated that over 20% of Southern Nevadans are not covered by health insurance. All of this helps create a system where preventative health care is minimal and where the use of emergency rooms—often at public expense—becomes the primary health care option. Certainly, our unprecedented growth rate adds to our challenge of providing access to health related services.

Seniors are the fastest growing segment of our population as a result of both the aging process of existing residents and new residents moving to Southern Nevada. Today, nearly one in every five Southern Nevadans is age 55 or older.

As a state, Nevada has always lagged behind the rest of the country in the number of physicians per 100,000 population due to our rapid growth. In 1997, Nevada had 159 physicians per 100,000 people, compared with 268 nationally. Also, we ranked 44th out of 50 for hospital beds per 100,000 population in 1996. The national average of 325 beds is just over 100 more beds per 100,000 than in Nevada. Hospitals and other health care facilities will need as many as 3,000 new nurses over the next several years, but local nursing schools can turn out fewer than 200 a year. This shortage is already indicated by the shortfall of nursing staff to support the medical industry. National health care statistics show Nevada ranks 50th among the states in the ratio of dentists serving residents. There are 35 dentists per 100,000 residents, compared with a national average of about 60 per 100,000.

Seniors are the fastest growing segment of our population as a result of both the aging process of existing residents and new residents moving to Southern Nevada. Today, nearly one in every five Southern Nevadans is age 55 or older. Health care facilities and resources have not kept pace with the growth of this group. Nursing home and other long-term care beds are much in demand. Only 210 beds are available in Southern Nevada to care for Alzheimer's patients. As today's baby boomers come to require such care, the number of beds will quickly decrease.

HEALTH CARE

There are three main venues for improving health care in Southern Nevada: state government and local government, and the private sector. Governor Miller has appointed a Health Care System Review Committee to review and recommend changes to Nevada's health care systems and policies. The recommendations from this committee need to be tracked and supported by local governments, future legislators and health care administrators to improve Nevada's health care report card. Also, United Way's Health Board Team has created a "Wellness Council" which includes health care professionals, public health officials and major employers and unions.

Private and voluntary sectors can play a major role in providing information, education and access to health care services.

This "Wellness Council" plans to develop educational programs to encourage Nevadans to lead healthy lifestyles. Finally, the private and voluntary sectors can play a major role in providing information, education and access to health care services. The use of volunteers can help improve health care support and education. The use of ServiceLink™, the on-line directory of services database, can be of significant value to both providers and supporters for sharing current information on the availability of health care resources and for promoting wellness and prevention.

In general, the quality of health care in Southern Nevada is in need of improvement. Therefore, the health care goal is simply stated but serious and complex in nature:

Goal 1: Promote and improve quality health care for all Southern Nevadans.

OBJECTIVES

A. Improve access to appropriate and affordable health care for all Southern Nevadans

STRATEGIES

1. Develop programs to increase coverage and medical services for the uninsured and underinsured with diversified funding sources.
2. Maximize available federal resources.
3. Develop programs to increase public/private participation in providing health care services.
4. Expand the variety of service hours and locations of health care facilities.
5. Establish a dental college at UNLV.

HEALTH CARE OBJECTIVES

- A. Improve access to appropriate and affordable health care for all Southern Nevadans.
- B. Increase quality of care provided by Southern Nevada's health care delivery system.
- C. Enhance coordination between local, state, and federal agencies and the private sector that a) provide health care coverage, or b) monitor public health.
- D. Promote prevention and wellness programs.

STRATEGIES

- 6. Review licensing requirements and processes for dentists.
- 7. Increase the number of providers graduating from Nevada health care education programs, with efforts to attract multi-lingual students.
- 8. Support the proposed County Organized Health System to coordinate publicly assisted medical programs.
- 9. Expand hospital bed capacity.
- 1. Establish state mandated performance standards for health plans, hospitals, long-term care facilities and other institutional providers.
- 2. Enhance the quality of Nevada's professional education programs, particularly the medical school at UNR and UNLV.
- 3. Support recruitment of high quality physicians, dentists, nurses and other providers.
- 1. Develop a data and management information system necessary for administering Medicaid and monitoring performance standards
- 2. Invest in hardware, software and technical expertise needed to administer Medicaid and measure health care quality.
- 3. Coordinate all the current studies on health care and develop an integrated long-term action plan to address health care needs in Southern Nevada.
- 4. Endorse Governor Miller's Health Care System Review Committee recommendations. (*Note: Final Report Pending)
- 1. Increase community involvement in United Way's "Wellness Council" which currently includes health care professionals, public health officials, major employers and unions.

HEALTH CARE OBJECTIVES

D. Promote prevention and wellness programs.

E. Increase the role of our educational system to reduce demands on our health care system.

F Retain UMC's status as one of the nation's top teaching hospitals.

STRATEGIES

2. Establish a system of volunteer-staffed health-related services, including hospice programs, HIV education, prenatal mentoring programs, CPR/first aid training, health screenings and other preventative services.

3. Increase the use of ServiceLink™ for sharing current information on the availability of health care resources and for promoting wellness and prevention.

4. Support projects to identify and reduce work related injuries and illnesses.

1. Increase the number of graduates from local colleges and universities to fulfill the demand of health care positions in Southern Nevada.

2. Educate youths to reduce the number of teen pregnancies.

1. Increase ties between academic and health care institutions to foster research and attract nationally recognized experts.

2. Promote UMC as a regional, state-of-the art, full-service health care facility.

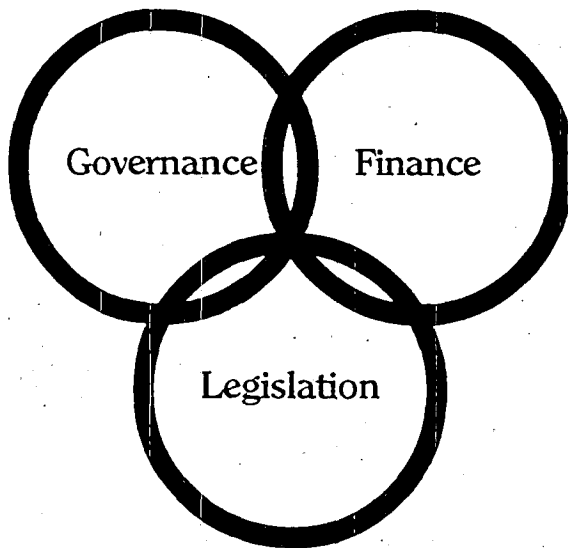


Chapter Four

Framework for the Future

It is important to take a comprehensive look at the most critical issues and key strategies identified in the strategic plan which must be implemented in order to effectively address Southern Nevada's growth challenges. The following issues and strategies are the ones which emerged through the planning process as needing the greatest amount of attention in the immediate future. The highest priority strategies are within the categories of Governance, Finance, and Legislation. It is these strategic issues that form the basis for an implementation framework to effectively address the challenges of future growth and development in Southern Nevada. Many of the strategies are complimentary, and when linked together, provide a comprehensive approach to implementing solutions.

The highest priority strategies are within the categories of Governance, Finance, and Legislation. It is these strategic issues that form the basis for an implementation framework to effectively address the challenges of future growth and development in Southern Nevada.



Prologue

The 69th Session of the Nevada Legislature was dubbed "the Growth Session" because of the focus of so many legislative initiatives on growth related issues. Legislators worked very hard to receive approval for initiatives, including restrictions on neighborhood casinos, facilitating affordable housing development, growth boundaries and regional planning. The funding of capital improvements for infrastructure was the issue that forced all local governments to take a close, objective look at their way of doing business and their individual community needs. Ultimately, a good deal of meaningful legislation was passed from which local governments can work to achieve desired results. Senate Bill 383, initiated by Senator Jon Porter, created the Southern Nevada Strategic Planning Authority and mandated the development of this strategic plan.

Since the end of the 1997 legislative session, much has been done at the local government level to address community infrastructure needs and develop mechanisms for regional coordination and collaboration.

Since the end of the 1997 legislative session, much has been done at the local government level to address community infrastructure needs and develop mechanisms for regional coordination and collaboration. The five local entities in the Las Vegas valley (including Boulder City), after receiving the endorsement of the Government Efficiency Committee, adopted an interlocal agreement supporting regional collaboration. The agreement included the support of two major collaborative events which brought Southern Nevada's local jurisdictions together in a way that had never been done in the history of Southern Nevada. The first, in August 1997, was a "Growth Forum" facilitated by the National Civic League. Five local jurisdictions entered into an interlocal agreement to bring in the NCL to facilitate a community-based consensus process which was named "Livable Las Vegas Valley." This process brought together over 125 community leaders to brainstorm ideas about how to solve key community growth issues. In October of 1997, the same local jurisdictions, again through interlocal agreement, hired the Urban Land Institute to provide their expert, independent opinions about how Southern Nevada local governments could best address our community needs.

The Southern Nevada Strategic Planning Authority had just begun its work when the ULI recommendations were presented. Many of the key issues identified in the ULI report were directly addressed by the Authority, and several of the strategies in this plan reflect ULI's recommendations, including alternatives for a governance framework, infrastructure financing, transportation, education, and the environment.

2. Critical Issues and Strategies

The Authority finds that for each of the following critical issues there are a number of immediate actions that should be undertaken.

Critical Issue: Governance

At one of the initial meetings of the Authority, Senator Dina Titus, Assemblywoman Chris Giunchigliani, and County Commissioner Bruce Woodbury addressed the panel to promote each of their ideas and opinions with respect to regional governance alternatives. They also stated their thoughts on the critical issues facing Southern Nevada, and some suggestions on which the Authority should focus its efforts.

The Authority further addressed the issue of Governance by bringing in both local and national experts in the areas of growth management, government financing, and regional planning. Patricia Salkin, a nationally recognized expert in the field of regional governance, provided examples and alternatives

for the Authority members to consider, and took the group through a survey exercise to gauge the Authority's opinions on this issue. Each Authority member took on the assignment of getting feedback on the same survey from their respective constituencies. At a subsequent meeting, a general consensus was reached that Southern Nevada would best be served by a voluntary, cooperative regional planning body which would have responsibility for addressing regional issues in an ongoing, comprehensive manner. The governance structure survey results are included in Appendix 6.

The most commonly held opinion seems to be that a regional entity is needed that would allow the local entities to collaborate on issues of mutual concern without infringing upon the autonomy of individual communities.

A key to continuing to meet the challenges of Southern Nevada's growth will be to provide a legal and institutional framework within which those needs are met expeditiously and in a fiscally responsible manner. The most commonly held opinion seems to be that a regional entity is needed that would allow the local entities to collaborate on issues of mutual concern without infringing upon the autonomy of individual communities.

As an additional component to the regional, voluntary governance framework, local jurisdictions as they have for many years, should continue to use interlocal agreements as mechanisms for delivering services across jurisdictional boundaries. An example of voluntary regional collaboration that occurred during the life of the Authority, is the cooperative development of a comprehensive water quality plan for the Las Vegas Wash and Lake Mead currently underway.

Governance Recommendations

Immediate Local Action

- The Authority supports the creation of the Southern Nevada Regional Planning Coalition, or similar entity, as a means of promoting effective voluntary collaboration among the local entities. This regional entity can:
 - Provide oversight and coordination of infrastructure funding and development. (Although the Authority supports the most appropriate form of inter-jurisdictional collaboration, whether a regional entity, voluntary cooperative agreements, or other form, to fund, construct and maintain infrastructure.) The regional entity's role should include a periodic review of whether existing revenue streams are being optimized from a broad community perspective rather than the current practice of allocating revenues project by project or entity by entity.

Governance Recommendations

Immediate Local Action

- Encourage local governments in the Las Vegas Valley to: a) adopt land use plans and policies consistent with the expected population growth of the region; and b) work closely with service providers to link land use planning with capital facilities planning and programming.
- Develop regional strategies, to be adopted jointly by local governments, that: a) encourage development in areas where services already exist; and b) optimize the sharing of the costs of providing services in unserved areas between service providers and the real estate development industry.
- Design and implement a coordinated, effective land use policy and decision-making system among the local jurisdictions. This strategy includes close collaboration with the Bureau of Land Management on long-term strategies and plans for the disposal of federal lands within Clark County.
- Local jurisdictions should continue to use interlocal agreements as mechanism for delivering services across jurisdictional boundaries.

Critical Issue: Infrastructure Financing

Needs Assessment/Infrastructure Financing

The issue of infrastructure funding, including local government's ability to manage it, was the impetus for creating the Authority in the first place.

The funding of infrastructure is the most critical issue addressed in the Authority's Strategic Plan. In fact, the issue of infrastructure funding, including local government's ability to manage it, was the impetus for creating the Authority in the first place. The needs for infrastructure expansion were identified by the Authority's Needs Assessment Committee and the costs of meeting those needs were estimated by its Finance Subcommittee. The following table gives a broad overview of those costs (the middle column) for the seven major categories of infrastructure studied by the Authority. In addition, estimates were made of the portion of those costs that are "unfunded" (the right-hand column), meaning that a revenue source has not been earmarked to cover that cost.

It is important to note that these estimates are for needs projected to occur over the next twenty years. There is always a degree of the unknown in projecting what the future holds, and the more extended the time one looks into the future, the greater the degree of the unknown. Nevertheless, this plan offers these estimates in order to help identify which courses of action, of the many possible, are most likely to yield an outcome that is desired. The estimates are intended as approximations of the future that narrow the potential range of possible futures sufficiently to allow broad strategies to be

defined. They are not intended to be precise statements about the future or to suggest the resources that should be budgeted for the future. The uncertainties of knowing the future only reinforce the need to continually reassess what the future holds.

Overview of Estimated Costs to Meet Projected Capital Needs

Based on Needs Assessments

(rough estimates, in today's dollars, over the next twenty years)

	Estimated costs to meet projected needs (in \$millions)		Estimated portion of previous column that is unfunded (in \$millions)	
	1998-2008	2008-2018	1998-2008	2008-2018
New Schools (K-12 only)	\$2,200*	\$1,577	\$0**	\$1,577
School Modernization (K-12)	\$1,206*	Not Addressed	\$0	Not Addressed
Parks & Recreation	\$574 to 769		\$399 to 595	
Public Safety	\$205 to 278		\$56 to 129	
Transportation (roads only)	\$1,475		\$0	
Water Supply	\$2,855		Funded by rates and connection fees	
Wastewater/Water Quality	\$1,457		Funded by rates and connection fees	
Flood Control (regional facilities)	\$2,076		\$0	
TOTALS	\$12,699 to 12,967		\$2,032 to 2,301	

* This modification to the format was made to be more consistent with recent Clark County School District 10-year estimates. The costs for school modernization were not otherwise addressed by the Authority.

** With the approval of the school bond question in November, 1998, the Clark County School District estimates that sufficient revenue will be generated to cover its construction program, including new schools and modernization of existing schools, for the next ten years (1998 to 2008). For the subsequent ten years (2008 to 2018), an additional \$1.6 billion is estimated to be needed for new schools and an unknown amount for modernization.

Schools, Parks, and Public Safety warrant particular attention because revenue sources have not been identified and earmarked to fully fund these facilities over the twenty-year horizon.

The costs, \$12.7 to \$13.0 billion dollars over twenty years, appear staggering. The good news is that revenue sources (taxes, fees and other charges) have been identified and earmarked to pay for \$10.7 to 10.9 billion of that total. There appears to be sufficient revenues being generated to pay for roads and regional flood control facilities. Water supply and wastewater facilities can be funded by rates and connection fees (although the Authority does offer strategies and recommendation for reducing the impacts of those particular charges). However, Schools, Parks, and Public Safety warrant particular attention because revenue sources have not been identified and earmarked to fully fund these facilities over the twenty-year horizon. The Authority's recommendations for each of these critical needs address many of these deficiencies.

Operations and Maintenance (O & M) Costs

As defined by Senate Bill 383, the committee's evaluation for infrastructure needs and financing requirements concentrated solely upon infrastructure improvements, and did not include an analysis of the related operations and maintenance (O & M) costs. While the Authority's work has captured the overall needs for each of the main infrastructure categories, the timing of the construction over a 20-year period should be explored to adequately identify the magnitude of annual increases for the related O & M costs.

These related O & M costs can be a significant portion of the whole capital infrastructure financing equation. The phenomenal growth and the strong economy to date have allowed local governments to meet the majority of O & M costs through the related expansion of our tax and revenue base. Of the infrastructure categories defined in SB 383, the school, park and public safety categories have the most significant operational and maintenance related expenses. This is an important factor since the ratio of O & M costs to debt service in these areas can be as much as 4 to 1. Successful tax override referendums related to public safety O & M costs in the past decade have alleviated the impact of associated O & M costs. However, there should be a recognition that local government entities ability to use debt and incremental tax overrides will be restricted as local entities move closer to the \$3.64 tax cap.

The Authority recommends that an evaluation of operating and maintenance cost impacts on all affected entities in Southern Nevada be undertaken.

The school, park and public safety categories have the most significant operational and maintenance related expenses.

The Authority established its Infrastructure Financing Committee with the express intent to conduct "an evaluation of the current allocation of resources in the development of regional infrastructure that is not supported by the payment of user fees, including, without limitation, regional flood control, transportation and parks" (SB 383). With this purpose in mind the Committee assessed the financial policies and structures already in place for the seven categories of infrastructure. The intent was to determine the sufficiency of funding to identify potential methods for fund optimization, and to make financial recommendations. Its recommendations (see Appendix 4, "Infrastructure Financing Report") included those broadly applicable across the categories and those that are specific to one or a few categories.

Infrastructure Financing Recommendations

Immediate Local Action

■ The Authority is recommending that all local entities which plan, fund or construct capital facilities:

- Respond to community needs in a timely and effective manner rather than restricting their capital planning to available funding. This recommendation is intended to encourage better financial planning and the bridging of identified capital needs with available revenues.
- Consider, if infrastructure needs are greater than available funds, the leveraging of funds, when permitted, prudent and appropriate, and with proper financial planning.
- Consider alternative debt structures, when permitted, prudent and appropriate, in order to minimize costs, make funds available to complete projects, and to provide further leveraging opportunities.
- Establish sensible reserve requirements that balance minimizing costs with minimizing the risk of revenue shortfalls due to volatility in revenues. Periodically review cash flow projections to ensure adequacy of funding.

Immediate Local Study - Potential Future Action

The Authority recommends that a study be undertaken, perhaps by the Southern Nevada Regional Planning Coalition, of the feasibility and advisability of establishing a Southern Nevada community bond bank to coordinate debt structuring opportunities for local governmental borrowing for infrastructure needs. This strategy could provide economies of scale savings for all borrowers and could provide smaller borrowers the opportunity to take advantage of debt structuring and cash management options that otherwise would be unavailable to them. The study should include what should or could be done to strengthen the existing Debt Management Commission.

Immediate Local Study - Potential Future Legislation

The local entities should work together to develop standardized Capital Improvement Plan formats, definitions of terms and definitions of various types of infrastructure, especially for parks, public safety and transportation. There may be a need to clarify the criteria in state law on how Capital Improvement Plans are submitted by each entity to the State. This recommendation is intended to make local collaboration on infrastructure financing more feasible.

Immediate State Legislation

State law should be changed to remove impediments to allow bonds to be sold in synchronization with project construction payments.

Infrastructure Financing Recommendations

Immediate State/Local Study - Immediate State Action

The Authority recommends that the SB 253 Committee minimize the number of new tax exemptions while ensuring sufficient incentives to

The results of all community surveys and polls indicate that the public perceives that traffic is the Number One problem in Southern Nevada.

Critical Issue: Transportation

The results of all community surveys and polls indicate that the public perceives that traffic is the Number One problem in Southern Nevada. The 1991 voter approved Question 10 initiative established six funding measures for transportation system improvements. The SNSPA finds that sufficient revenues will be available to accommodate growth needs of Southern Nevada's street and highway system, yet substantial challenges remain.

While there are adequate projected revenue sources for street and highway construction on a long term basis, short term lags in bringing facilities local government on line are apparent. Construction lags can occur in several ways. Local entities must have all funds in place before design, bid, contract, and construction procedures can be commenced. Also, bonds cannot presently be sold in synchronization with project construction phases. Legislative changes to permit "design/build" construction practices for projects that have stable revenue sources and address the timing of bond sales could substantially reduce lag time.

Other factors must be considered when assessing long term transportation system needs. These are mass transit and air quality. For mass transit, currently available funding sources will not support expansion of the CAT bus system at rates that have occurred since start up. Private sector efforts are underway to establish a fixed guide way people movement system in parts of the resort corridor. The Authority has expressed concern in regard to a publicly funded fixed guide way system, integrated with the private system, given the absence of revenue sources and the level of investment needed. Further study of a fixed guide way system from a benefit/cost perspective through open, participatory processes involving all stakeholders is recommended in order to achieve community consensus.

Southern Nevada also faces uncertainties and potential transportation system expansion constraints resulting from federal air quality regulations. At the same time, given planned and underway resort construction, we need to anticipate visitor volume increases from the current 30 million per year to well above 40 million per year while adding over one million new residents. Ease of movement within the resort corridor will be crucial to maintaining Southern Nevada's attractiveness as a resort destination. If there is one factor that can contribute toward addressing the need for people movement while achieving air quality compliance, it is mass transit.

We must find ways to strike appropriate balances between transportation systems, development patterns and air quality considerations.

Transportation Recommendations

Immediate Local Action

- Improve regional transportation planning, including study of the feasibility, methods and structure of regional planning, prioritization and construction of road projects.
- Conduct an independent reassessment of proposed public fixed guide way system.
- Implement short term financing when prudent, permitted and advisable to fund construction of highways and streets in the early years of the 10-year Capital Improvements Plan.

Immediate State Legislation

- Remove impediments to allow bonds to be sold in synchronization with project construction phases.
- Allow "design-build" methods of road construction.

Immediate Local Study - Potential Future Legislation

- Study issues regarding the flexibility and optimization of existing revenue sources from a regional perspective.

Critical Issue: Schools/Education

In 1997, the State of Nevada legislature authorized increased Clark County School District (CCSD) revenues from three sources. These included a real estate transfer tax, a one percent increase in hotel room tax, and a freeze of the current 55 cent property tax allocation for school construction and modernization. The real estate and hotel room taxes are now in place. The 55 cent freeze would allow the CCSD to issue new bonds as old bonds are retired as long as property taxes are not raised. The tax neutral bond rollover is scheduled for referendum vote on November 3, 1998. With all three revenue sources, the SNSPA finds that capital facility needs for elementary and secondary education will be met for the next 10 years. CCSD capital needs beyond 10 years are not funded at this time. Extension of the bond rollover beyond 10 years, supplemented by other revenues are anticipated to be needed in the future.

The SNSPA has determined that quality of education components are equally as important as capital facilities. At this time, new programs to improve the quality of education provided by the Clark County School District are unfunded. Given the existing State of Nevada tax structure, funding for quality of education improvements is not within the purview of Southern Nevada entities and state support in this regard is needed. The Authority recommends that methods of moving toward higher levels of funding for programs that have a demonstrated effect on educational

improvements be identified and implemented.

Southern Nevada can improve workplace educational opportunities through continued and enhanced public/private sector partnerships between area businesses, organizations and educational institutions.

While needs associated with the Clark County School District have been identified, we cannot ignore the needs of higher education. One of the most significant barriers to diversification of the Southern Nevada economy is the absence of a skilled, technical workforce. When combining the need for enhanced educational programs with the need to provide programs and facilities to keep pace with growth, substantial levels of need and investment at both the Community College of Southern Nevada (CCSN) and the University of Nevada, Las Vegas (UNLV) become apparent.

Southern Nevada can improve workplace educational opportunities through continued and enhanced public/private sector partnerships between area businesses, organizations and educational institutions. However, higher education needs are not funded locally and the State of Nevada must be relied upon to provide sufficient funding to meet these needs.

Education Recommendations	
Immediate Local Action	
■	Implement Clark County School District's school construction and modernization program as contemplated by the approved November 3, 1998 school bond question.
Immediate State Legislation	
■	Separate school construction management from oversight of the quality of education.
Immediate State Appropriation	
■	Provide funding for programs that improve the quality of education (K-12).
■	Increase the number of quality teachers.
■	Fund Southern Nevada institutions of higher learning proportionately to Northern Nevada levels.
■	Provide funding to enhance development programs for teachers and health care professionals at UNLV and CCSN.
Immediate Local Study - Future State Appropriation	
■	Develop long term strategic plans for funding of higher education capital facilities and programs:

Critical Issue: Parks & Recreation

While Southern Nevada is blessed with vast areas of recreational lands and opportunities surrounding the Las Vegas Valley, there is a shortage of parks within the valley. The shortfall is substantial when considering both the acreage needed to accommodate new growth and the amount needed to catch up. The Authority finds that park needs can be met locally if finance/borrowing options are pursued. It is recognized that the local property tax would be the basis of fund borrowing and tax increases could result if this option is implemented

Parks & Recreation Recommendations

Immediate Local Action

- Establish a bondable revenue source for parks to allow funds to be borrowed to accelerate park development.
- Develop a coordinated plan to establish, preserve and protect trails, open spaces and natural areas.
- Continue to seek voter approved bond issues for park development.
- Pursue public/private partnerships for funding park and trail development, operation and maintenance.

Immediate Local Study - Potential Future Action

- Study the feasibility of a Southern Nevada community bond bank to coordinate debt structuring opportunities for local government (for more details, see Infrastructure Financing Recommendations).

Critical Issue: Public Safety

Fire and police services are funded in a similar manner throughout Southern Nevada by means of appropriations from local government general funds. General fund limitations and other factors will not always cover public safety needs on a pay as you go basis. Public safety capital facilities are provided by property tax supported, voter approved bond issues. Given the absence of a fixed, stable revenue source local entity referendum bond issues can be expected to continue.

Public Safety Recommendations

Immediate Local Action

- Continue to fund public safety as a priority item of general fund expenditures.
- Continue to seek voter approved bond issues for public safety capital improvements.

If air quality issues are not adequately addressed, Southern Nevada is likely to find itself facing the dilemmas that confront the Atlanta, Phoenix and Denver metropolitan areas.

Critical Issue: Environment

Two environmental factors have the potential for severe consequences for Southern Nevada. The first is compliance with federal air quality standards. Continued non-attainment status or worsened status due to new regulations could lead to a wide spectrum of mandated control measures. If air quality issues are not adequately addressed, Southern Nevada is likely to find itself facing the dilemmas that confront the Atlanta, Phoenix and Denver metropolitan areas. Secondly, water quality issues associated with the Las Vegas Wash have the potential to impact Southern Nevada's principal source of water as well as efforts to secure additional water supplies.

Environment Recommendations

Immediate Local Action

- Improve coordination among air quality agencies to better plan enforce and achieve attainment of air quality standards.
- Implement the Southern Nevada Water Authority's proposed 1/4 cent sales tax option to help fund water and wastewater projects
- Integrate land use, air quality and transportation planning.
- Develop a comprehensive management plan for the Las Vegas Wash coordinated by the Southern Nevada Water Authority.

Immediate State Action

- Implement an annual smog check program for diesel vehicles and improve the existing smog check program for gasoline engines.

Immediate State Legislation

- Amend state law to allow the Air Pollution Control Division to retain penalty money for use in air pollution control activities.

Critical Issue: Economy/ Economic Development

A crucial aspect of diversification is to attract businesses and industry that will equally participate in and contribute to the economy of Southern Nevada.

Southern Nevada has experienced unprecedented economic growth, but region's employment is associated with just two industries, gaming and construction. Consequently, we must continue to diversify the economy. A crucial aspect of diversification is to attract businesses and industry that will equally participate in and contribute to the economy of Southern Nevada. As we diversify our economy we must ensure that the tax burden is distributed more evenly. Also, we need companies that will provide employee compensation and benefits at levels that do not strain health and other public service provision systems while having reasonable

access to the housing market. Our vulnerability to economic downturn is escalated by the continued nationwide expansion of gaming and, in particular, the November 3, 1998 vote in California to legalize gaming on Indian reservations.

Economy/Economic Development Recommendations

Immediate State/Local Action

- Create an Economic Diversification Team, coordinated through the Nevada Development Authority with the resources of the state, local jurisdictions, education and business leaders to focus diversification efforts on businesses and industries that will contribute to tax base expansion and provide employee compensation, including benefits, at levels that avoid burdening existing service provision systems.
- Provide educational programs for skilled workforce development.
- Develop a 5-year marketing plan to communicate the positive aspects of living and working in the Las Vegas valley.

Immediate Local Study - Potential Future Legislation

- Pursue legislation that will enable the provision of infrastructure to support economic development/diversification.
- Evaluate and establish programs that will increase Southern Nevada's competitive advantage while not eroding the tax base.

Critical Issue: Health Care

Southern Nevada faces serious health care challenges due to unprecedented population growth and demographic factors common to regions in the Western United States. While Nevada ranks low in the number of physicians per resident, we cannot attribute all the rankings to the quality of health care available in our community. We have some of the finest and most modern facilities and a cadre of well-trained and talented providers. University Medical Center has been recognized as one of the top 100 teaching hospitals. Experts attribute low rankings to poor lifestyle choices by Nevadans, such as: the prevalence of smoking, use of alcohol, and drug abuse. Also, access to health care is an overall concern. It is estimated that over 20 percent of Southern Nevadans are not covered by health insurance. All of this helps create a system where preventative health care is minimal and where the use of emergency rooms—often at public expense—becomes the primary health care option. Certainly, the unprecedented growth rate adds to the challenge of providing access to health related services.

All of this helps create a system where preventative health care is minimal and where the use of emergency rooms—often at public expense—becomes the primary health care option.

Health Care Recommendations	
Immediate Local Action	
■	Develop programs to increase the number of health care professionals in Southern Nevada.
Immediate State Appropriation	
■	Support the Board of Regents' proposal to establish a dental college at UNLV.
■	Enhance the quality of Nevada's professional education programs, particularly the medical school at UNR and UNLV.
Immediate State Legislation	
■	Support legislation for the Clark County Organized Health System to coordinate publicly assisted medical programs.
■	Establish state mandated performance standards for health plans, hospitals, long term care facilities and other institutional providers.
Immediate State Action	
■	Determine who should be designated to be responsible for coordinating health care issues.

3. Conclusion/Call to Action

Despite the many things that need to be done, a clear message that emerges from this Strategic Plan is that much has been or is being done right.

We, who live in Southern Nevada, are very fortunate to live in a place that offers so many opportunities. Yet, as Southern Nevada's metropolitan area continues to grow, we face a number of serious challenges to continue to make this a place where people want to live. It costs a great deal of money to build and maintain a dynamic, healthy, and diverse region. Our financial resources must be managed efficiently and effectively. We need a regional perspective to avoid duplication and to wisely invest of public dollars. Despite the many things that need to be done, a clear message that emerges from this Strategic Plan is that much has been or is being done right. The Authority congratulates all those community leaders that have done so much to make Southern Nevada the place that it is.

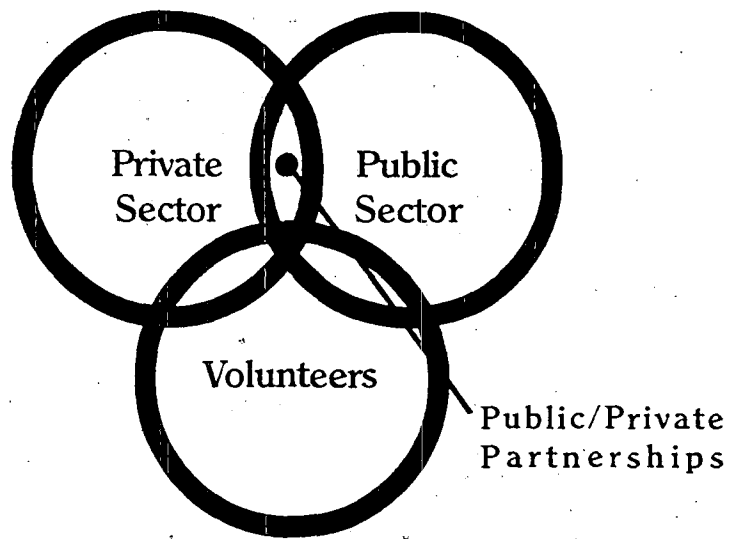
The community leaders who participated in the Authority's work can point to some significant benefits which came out of their planning process. Over the past 18 months, there have been many opportunities for the Authority members, through a variety of forums, to squarely face the issues of growth and development in Southern Nevada. Never before, to the

best of our knowledge, have these issues been addressed more thoroughly and comprehensively. All of the issues required to be addressed by SB383 have been reviewed and considered. Decisions have been made. Action has been taken. The assignment was completed fully, and within prescribed deadlines. And, throughout this process, many important lessons were learned:

- No challenge outlined in SB383 was insurmountable.
- Strategic, regional approaches to planning and financing public needs offer the best chance for success.
- All local jurisdictions can effectively work together to address critical needs, without compromising the unique character of their respective communities.
- People from different backgrounds, with various points of view, can come together to address common problems through collaboration and consensus.
- Advice from all community interests is critical to the success of any regional strategic efforts.
- Southern Nevadans are very interested in the issues of growth, and have a lot to say about how to solve the challenges we face.
- Little support exists for maintaining the status quo, with widespread support for immediate, meaningful action.

Clearly, the ability to rely on public/private partnership opportunities, meaningful private sector contributions of resources, and the use of volunteers will reduce the demand for taxpayer support of financing growth and development.

This plan discusses additional solid recommendations for action in the categories of Private Sector responsibility, Public/Private partnerships, and Volunteers. The strategies in these three categories focus on maximizing the effectiveness of the governance, financial and legislative strategies. Clearly, the ability to rely on public/private partnership opportunities, meaningful private sector contributions of resources, and the use of volunteers will reduce the demand for taxpayer support of financing growth and development. Many of these strategies are certainly closely linked, and may even share implementation steps.



Everyone must be committed to achieving the community's vision.

The path to the future lies in this sense of commitment and responsibility.

Understanding that key community issues and responsibility for successfully solving community challenges is not the job of any one group, entity or individual is critical to the effective implementation of this Strategic Plan for Addressing Growth in Southern Nevada. Everyone must be committed to achieving the community's vision. Local government and private sector leadership must work together to develop a realistic, yet ambitious, plan of action. Individual community members, civic groups, private foundations, and volunteer groups must take responsibility for doing their part. The path to the future lies in this sense of commitment and responsibility. The very quality of our lives, in fact our prosperity as a region, depends on it.



Chapter Five

Acknowledgements

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY CHARTERED COMMITTEES AND SNSPA STAFF

TECHNICAL COMMITTEE

Dale W. Askew, County Manager
Clark County

Dr. Brian Cram, Superintendent
Clark County School District

William DaVee, City Manager
City of Mesquite

Gale Fraser, General Manager
Regional Flood Control District

Linda Hinson/Patrick Importuna, City Manager
City of North Las Vegas

Donald Kwalick, Chief Health Officer
District Health Department

Charles A. Lenzie, CEO
Nevada Power Company

Patricia Mulroy, General Manager
Las Vegas Valley Water District

Philip Speight, City Manager
City of Henderson

John Sullard, City Manager
Boulder City

Larry Barton/Virginia Valentine, City Manager
City of Las Vegas

Kurt Weinrich, Director
Regional Transportation Commission

Michael Winters, General Manager
Virgin Valley Water District

FINANCE SUBCOMMITTEE

Robert E. Boyer, Director of Finance
Boulder City

Charles Brown, Director of Finance
City of Mesquite

Steven M. Hanson, Director of Finance
City of Henderson

George W. Stevens, Director of Finance
Clark County

Vytas Vaitkus, Director of Finance
City of North Las Vegas

Mark Vincent, Director of Finance
City of Las Vegas

PUBLIC INFORMATION SUBCOMMITTEE

Tom Warden
Clark County

Courtney Alexander
SNSPA

Lynette Boggs-McDonald
SNSPA

Jeanne Corcoran
Nevada Dept. Of Transportation

Ruth Johnson
SNSPA

Janine Klein
Southern Nevada Water Authority

Kimberly McDonald
City of North Las Vegas

Vicki Taylor
City of Henderson

Nadia Wiggins
City of Las Vegas

**SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY
CHARTERED COMMITTEES AND SNSPA STAFF**

PUBLIC INFORMATION SUBCOMMITTEE

*Stan Wilkerson
Regional Transportation Commission*

*Ray Willis
Clark county School District*

Clark County Support Staff

*Hilarie Grey
Samantha Charles
Dave Linder
Marcie Whelan*

City of Las Vegas Support Staff

*Sonja Douglas
Cathy Hansen*

City of Henderson Support Staff

Brenda Fischer

SNSPA STAFF

*Amy Dirks Stevens, Facilitator
Tracy B. Cotton, Project Coordinator
Betsy Fretwell, Acting Coordinator
Stephanie Garcia, Acting Coordinator
Linda Hodges, Secretary*

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY DELIVERABLE COMMITTEES

PUBLIC INFORMATION SUBCOMMITTEE

Stan Wilkerson
Regional Transportation Commission

Ray Willis
Clark county School District

Clark County Support Staff

Hilarie Grey
Samantha Charles
Dave Linder
Marcie Whelan

City of Las Vegas Support Staff

Sonja Douglas
Cathy Hansen

City of Henderson Support Staff

Brenda Fischer

PLANNING SUBCOMMITTEE

University of Nevada, Las Vegas

Debra March
Keith Schwer
Donna Weiss

University Nevada, Reno

Dean Judson

City of Boulder City

Susan Danielewicz

City of Henderson

Mary Kay Peck
Bristol S. Ellington
Stephanie Garcia

City of Las Vegas

Theresa O'Donnell
Viola Goodwin
Tom Perrigo

City of Mesquite

Kurt Sawyer

City of North Las Vegas

Don Schmeiser
Steve Baxter

Clark County

John Schlegel
Annie McCall
Phil Rosenquist

Clark County Regional Flood Control District

Gale Fraser

Clark County District Health Department

Michael Naylor

Clark County School District

Dusty Dickens

Regional Transportation Commission

Lee Gibson

Southern Nevada Water Authority

David Donnelly
Susan Selby

Virgin Valley Water District

Michael Winters

Nevada Test Site Development

George Ormiston

Nevada Power Company

Steven Rigazio

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY DELIVERABLE COMMITTEES

STRATEGIC PLAN COMMITTEE

Courtney Alexander

Nevada State AFL-CIO Representative

Cecil Donaho

City of Mesquite Citizen Representative

Mike Montandon

Mayor, City of North Las Vegas

Bob Ferraro

Mayor, Boulder City

Pat Shalmy

Las Vegas Chamber of Commerce Representative

Mark Fine

City of Las Vegas Citizen Representative

Jeff van Ee

Environmental Concerns Representative

Lorraine T. Hunt

Clark County Board of Commissioners, Vice Chair

Greg Jensen

City of Henderson Citizen Representative

MASTER PLAN AND CAPITAL PLAN REVIEW COMMITTEE

Mark Fine

City of Las Vegas Citizen Representative

Jan Jones

City of Las Vegas

Robert Lewis

Southern Nevada Homebuilders Assoc. Representative

Mike Montandon

City of North Las Vegas

Clark County Support Staff

Dale W. Askew

Bonnie Rinaldi

Michael Alastuey

Pat Battie

Clark County Support Staff

Carolyn Boyle

Kim Bush

Sherri Frakes

Susan Laveway

Annie McCall

Irene Navis

Mike Pierson

Phil Rosenquist

John Schlegel

Valerie Schubert

Chief Editor

George Ormiston

City of Henderson Support Staff

Phil Speight

Mary Kay Peck

Tommy Burns

Mark Calhoun

Bristol Ellington

Stephanie Garcia

Joe Hill

Steve Long

Michelle Romaro

Phil Stoeckinger

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY DELIVERABLE COMMITTEES

NEEDS ASSESSMENT COMMITTEE

Courtney Alexander
NV State AFLOCIO Rep.

Yvonne Atkinson Gates
Clark County

Greg Jensen
City of Henderson Citizen Rep.

Ruth Johnson
City of North Las Vegas Citizen Rep.

Tito Tiberti
NV Taxpayers Assoc. Representative

City of Las Vegas Support Staff

Larry Barton
Lynn Macy
Virginia Valentine
Dave Clapsaddle
Iyeka Coleman
Doug Dickerson
Viola Goodwin
Theresa O'Donnell
Doug Powell

Clark County Support Staff

Kathy McClain
Phil Rosenquist

Henderson Support Staff

Betsy Fretwell

SNSPA Support Staff

Amy Dirk Stevens
Tracy Cotton

INFRASTRUCTURE FINANCE COMMITTEE

Pat Shalmy
Chamber of Commerce

Richard Bunker
Nevada Resort Association

Ken Carter
Mayor, City of Mesquite

Don Clark
Clark County Citizen Representative

Neal Siniakin
Boulder City Citizen Representative

Southern Nevada Water Authority Support Staff

Patricia Mulroy
Richard Wimmer
Amy Best
Randall Buie
Cary Casey
Karen Hayes
Marcia Holmberg
Bruce Petersen
Joseph White

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY DELIVERABLE COMMITTEES

LEGISLATIVE RECOMMENDATIONS COMMITTEES

COMMITTEE MEMBERS

*Michael Montandon
Mayor, City of North Las Vegas*

*Courtney Alexander
SNSPA*

*Yvonne Atkinson Gates
Clark County*

*Richard Bunker
Nevada Resort Association*

*Mark Fine
City of Las Vegas Citizen Rep.*

*Greg Jensen
City of Henderson Citizen Rep.*

*Pat Shalmy
Chamber of Commerce*

*Jeff Van Ee
Environmental Concerns Representative*

ALTERNATES

*Donald Clark
Clark County Citizen Rep*

*Jim Gibson
Mayor, City of Henderson*

*Ruth Johnson
City of North Las Vegas Citizen Rep.*

Terry Wright

STAFF

*Pat Importuna
Amy Dirks Stevens
Tracy Cotton
Marta Golding Brown
Bonnie Rinaldi
Betsy Fretwell*

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY TECHNICAL REVIEWERS

ECONOMY/ECONOMIC DEVELOPMENT

*Guy Hobbs, President
Hobbs, Ong and Associates*

*Somer Hollingsworth, President/CEO
Nevada Development Authority*

*Jeff Leake, Economic Development Officer
City of Henderson*

*Mike Majewski, Manager
Economic Development
City of Las Vegas*

*Jacqueline Risner, Manager
Coordinator of Economic Development
City of North Las Vegas*

*Keith Schwer, Director
UNLV Center for Business and Economic
Research*

*Bob Shriver, Director
Economic Development
State of Nevada*

ENVIRONMENT/AIR QUALITY

*Allen Biaggi, Administrator
Environmental Protection
State of Nevada*

*Richard B. Holmes, Director
Clark County Comprehensive Planning*

*Dr. Donald S. Kwalik, Chief Health Officer
Clark County Health District
cc: Michael Naylor*

*Willie Molini, Administrator
Division of Wildlife
State of Nevada*

*Kurt Weinrich, Director
Clark County Regional Transportation Commission*

FLOOD CONTROL

*Gale Fraser, Director
Clark County Regional Flood Control District*

HEALTH CARE

*Arthur Gross, Vice-President- Administration
Columbia Sunrise*

*William Hale, Administrator
University Medical Center*

*Anthony M. Marlon, CEO
Sierra Health Services*

*Dr. Donald S. Kwalik, Chief Health Officer
Clark County Health District*

*John O'Reilly, Chair
Governor's Healthcare System Review Committee*

*Yvonne Sylva, Health Care Administrator
Division of Health Care
State of Nevada*

*Ed Zdobinski, President & CEO
American Medical Response*

HOUSING

*Doug Bell, Manager
Clark County Community Resources*

*Greg Borgel, Chairman
Clark County Affordable Housing Committee*

*Frederick Brown, Executive Director
City of Las Vegas Housing Authority*

*Barbara Buckley, Executive Director
Nevada Legal Services*

*Gail Burkes, Executive Director
Nevada Fair Housing*

*Kristin Cooper, Senior Planner
Clark County Community Resources*

*William Cottrell, Executive Director
Clark County Housing Authority*

*Skeet Fitzgerald, Manager
Housing and Development
City of Henderson*

*Irene Porter, Executive Director
Southern Nevada Home Builders Association*

*Keith Schwer, Director
UNLV Center for Business & Economic Research*

LAND USE/GROWTH STRATEGIES

*Susan Danielewicz, Planner
City of Boulder City*

*Richard B. Holmes, Director
Clark County Comprehensive Planning*

*Deanna Howell, Planner
City of Mesquite*

*Theresa O'Donnell, Director
City of Las Vegas Planning*

*Mary Kay Peck, Director
City of Henderson Planning*

*Don Schmieser, Director
City of North Las Vegas Planning*

PARKS / RECREATION

*Eric Dabney, Director
City of North Las Vegas Parks*

*Roger Hall, Director
Boulder City Recreation*

*Dave Kuiper, Director
City of Las Vegas Parks*

*Shirl Nagle, Director
Museum & Historical Society
State of Nevada*

*Roy Orr, Director
Division of Parks
State of Nevada*

*Barbara Rice, Planner
National Parks Service*

*Steve Rongyocsk, Director
City of Henderson Parks*

*Roy Trenoweth, Chief Forrester
Division of Forestry
State of Nevada*

*Glenn Trowbridge, Director
Clark County Department of Parks and Recreation*

*Debbie Wright, Planner
BLM Recreation Department*

PUBLIC SAFETY

*Tommy Burns, Chief of Police
City of Henderson Police Department*

*Jim Cavalier, Deputy Chief
City of Henderson Fire Department*

*Larry M. Dau, Fire Logistics Officer
Clark County Fire Department*

*Robert Dodge, Chief
City of North Las Vegas Fire Department*

*Earl Greene, Chief
Clark County Fire Department*

*Joe Hill, Chief
City of Henderson Fire Department*

*Jerry Keller, Sheriff
Las Vegas Metropolitan Police Department*

*Dean Molburg, Chief
City of Boulder City Fire Department*

*David Mullin, Chief of Police
City of Boulder City Police Department*

*Stan Olsen, Lieutenant
Las Vegas Metropolitan Police Department*

*J.E. Tillmon, Chief of Police
City of North Las Vegas Police Department*

*Mario Trevino, Chief
City of Las Vegas Fire Department*

*Ed Wood, Deputy Chief
City of Las Vegas Fire Department*

SCHOOLS

Dr. Brian Cram, District Director
cc: Dusty Dickens
Clark County School District

Dr. Jan Hamilton, Director
Department of Education
State of Nevada

Dr. Carol Harter, President
University of Nevada - Las Vegas

Dr. Richard Moore, President
cc: Orlando Sandoval
Community College of Southern Nevada

TRANSPORTATION

Mark Calhoun, Director
City of Henderson Public Works

Susan Danielewicz, Planner
City of Boulder City

Richard Goeke, Director
Gordon Derr
City of Las Vegas Public Works

Phillip T. Henry, Director
Boulder City Public Works

Gary Holler, Director
City of North Las Vegas Public Works

Deanna Howell, Planner
City of Mesquite

Marty Manning, Director
cc: Dennis Cederburg
Clark County Public Works

Theresa O'Donnell, Director
City of Las Vegas

Mary Kay Peck, Director
City of Henderson

Don Schmieser, Director
City of North Las Vegas

Don Stephens, Director
State of Nevada

Randy Walker, Director
cc: Jacob Snow
Dennis Mewshaw
Department of Aviation

Kurt Weinrich, Director
Clark County Regional Transportation Commission

WASTEWATER/WATER QUALITY

Ken Albright, Chair
Sewer and Wastewater Advisory Committee

Kay Brothers, Director
Southern Nevada Water Authority

Kevin Eubanks, Asst. General Manager
Clark County Regional Flood Control District

Robert Coache, Chief Engineer
Division of Water Resources
State of Nevada

Jim Gans, Director
Clark County Sanitation District

Gary Holler, Director
City of North Las Vegas

Richard B. Holmes, Director
cc: Chris Robinson
Clark County Comprehensive Planning

Doug Karafa, Vice-Chair
Sewer and Wastewater Advisory Committee

Dave Mendenhall, Manager
City of Las Vegas

Kurt Segler, Manager
City of Henderson

WATER SUPPLY/DISTRIBUTION

Dave Donnelly, Deputy General Manager
Las Vegas Valley Water District



Chapter Six

Appendix

1. SB383
2. *Executive Summary of Review of Master Plans and Capital Improvement Programs*
3. *Executive Summary of Needs Assessment*
4. *Executive Summary of Evaluation of Current Allocation of Resources (Infrastructure Finance)*
5. *Legislative Recommendations*
6. *Governance Structure Survey Results*
7. *Other Referenced Documents*
 - A. *Clean Air Task Force II Recommendations*
 - B. *208 Water Quality Plan - Executive Summary*
 - C. *Citizens Advisory Committee on Ground Water Management Report*
 - D. *Water Quality Citizens Advisory Committee Report*
 - E. *Formation of a County Organized Health System*
 - F. *Governor Miller's Health Care System Review Committee*

Senate Bill No. 383-Committee on Government Affairs

CHAPTER

657

AN ACT relating to regional planning; establishing the Southern Nevada Strategic Planning Authority; setting forth the purpose and duties of the Authority; creating a technical committee to advise the Authority; providing for the funding of the Authority; and providing other matters properly relating thereto.

[Approved July 17, 1997]made applicable for the provisions of this act because of the economic diversity of the local governments of this state, the unusual patterns of growth in certain of those local governments, the need to identify and evaluate the needs of certain counties that have arisen as a result of growth experienced by those counties and the special conditions experienced in certain counties related to the need to provide basic services; now, therefore,

THE PEOPLE OF THE STATE OF NEVADA, REPRESENTED IN SENATE AND ASSEMBLY, DO ENACT AS FOLLOWS:

Section 1. 1. The Southern Nevada Strategic Planning Authority, consisting of 21 members, is hereby created in Clark County. The Southern Nevada Strategic Planning Authority consists of:

- (a) The respective mayors of the City of Las Vegas, the City of Henderson, the City of North Las Vegas, Boulder City and the City of Mesquite.
- (b) The Chairman of the Board of County Commissioners of Clark County.
- (c) The Vice Chairman of the Board of County Commissioners of Clark County.
- (d) One member appointed by the Southern Nevada Home Builders Association as its representative.
- (e) One member appointed by the Nevada Resort Association as its representative.
- (f) One member appointed by the Nevada State AFL-CIO as its representative.
- (g) One member appointed by the Nevada Taxpayers Association as its representative.
- (h) One member appointed by the Las Vegas Chamber of Commerce as its representative.
- (i) One member appointed by the Nevada Development Authority as its representative.
- (j) One member elected by the plurality vote of the members specified in paragraphs (a) to (i), inclusive, and (l) to represent environmental concerns.
- (k) One member elected by the plurality vote of the members specified in paragraphs (a) to (i), inclusive, and (l) to represent the concerns of racial and ethnic minorities.
- (l) One member appointed by each of the members specified in paragraphs (a) and (b) to represent the concerns of the residents of each city specified in paragraph (a) or Clark County, respectively. Such members must not be affiliated with any organization or special interest represented by the members specified in paragraphs (a) to (k), inclusive.

2. A member who no longer meets the qualifications by which he secured his membership on the Authority automatically ceases to be a member of the Authority. A vacancy must be filled in the same manner as the original member was selected.

3. A member of the Authority who is:

- (a) An ex-officio member pursuant to paragraph (a), (b) or (c) of subsection 1 shall serve without compensation.
- (b) Appointed or elected pursuant to paragraphs (d) to (l), inclusive, of subsection 1 must be compensated by the Authority at the rate of \$40 per meeting or \$200 per month, whichever is less.

Sec. 2. 1. The Southern Nevada Strategic Planning Authority shall:

- (a) Identify and evaluate the needs of Clark County relating to its growth.
- (b) Prioritize the objectives and strategies relating to the growth of Clark County.
- (c) Recommend to the 70th session of the Nevada Legislature strategies for meeting the growth needs and objectives of Clark County.

2. The Authority shall review the master plans and the plans for capital improvement of the planning agencies of Clark County. The Authority shall review the plans and the policies contained therein to determine if they are sufficient to meet the needs and address the expected amount of growth of Clark County over the next 20 years. A report regarding the determination of the Authority, including an analysis of whether there exist any duplications or inconsistencies in the plans, or whether any issues have been omitted, must be submitted to the Director of the Legislative Counsel Bureau for transmittal to the Legislative Commission on or before June 1, 1998. As used in this subsection, "planning agency" includes:

- (a) The planning agencies for Clark County and the cities located within the county; and
 - (b) Any agency responsible for planning for the provision of services related to infrastructure, including, without limitation, the Regional Transportation Commission of Clark County, the Clark County Regional Flood Control Board, the Metropolitan Police Department, the Clark County School District and the Southern Nevada Water Authority.
3. The Authority shall develop and submit to the Director of the Legislative Counsel Bureau for transmittal to the 70th session of the Nevada Legislature for its review on or before April 1, 1999:
- (a) A needs assessment that identifies the issues relating to the growth of Clark County over the next 20 years. The needs assessment must be completed by the Authority on or before October 1, 1998.
 - (b) A strategic plan that sets forth the objectives, goals and strategies of the Authority with regard to those issues. The strategic plan must address the effects of such growth with respect to:
 - (1) Economic development, including, without limitation, the creation of new jobs.
 - (2) Educational institutions, including, without limitation, public schools.
 - (3) The environment, including, without limitation, air quality.
 - (4) Housing.
 - (5) Local land use and growth boundaries.
 - (6) Parks and recreation.
 - (7) Public safety.
 - (8) Transportation.
 - (9) Water, sewage and sanitation.
 - (10) Other issues as are determined by the Authority to be pertinent.
 - (c) An evaluation of the current allocation of resources in the development of regional infrastructure that is not supported by the payment of user fees, including, without limitation, regional flood control, transportation and parks. The information relating to the allocation of such resources must be provided to the Authority by a subcommittee of the Technical Committee created pursuant to section 4 of this act. The subcommittee must consist of the directors of finance of Clark County and the cities listed in paragraph (a) of subsection 1 of section 4 of this act.
 - (d) Recommendations for legislation.
4. The Authority may make reasonable requests for information to any local government.
- Sec. 3. 1. There is hereby created the position of Facilitator of the Southern Nevada Strategic Planning Authority. The Facilitator:
- (a) Must be nominated by the plurality vote of the members appointed to the Authority pursuant to paragraphs (d) to (l), inclusive, of subsection 1 of section 1 of this act from a list of persons who have applied for the position and who:
 - (1) Have the necessary training, experience, capability and interest in planning to perform the duties of the Facilitator;
 - (2) Have demonstrated the ability to administer a major program relating to planning; and
 - (3) Are not affiliated with any entity listed in subsection 1 of section 1 of this act; and
 - (4) May be a consultant or a consulting firm.
 - (b) Must be appointed by the plurality vote of the members of the Authority set forth in paragraphs (a), (b) and (c) of subsection 1 of section 1 of this act.
2. The Facilitator shall appoint a Project Coordinator who:
- (a) Shall devote his entire time and attention to the business of his office and shall not pursue any other business or occupation or hold any other office of profit.
 - (b) Shall not hold any other position relating to planning with a regional or local entity in the county, or be on a leave of absence from any other regional or local entity in the county while holding the position of Project Coordinator.
 - (c) Is responsible for the administration of the Authority.
 - (d) Shall prepare an annual budget for the Authority.
 - (e) May:
 - (1) Appoint professional, technical or clerical staff to positions that are approved by the Authority.
 - (2) Execute contracts for services and interlocal agreements that are approved by the Authority.
 - (3) Direct the activities of all persons employed by the Authority.
- Sec. 4. 1. The Technical Committee of the Southern Nevada Strategic Planning Authority, consisting of 13 members, is hereby created. The Technical Committee consists of:
- (a) The respective city managers of the City of Las Vegas, the City of Henderson, the City of North Las Vegas, Boulder City and the City of Mesquite or their designees.

- (b) The County Manager of Clark County or his designee.
 - (c) The General Manager of the Southern Nevada Water Authority or his designee.
 - (d) The General Manager of the Clark County Regional Flood Control Board or his designee.
 - (e) The Director of the Regional Transportation Commission of Clark County or his designee.
 - (f) The County Health Officer of the Clark County Health District or his designee.
 - (g) The Superintendent of the Clark County School District or his designee.
 - (h) The General Manager of the Virgin Valley Water District or his designee.
 - (i) The Chief Executive Officer of Nevada Power Company or his designee.
2. The Technical Committee shall advise the Southern Nevada Strategic Planning Commission regarding the growth of Clark County.
3. A member who no longer meets the qualifications by which he secured his membership on the Technical Committee automatically ceases to be a member of the Technical Committee. A vacancy must be filled in the same manner as the original member was selected.
4. A member of the Technical Committee shall serve without compensation.
- Sec. 5. 1. To pay for the costs associated with carrying out the provisions of this act:
- (a) The governing body of:
 - (1) Clark County shall allocate not less than \$150,000;
 - (2) The City of Las Vegas shall allocate not less than \$75,000;
 - (3) The City of Henderson shall allocate not less than \$60,000;
 - (4) The City of North Las Vegas shall allocate not less than \$45,000;
 - (5) Boulder City shall allocate not more than \$20,000; and
 - (6) The City of Mesquite shall allocate not more than \$15,000,from its general fund to the Southern Nevada Strategic Planning Authority.
 - (b) The Southern Nevada Strategic Planning Authority may solicit and accept contributions from the organizations specified in paragraphs (d) to (i), inclusive, of subsection 1 of section 1 of this act and any other organization that wishes to contribute to the Authority.
2. The Southern Nevada Strategic Planning Authority may expend any money received pursuant to this section in carrying out the provisions of this act.
3. Any money received by the Southern Nevada Strategic Planning Authority pursuant to this section must not be committed for expenditure after June 30, 1999.
4. The Facilitator of the Southern Nevada Strategic Planning Authority shall cause any remaining balance of the money allocated or contributed to the Southern Nevada Strategic Planning Authority pursuant to this section that has not been committed for expenditure as of June 30, 1999, to be transferred to the various entities which made the allocations or contributions in the proportion that the entity's allocation or contribution bears to the total amount of all allocations and contributions received by the Southern Nevada Strategic Planning Authority pursuant to this section.
- Sec. 6. The Southern Nevada Strategic Planning Authority and the Technical Committee of the Southern Nevada Strategic Planning Authority shall each hold its first meeting on or before September 15, 1997.
- Sec. 7. The provisions of subsection 1 of NRS 354.599 do not apply to any additional expenses of a local government that are related to the provisions of this act.
- Sec. 8. This act becomes effective upon passage and approval and expires by limitation on July 1, 1999.

This page was last updated July 19, 1997 10:27

[Go back](#) [Home Page](#)



Southern Nevada
Strategic Planning Authority

Master Plan & Capital Improvement Plan Review

Report to the
Legislative Counsel Bureau

Approved by the SNSPA May 18, 1998

Section

2

Master Plan and Capital Improvement Plan Review

Report to the Legislative Counsel Bureau

Executive Summary of Findings – Master Plan

In the process of reviewing the master plans and preparing this report, the Committee reached consensus on a number of opinions and observations which the Committee would like to pass on to the Authority for consideration and possible further action. For organizational purposes, the master plan findings have been grouped into four headings: constant, stable sources of funding; coordination; suggested legislation; and common thoughts. The first three may be appropriate to pass on to other deliverable committees, and have been noted where appropriate.

Constant, Stable Sources of Funding – Master Plan

Infrastructure/Finance Deliverable Committee

The need for a constant, stable, and permanent source of funding for infrastructure was a common theme; two examples are:

- The current funding structure for the SNWA is dependent on growth in order to pay for infrastructure. A pending quarter-cent (\$0.0025) sales tax could reduce the dependency on growth to pay for current and future infrastructure.

Note: A slowdown in growth can have a dramatic impact on funds available to payback long-term borrowing.

Constant, Stable Sources of Funding – Master Plan, continued

Infrastructure/Finance Deliverable Committee

- The Clark County School District noted their need for an ongoing and consistent source of funding as their major concern. A proposed ten-year freeze on the property tax rate for bonding will give the School District the opportunity to satisfactorily address long-range capital needs for modernization of existing schools and the construction of new schools to meet their current need to construct one school a month. However, a permanent source of funding to establish adequate reserves for replacement and modernization should be sought.
- Although not publicly funded, the private utility companies have the same infrastructure issues with regard to master planning, permitting and universal standard needs.
- In order to provide for additional parks, many municipalities mentioned their desire to collect a construction fee from commercial and industrial development, rather than only from residential development. Another alternative may be to re-evaluate the amount of park fees collected per square foot in residential development.

Coordination – Master Plan

Strategic Plan Deliverable Committee

- Almost every entity/agency noted their desire for continued coordination, communication, and cooperation among one another. Most have also noted examples of successful coordination with one another.
- The private utility companies are better able to separate and accommodate their capital improvement plan and operation budgets through quarterly reviews. Many other agencies, i.e. the School District, are not.
- The utility companies were interested in co-location, co-design and uniform standards among agencies, whenever possible.

Coordination - Master Plan, continued

Strategic Plan Deliverable Committee

- The School District noted their desire to participate in joint-use facilities, to be a part of the planning process, and to have sites included in the master plans. Joint-use agreements could be encouraged to implement joint-use facilities.
- The municipalities and Clark County desired more coordination with each other in terms of land use and transportation impacts that cross jurisdictional boundaries.
- The Clark County Health District noted their desire to work with the municipalities and the RTC to achieve favorable air quality standards. This could result in better management of construction-generated dust across the valley and may address the challenge of gross emitters in one small area of the valley.
- The planning agencies in the valley (local jurisdictions, Metro, Clark County Health District) need to coordinate their efforts to achieve good air quality by providing incentives to owners of fuel efficient cars and disincentives to owners of gross emitters and cars that are not fuel efficient.
- The RTC could coordinate the regional trails system with each of the municipalities. A regional trails map exists, but it is not well utilized.
- Coordination between the jurisdictions and the RTC could help alternative modes of transportation, i.e. establishing higher densities along mass transit lines, and uniform design standards for streets across jurisdictional boundaries.

Suggested Legislative Research Items

Legislative Deliverable Committee

The Committee has discussed the following items and feels more research should be completed on them in order to determine their viability.

- In order to more quickly reach the SNSPA goal for each municipality to provide 2.5 acres of park per 1,000 people, the current funding source for parks needs to be evaluated and alternative sources of funding need to be investigated.

Suggested Legislative Research Items, continued

Legislative Deliverable Committee

- In order to provide for additional parks, many municipalities mentioned their desire to collect a construction fee from commercial and industrial development, rather than only from residential development. Another alternative may be to re-evaluate the amount of park fees collected per square foot in residential development.
- In Nevada, master plans do not carry the same weight as zoning law and must be implemented through specific regulations. Municipalities echoed the need to clearly address the roles of the master plan and zoning in the NRS.
- Allow the continuation of bond funds for the same purposes.
- Modify the state requirement to allow projects to commence construction (bonds to be issued) prior to having all of the money in the bank.
- The Committee would like to discuss the pros and cons of apportionment with the entire SNSPA.
- Explore methods to eliminate County islands and inconsistencies within city boundaries.

Common Thoughts – Master Plan

- With the exception of inadequate funding, most of the jurisdictions felt their plans were capable of addressing the needs of their own community. Many of the agencies were designed to be regional in scope and concerned with providing services to a regional community.
- Explore strategies to meet the needs of growth when the valley's growth exceeds a specific numeric range as opposed to limiting growth to a specific envelope. For example, when both the utility companies and some local Building Departments experience peak loads, they have successfully farmed work out to private firms in order to complete more timely review of plans. Techniques such as these to more effectively deal with peak work-loads could be referred to and researched by the appropriate Committee.
- Explore the option of providing incentives to those who choose to build in infill areas as opposed to building on the perimeter, as long as it is not at the expense of other developers or existing residents.

Common Thoughts – Master Plan, continued

- Although the Clark County School District is proposing a ten-year freeze on the property tax rate for bonding, the Committee felt the option of extending this freeze to 25 years should be explored in order to give the School District the opportunity to address long-range capital needs for modernization of existing schools and the construction of new schools. This solution seems to adequately address new construction. However, a permanent solution to separate the budgets for modernization and new school construction should be sought.
- The Committee noted a deficiency in the local governments' ability to participate in the planning of the use of federal lands. For this reason, the local governments should be allowed to participate in the disposition of federal lands, a process which has recently been initiated.
- The Committee is pleased with its first effort to establish a regional review, and it opened our eyes for conducting future reviews of plans.
- Although planning may be adequate, funding may not be in regards to dealing with population projections, changing needs, and changing laws.
- The Committee is concerned with the availability of affordable housing on a valley-wide basis and suggests the Needs Assessment Deliverable Committee review this issue.

Executive Summary of Findings - Capital Improvement Plan Review

While reviewing the capital improvement plans, the Committee reached a consensus in identifying certain omissions, duplications, and inconsistencies. As a result of this process, three recommendations were made: methods of planning for the Authority need to be consistent, capital improvement plans need to be linked with master plans, and capital improvement plans should extend over the next 20 years to comply with Senate Bill 383.

Standards for the compilation of capital improvement plans need to be created which are consistent among all entities.

- Standards should include utilization of constant dollar projections. Categorization of capital projects among defined infrastructure types should be consistent, and the identification of revenue sources should be indicated, where available.

At a minimum, capital improvement plans of all entities should include a five-year detailed projection and a general projection for years six through ten. Capital improvement plans should be updated annually.

- Section 2 of SB 383 directs the SNSPA to review the master plans and capital improvement plans to determine if they are sufficient to meet the needs and address the expected growth over the next 20 years. The majority of Capital Improvement Plans are for the period between three and ten years. Although SB 383 requests a 20-year plan, a 5-year detailed CIP and a general CIP for years 6 through 10, with yearly updates, would be more useful to address rapidly changing needs of the community.

Capital improvement plans need to be linked with master plans.

- Presently there is no mechanism to link the capital improvement plans to the master plans. For example, the master plan could call for a school facility in a given area, but there is a possibility that a school facility could be omitted from the Capital Improvement Plan. If school sites were linked with the Capital Improvement Plans, this could lead to the more timely and effective acquisition of school sites. A plan to link master plans and capital improvement plans should be formulated.
- It should be determined whether or not needs assessment level of service standards, such as the number of acres of parks per 1,000 population, should be linked to capital improvement plans.

SNSPA NEEDS ASSESSMENT DELIVERABLE REPORT: EXECUTIVE SUMMARY

Background

The Southern Nevada Strategic Planning Authority (SNSPA) Needs Assessment Committee was formed by the SNSPA to identify gaps in the current and future levels of service to meet the needs of the residents of Southern Nevada in the years 2010 and 2020. The goals of the Committee are to:

1. Identify the most critical needs facing Southern Nevada.
2. Assess and prioritize these needs.
3. Coordinate with other deliverable committees of the SNSPA to avoid duplication of work.
4. Produce a final document that provides a concise, objective and thorough review of needs assessment issues, including an executive summary that is easily understood by the general public.

The Committee began its work on January 15, 1998, the date of the first in a series of public meetings held regularly over a period of eight months. At the direction of the full SNSPA, the Committee listened to testimony and reviewed available data and information to assess the infrastructure needs for parks, schools, wastewater, flood control, water, transportation, and air quality. In addition, the Committee heard testimony and reviewed available data and information to assess the infrastructure needs for public safety (law enforcement and fire and emergency medical services). Finally, at the request of the full SNSPA, the Committee examined the issues and needs related to enhancing the quality of education for Southern Nevada residents.

The process was open to public participation and all meetings were posted in conformance with public notification requirements. As each subject was addressed by the Committee, the specific entity or entities and interested parties were invited to make presentations. The Committee heard testimony and discussed each topic as many times as needed, usually at least twice. In some cases there were as many as six meetings devoted to a particular topic. The Committee also worked diligently with assorted staff and interested parties to understand each issue as comprehensively as possible.

Methodology

The methodology used by the Committee to determine the gaps in current and future levels of service to meet 2010 and 2020 needs is as follows:

1. Gathered data from local entities through presentations and documentation showing existing and capital improvement plans.
2. Agreed upon a definition for each topic to establish a comparable base.
3. Determined a current level of service for each topic on a county wide basis.
4. Established a desirable level of service standard.
5. Projected the desired level of service to the population forecasts for the years 2010 and 2020.
6. Determined the gap between the current level of service and the desired level of service.

Assumptions

The recommendations and level of service standards presented in the remainder of this report are limited in scope. The Committee sought to identify only the gaps in current and future levels of service. Financial and strategic considerations were not addressed by this Committee and do not appear in this report. The work presented here goes forward to other committees where it will be evaluated based on fiscal and strategic possibilities and constraints. This is a working document intended to provide a starting point for further review and adjustment.

The information below is based on the low and high population projections for 2010 and 2020 adopted by the SNSPA unless otherwise noted. For the year 2010 the low and high projections are 1,866,642 and 2,015,644, respectively. For the year 2020 they are 2,269,652 and 2,790,875, also respectively. For both years the gap is calculated from current level of service to desired level of service in year 2010 or 2020.

The recommendations and levels of service presented here represent the cumulative needs for the Las Vegas Valley, including Boulder City and Mesquite. Where appropriate, the data for individual entities within the Las Vegas Valley is included in the section of this report devoted to the individual topic.

Recommendations and Future Levels of Service

PARKS: The standard for developed programmable park space is 2.5 acres/1,000 population. The preservation of open space area and the creation and maintenance of trails should be required in all master plans. Trails are to be encouraged in master planned communities and large developments. Access roads, washes and related natural facilities, to the extent possible, should be included in those trails. Special activity areas should be organized as needed by individual entities, but no standards have been set by this committee on special activity areas.

Year 2010: There are currently 1,848 acres of parks. An additional 2,818 to 3,191 acres is needed to meet the recommendation. The total needed is 4,666 to 5,039 acres. An additional 235 to 266 acres per year is needed to meet the recommendation.

Year 2020: An additional 3,826 to 5,129 acres is needed to meet the recommendation. The total needed is 5,674 to 6,977 acres. An additional 174 to 233 acres per year is needed to meet the requirement.

SCHOOLS: The overall average for student to teacher ratios for grades K-5 should be 24:1; for grades 6-12, 30:1. Generally, individual classroom size should not exceed 30 students per class. School capacity for elementary schools should be 700 seats for nine-month and 920 for year-round schools; for nine-month middle schools 1,700 seats; and, for nine-month high schools 2,700 seats. School site size should be 12 acres for elementary schools, 20 acres for middle schools, and 40 acres for high schools.

Year 2008:* Today there are approximately 219 schools staffed by 10,000 teachers. By the year 2008 there will be a gap of 4,481 teachers (14,481 needed) and 86 schools (305 needed).

Year 2018:* By the year 2018 there will a gap of 9,042 teachers (19,042 needed) and 166 schools (385 needed).

* Clark County School District 10 year projections from 1998 were used to calculate these gaps. The Year 2018 gaps were based on a linear projection.

WASTEWATER:

Recommendations:

1. Recommend that the SNSPA Infrastructure Finance Committee look at the uniformity of the entities within the Las Vegas Valley in the way that they charge for oversizing water and sewer lines.
2. Recommend that the Las Vegas Valley 208 Water Quality Management Plan be updated to address the issues regarding the water quality of the Las Vegas Wash, Las Vegas Bay and Lake Mead identified by the Lake Mead Water Quality Forum. The Planning process should be initiated immediately through a cooperative agreement between Clark County and the Southern Nevada Water Authority, designating the SNWA as the lead agency for updating the plan.
3. Endorse the quarter cent sale tax proposal.

The Committee also endorsed the Las Vegas Valley Needs Assessment Study, IRPAC's recommendations, and the Water Quality Advisory Committee recommendations, which include:

1. Consider an increase in the ammonia TMDL (Total Maximum Daily Load).
2. Complete a feasibility study of alternative Virgin Basin and Lake Mead Outfall systems and/or explore alternative discharge points.
3. Quantify the microbiological impact of treated effluent on Las Vegas Bay and Lake Mead.
4. Quantify the Las Vegas Wash Plume in Lake Mead.
5. Consider studying alternative pathogen removal techniques.
6. Regular review and update of the Needs Assessment Study.
7. Continue discharging highly treated effluent into Las Vegas Bay.
8. Maximize the reuse of wastewater when and where practical.

In addition, the Committee determined current and future levels of service for collection, treatment, and reuse facilities. This data is extensive and the reader is referred to the Final Deliverable Report, Wastewater Section for details.

FLOOD CONTROL:

Recommendations:

The level of service standards goal for regional flood protection is to provide flood protection for all floods including but not exceeding the 100-year flood. Based on this goal the Committee makes the following recommendations:

1. Recommend that the Regional Flood Control District strive to have it's Master Plan completed by the year 2018 if the infrastructure Finance Committee determines that projects could be expedited on a cost effective basis by bonding or other methods of finance.
2. Recommend that the Regional Flood Control District recognize the utmost importance of protection of Life Safety in setting project priorities.
3. Recommend the Regional Flood Control District contribute to the enhanced management efforts to minimize the discharge into the Las Vegas Wash.
4. Encourage all entities to extent flood protection in areas that are not presently in the Flood Control District's Master Plan.
5. The preservation of open space area and the creation and maintenance of trails should be required in all master plans. Trails are to be encouraged in master planned communities and large developments. Access roads, washes and related natural facilities, to the extent possible, should be included in those trails.

Existing and Future Levels of Service: Based on 1) the Regional Flood Control Master Plan Schedule, 2) a 380 square mile in size Ultimate Development Boundary (created by geographic constraints in the Las Vegas Valley) served by Regional Flood Control, and 3) a pay-as-you-go funding philosophy, the regional flood control system will be 47% completed by the year 2008 and 100% completed by the year 2018.

Local drainage facilities are responsible for an additional 255 square miles of flood control. Local drainage facilities are not addressed in this report.

WATER:

Water quantity and quality issues are defined as those facilities coordinated by the Southern Nevada Water Authority (SNWA).

Recommendation:

The level of service provided by SNWA is to meet 100 percent of the water needs 100 percent of the time; while maintaining full compliance with all water quality regulatory criteria. To accomplish this level of service for the next twenty years the Needs Assessment Committee recommends the following:

1. Effective Water Resource Planning: Structure water resource planning efforts to secure additional water resource options to meet future water demands.
2. Enact Water Conservation Measures: Incorporate water conservation projections into water resource and facilities planning, and adjust these projections on an annual basis to fully maximize resources and efficiency of facilities.
3. Adopt Effective Capital Improvement Plans: Design the Southern Nevada Water Authority Capital Improvements Plan (CIP) to provide sufficient water treatment and transmission capacity and reliability to meet water demands through the year 2018. Design facilities planning to ensure compliance with all state and federal water quality regulations. These facility plans shall include the employment of ozone disinfection at current and planned water treatment facilities by the year 2002. Plan facilities construction to occur in phases in order to maintain the necessary flexibility to be responsive to actual water demands, or future water quality regulation.
4. 1998 Quarter Cent Sales Tax: The Needs Assessment Committee strongly encourages the Strategic Planning Authority to endorse the passage of the proposed quarter cent sales tax to help fund the implementation of the SNWA Capital Improvements Plan.

Existing Facilities and Level of Service: As with wastewater, level of service recommendations are extensive and complex for water. They include water resources, water facilities, and water quality considerations. The reader is referred to the Final Deliverable Report, Water Section for details.

TRANSPORTATION/MASS TRANSIT: The Regional Transportation Commission (RTC) self-assessment includes findings of the RTC Major Investment Study (MIS) as incorporated into the RTC Transportation Master Plan. The Master Plan consists of the following four components:

1. Street and Highway Construction
2. Transportation System Management(TSM)
3. Enhanced Bus System
4. Fixed Guideway Element

The Needs Assessment Committee has concerns with the RTC self-assessment. There are questions about, and a lack of acceptance of, the projections associated with the RTC transportation model.

The committee recommends that within two years an independent validation of the RTC model and projections be conducted which shall include but not limited to each of the recommendations listed below. This validation should involve an open process with participation by a variety of local groups to determine the methodology for that validation process and a review of the subsequent findings. Representatives of the public should be included as active participants in this process.

Given this recommendation, the Needs Assessment Committee's position on the four components of the RTC self-assessment includes the following:

1. Street and Highway Construction: The street and highway construction component is generally supported by the Committee. Of the four components, street and highway construction was the Committee's highest priority.
2. TSM: The Transportation System Management component is generally supported by the committee.
3. Bus System: The consensus of the committee is to support the bus system component with capacity limited to what is available from farebox revenues, advertising revenues, and Federal Transit Administration (FTA) funds. The committee does not support an increase of another ¼ cent sales tax as a revenue source for the expansion of the bus system.
4. Fixed Guideway: The Committee has reached consensus to not support the fixed guideway component at this time. Committee members would not object to a privately funded system.

Future Levels of Service:

Streets and Highways:

1. Freeways: All freeways shall operate at a level of service which allows traffic to maintain speeds of 30 miles per hour (mph) or greater at peak hour (4:00-6:00PM). An additional 250.3 lane-miles* will be needed by 2010; 267.0 lane-miles by 2020.
2. Arterials: All arterials shall operate at a level of service which allows traffic to maintain speeds of 20 mph or greater at peak hour (4:00-6:00PM). An additional 750.4 lane-miles is needed by 2010; 766.6 lane-miles by 2020.
3. Local Streets: All local streets shall operate at a level of service at which 85% of the vehicles traveling on the street are within 10 mph of the speed limit. An additional 996.2 lane-miles will be needed by 2010; 1164.2 lane-miles by 2020.

Transportation System Management: (Defined as actions that enhance roadway operations, thereby contributing to an increase in the capacity of the roadway system.)

Recommendations:

The Committee recommends the use of Intelligent Transportation System (ITS) measures and facilities for the freeway network including: 1) freeway traffic management systems, 2) incident management systems to promote quick response in clearing accidents and managing traffic around incident sites on freeways and expressways, 3) service patrols on freeways and expressways to aid motorists, and 4) regional traveler information systems.

In addition, the Committee recommends grade-separated pedestrian crossings along Las Vegas Boulevard to decrease pedestrian/vehicular conflicts and improve traffic flow and transportation control measures including a state of the art upgrade of the Las Vegas Area Computer Traffic System (LVACTS).

Bus System:

The bus system is defined as the bus service currently provided by the Regional Transportation Commission of Clark County, excluding the existing paratransit and trolley systems.

The current level of service includes 41 routes, three with express service. The frequency of service increases over existing levels on 26 routes to a minimum of 30 minute headways (intervals). Twenty-two routes are operated in the Resort Corridor, with a minimum of 30 minute headways. Some routes in the Resort Corridor have 10 or 20 minute headways. The Las Vegas Strip has 7.5 minute headways.

The total annual service hours are approximately 1,135,000. The total number of coaches needed for peak service is 200. The total number of coaches needed for off-peak service is 100. The minimum required fleet number is 245.

Year 2010: A total of 53 routes, eight with express service, and 24 serving the Resort Corridor will be needed in the year 2010. 464 coaches will be needed for peak service, 242 for non-peak service. The minimum required fleet number is 531 to accommodate maintenance and repair needs.

Year 2020: a total of 53 routes, 12 with express service, and 24 serving the Resort Corridor will be needed in the year 2020. 685 coaches will be needed for peak service, 360 for non-peak service. The minimum required fleet number is 820 to accommodate maintenance and repair needs.

The Committee also looked at the Regional Transportation Commission's strategies for Transportation Demand Management (TDM) and considered the problem of sawtooth streets.

The intent of TDM is to decrease demand for transportation by implementing participation in ridesharing and carpooling programs, incentives for using transit and other programs. The Committee was unable to support RTC's recommendations for TDM and makes the following recommendations:

1. Clark County convene and provide leadership to an independent TDM study panel. The RTC's participation must be limited to a nonleadership role.
2. The purpose of the study panel is to examine the costs and benefits to the private and public sectors of implementing the RTC's TDM strategies.
3. Membership must include, but is not limited to representatives of:
 - a. Employers with 100 or more employees
 - b. Nevada Resort Association
 - c. Unions
 - d. Affected workers
 - e. RTC
 - f. Nevada Department of Transportation
 - g. Chamber of Commerce
 - h. UNLV Transportation Research Group
 - i. Utility providers
 - j. Clark County School District
 - k. University of Nevada Las Vegas

Sawtooth Streets:

Sawtooth streets are portions of streets that are paved in a discontinuous manner resulting in an abrupt change to the street surface from paved to unpaved. The Committee's recommended goal is to eliminate all sawtooth streets within five years.

The Needs Assessment Committee considers sawtooth streets a serious public safety hazard. In order to 1) encourage efficient, safe transportation and 2) improve air quality in the Valley in a timely manner.

Recommendations:

1. Local government entities begin implementing a Sawtooth Street Elimination Program that temporarily paves existing sawtooth streets on major arterial and collector streets in the Las Vegas urban area.
2. Each entity have a Sawtooth Street Elimination Program in place by the year 2000 and that work be substantially completed within five years.
3. Each entity, as part of the Sawtooth Street Elimination program, develop cost-effective, long-term strategies to prevent and minimize future occurrences of sawtooth streets. These strategies should be consistent among the local government entities.

AIR QUALITY:

Air quality means "clean air" that is represented by essentially odorless, tasteless, clear looking air, that has no measurable short-term or long-term adverse health effects on humans, animals, or the environment.

The Committee reviewed air quality pollutants, their status and criteria for attainment on the following pollutants: carbon monoxide, PM10, ozone, PM2.5, and visible urban haze.

Recommendations:

1. Clark County proceed with air quality consensus building and public education efforts on regional air quality issues in order that sound air quality planning documents are created and effective control measures are implemented.
2. All Agencies work collaboratively with Clark County as the lead agency for the state implementation plan to analyze the impacts of policy and land use decision will have on air quality.
3. Clark County continue their efforts in developing the Carbon Monoxide Air Quality Implementation Plan including cost effective control measures for submittal to the U.S. Environmental Protection Agency by mid 1999.
4. State agencies assist Clark County in their air quality improvement efforts by implementing an annual smog check program for diesel vehicles and improving the existing smog check program for gasoline vehicles.
5. Neither the Needs Assessment Committee nor the SNSPA endorse nor in any way imply implementation of the RTC's Transportation Control Measures, without further review, evaluation and assessment of impacts of those measures on air quality, the community, taxpayers and affected industries.
6. The Clark County Health District continue adopting fuel and dust regulations and incentives which result in lower emissions.
7. Consistent reliable resources to attain compliance with federal standards.
8. The committee endorses the recommendations of the Clean Air Task Force II as outlined in their May 1998 report.

PUBLIC SAFETY: FIRE AND EMERGENCY MEDICAL SERVICES:

Fire and emergency medical service needs are defined as fire stations and equipment that are strategically placed throughout the community. These stations are manned twenty-four hours a day, seven days a week to provide a rapid response in specialized vehicles to mitigate the emergency.

Recommendations:

1. Fire stations should not be located more than three miles apart by road travel. For optimum protection, the first-in response area for any given fire station should not exceed one and one-half miles and should allow an average response time of five to six minutes.
2. Fire personnel, including ancillary staff, should be provided at the rate of 1.3 per 1,000 population.

Levels of Service:

Collectively, the Fire and Emergency Medical Services deliverers have 38 existing fire stations, a current shortfall of 15 stations. By the year 2010, an additional 34 to 40 fire stations will be needed. By the year 2020, an additional, 61 to 84 fire stations will be needed.

There are approximately 1,277 fire personnel in service today. By the year 2010, an additional 1,150 to 1,343 will be needed. By the year 2020, 2,951 to 3,628 will be needed.

PUBLIC SAFETY: LAW ENFORCEMENT:

Law Enforcement is that branch of government charged with the responsibility for the public safety of life and property, the prevention and detection of crimes, the preservation of public order and tranquillity 24 hours a day, seven days a week.

Recommendations:

1. According to the UCR, the national average is 2.6 officers per 1,000 population. The minimum staffing level for police officers in the Las Vegas Valley should be no less than 2.0 per 1,000 population.
2. The Committee supports the intent of a proposed bill that would allow the Las Vegas Metropolitan Police Department (LVMPD) to own real property and finance needed facilities through medium-term obligations.
3. The Committee supports consideration of establishing 1) a single regional training center to provide entry and advanced level training and 2) a single communications center if it is an efficient option for the Las Vegas Valley.

Levels of Service:

Levels of service are based on an adopted service level of one (1) full service law enforcement substation per 90,000 to 125,000 people.

Collectively, by the year 2010 the number of substations should increase from the six in existence today to 15 to 17. Regional training and communication centers should be considered. Otherwise, by the year 2010 four expanded and one new communication facility will be needed. Two new and three expanded operations facilities will be needed.

Collectively, by the year 2020 the number of substations should increase to 18 to 22. A regional training facility will be needed. Five new communication centers and five expanded operations centers will be needed.

By 2010, 1,577 to 1,873 additional personnel will be needed to achieve a total of 3,733 to 4,031 personnel needed. By 2020, 2,381 to 3,424 additional personnel will be needed to achieve a total of 4,539 to 5,582 personnel needed.

QUALITY OF EDUCATION:

Quality Education ensures that students will learn and demonstrate the knowledge, skills, attitudes and ethics necessary to succeed as contributing members of society.

Short Term Needs:

1. Continue state-directed class size reduction to 15:1 in grades 1-3 and attain classroom sizes not to exceed 30 students in grades 4-12.
2. Increase per pupil funding expenditures to the national average to provide adequate and equitable funding for quality education. The committee assumes that any additional funds would be directed to the following initiatives:
 - a. Increase the number of schools offering vocational, magnet and special academic emphasis.
 - b. Expand programs that improve student achievement such as before and after school programs, specialized tutorial programs, tuition-free summer school for nine month campuses and intercession programs for year-round campuses.
 - c. Develop programs to monitor student progress, address drop-out prevention and bring to grade-level expectations.
 - d. Support an enhanced funding formula for schools identified as at-risk.
 - e. Address the cost of textbook and other resource expenses.
3. Adopt measures which would promote Clark County School District as an employer of choice within the national educational community.
 - a. Promote the development of the College of Education at the University of Nevada, Las Vegas (UNLV) to meet the communities needs as described in the quality of education definition in this report.
 - b. Encourage the College of Education at UNLV and the Community College of Southern (CCSN) to increase the quality and number of teachers graduated and to offer a premier advanced professional development program to educators at the local, state, and national levels.
 - c. Establish benchmarks in all areas of education and openly compete to attain objectives.
 - d. Continue to develop strategies to hire the highest quality teachers in the marketplace, both nationally and locally.
 - e. Certification requirements should be analyzed to make it easier to employ teachers with certain content area expertise.
4. Support legislation that ensures safe learning environments and campus security to address both existing concerns and anticipated problems.

Long Term Needs:

1. Now and in the future, reduce the size of schools. Secondary school needs should be addressed first. Except in brief, emergency situations, school enrollment should not exceed the designed capacity at any facility and should reflect the levels proposed earlier in this report:

Elementary Schools - 700 seats
Middle Schools - 1,700 seats
High schools - 2,700 seats
2. Although schools are currently designed and constructed as listed above, smaller campuses are needed to provide better educational opportunities, atmospheres which promote order and discipline, participation in sports and all extracurricular activities, as well as closer relationships between staff and students. The Needs Assessment Committee recommends the following school sizes be considered:

Elementary Schools - 600 seats
Middle Schools - 1,200 seats
High Schools - 2,000 seats

Recommendations:

1. Support Parts A and C of the Clark County School District legislative platform as approved by the School Board on June 12, 1998. Part B, because of its fiscal nature, should be referred to the Infrastructure Finance Committee.
2. Support the Legislature in funding the immediate needs outlined in this report.
3. The SNSPA Strategic Planning Committee should review quantifiable indicators to meet these needs.

* Although the Needs Assessment Committee recognizes education as a statewide program, this report is based on the needs of Clark County only.

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY INFRASTRUCTURE FINANCING COMMITTEE

INFRASTRUCTURE FINANCING REPORT

Adopted 11/5/1998

BACKGROUND

The Southern Nevada Strategic Planning Authority (SNSPA) Infrastructure Financing Committee (IFC) was established by the SNSPA to conduct "An evaluation of the current allocation of resources in the development of regional infrastructure that is not supported by the payment of user fees, including, without limitation, regional flood control, transportation and parks" (Senate Bill 383, Section 2, Part C). With this in mind, the goal of the IFC was to assess the financial policies and structures of the SNSPA's six priority infrastructure areas to determine the sufficiency of funding, to identify potential methods for fund optimization, and to make financial recommendations to the SNSPA. In an effort to accomplish this goal, the IFC focused on completing the following deliverables:

1. Developing a Financial Analysis Computer Model;
2. Conducting a Financial Analysis of the SNSPA Master Plan & Capital Improvement Plan Review Committee and the Needs Assessment Committee Deliverable Reports Regarding the Six Priority Infrastructure Areas;
3. Conducting a Fund Matching & Optimization Analysis;
4. Developing Financial Recommendations for the SNSPA.

The first meeting of the IFC was held on January 16, 1998. In striving to complete the identified IFC Deliverables, additional meetings were held over the following nine months. The IFC meetings were held at the Las Vegas Valley Water District offices, and meetings were open to the public and posted in conformance with the Open Meeting Law. Background information regarding the IFC financial analyses and meeting summaries have been submitted to the SNSPA for public review.

The IFC is the third in a series of five Committees of the SNSPA (please see Appendix A for organizational flow chart). The two preceding SNSPA Committees, the Master Plan & CIP Review Committee and the Needs Assessment Committee, along with the Finance Subcommittee, provided the basis of information with which the IFC conducted its financial analyses. Once information became available from these other Committees, the IFC began incorporating the information into a financial analysis computer model, designed specifically for this process. This model was used to conduct a Fund Matching and Optimization analysis. One of the primary functions of this analysis was to evaluate and standardize projections of existing revenues over a 10-year period. This revenue information, provided by the Master Plan & CIP Review Committee, was then compared against the financial needs as identified in existing CIPs which were expanded to meet a 10-year planning horizon standard, when necessary. This comparison helped to define how well existing revenue projections match current needs. Next, the existing

revenue projections were compared against the level of service standards as identified by the Needs Assessment Committee, and cost estimated by the Finance Subcommittee. This second comparison revealed how well existing revenue projections match the estimated costs of the Needs Assessment Committee's newly identified level of service standards.

In total, the IFC's development and operation of the financial computer model, its review and incorporation of preceding SNSPA Committee's deliverable reports, and its completion of the Fund Matching and Optimization analysis, resulted in a series of conclusions and recommendations regarding each of the six priority infrastructure areas, as well as some financial recommendations regarding infrastructure planning and management in general.

ASSUMPTIONS & METHODOLOGY

The IFC focused its efforts on studying the existing 10-year projections of infrastructure needs and revenue projections for the following six priority infrastructure areas: regional flood control; transportation; parks; schools; water and wastewater; law enforcement/public safety and fire and emergency services. As defined by Senate Bill 383, the IFC's evaluation concentrated solely upon a revenue analysis of the development of regional infrastructure improvements only, and did not include an analysis of operations and maintenance. In order to conduct this revenue analysis, the IFC utilized a financial analysis computer model, it reviewed and incorporated information from the two preceding SNSPA Committees, and it conducted a Fund Matching and Optimization analysis. The following is an overview of each of these fundamental project elements.

Computer Model Development:

A financial analysis computer model was developed by the IFC staff in an effort to provide a means of evaluating the existing revenue projections, the existing CIPs from the Master Plan & CIP Review Committee and the Needs Assessment Committee's level of service standards. The model is composed of over 40 individual modules, which contain specific information from each infrastructure entity. These individual modules were then combined into summary totals for each infrastructure area (i.e., the Parks total is comprised of individual information from Henderson Parks, North Las Vegas Parks, Clark County Parks, etc.). Once the specific information for each entity was entered into the model, a variety of financial analyses were conducted through the use of the computer model (please see Appendix B for more information on the module ability, and the model input and output).

Once the model was developed, it was used to help the IFC define the financial status of each infrastructure area through the matching of revenues and uses. This tool was also used to evaluate existing CIPs and identify the potential opportunities for optimizing existing revenues by comparing the "as planned" funding strategies with several leveraging scenarios to identify the spectrum of possibilities for existing funding. In addition, the model was utilized to help standardize the revenue projections among infrastructure entities, to help ensure an even comparison of information. Next, the Finance Subcommittee's cost estimates of the Needs Assessment Committee's level of service standards were incorporated into the model and were

compared against the revenue projections. And finally, the model was used to illustrate a synthesis of all the IFC's information to demonstrate how well revenue projections are able to meet the needs identified in 10-year CIPs, as well as the Needs Assessment Committee's level of service standards.

Master Plan & Capital Improvement Plan Review Committee Financial Analysis:

The Master Plan & Capital Improvement Plan (CIP) Review Committee was instrumental in gathering and evaluating the existing CIPs which are currently in place to guide the development of infrastructure in Southern Nevada. In its review, the Master Plan & CIP Review Committee determined that few of the CIPs extended to a 20-year planning horizon, with many CIPs ranging from three- to five-year planning horizons. As a result, it confined its analysis to focus on a 10-year planning horizon. Likewise, the IFC also concentrated its analysis on the same 10-year planning horizon, extrapolating CIP data out to a 10-year planning horizon, when necessary, to approximate a 10-year planning horizon. This 10-year CIP information was incorporated into the financial analysis computer model to help identify the benchmark for the costs of currently identified infrastructure needs.

Needs Assessment Committee/Finance Subcommittee Financial Analysis:

The Needs Assessment Committee also provided very valuable information to the IFC. As the Needs Assessment Committee completed its evaluation of the level of service standard for each of the six infrastructure areas, it provided information to the Finance Subcommittee. The Finance Subcommittee, which is comprised of the Finance Directors from each of the governmental entities in Southern Nevada, began conducting a financial analysis of these newly identified standards to determine a cost associated with achieving the desired level of service standard. While the Needs Assessment Committee's level of service standards and the Finance Subcommittee's cost estimates were calculated independent of the CIP planning process, the information they provided served as a valuable "reality check" to test the validity of the order of magnitude of the 10-year CIPs.

Fund Matching and Optimization Analysis:

The information collected from the two preceding Committees helped to lay the ground work for the Fund Matching and Optimization analysis. There were several steps involved in completing this analysis. The initial steps involved an analysis of existing revenue projections. This analysis included a thorough evaluation of the revenue sources currently in place to fund each of the infrastructure areas. Revenue flow charts were developed to help illustrate the funding stream for each infrastructure entity. Once all the revenue sources were identified, the existing growth projections for each infrastructure category were demonstrated, and were later standardized to help ensure an "apples to apples" comparison of information among the infrastructure entities.

The next steps in this analysis involved the evaluation of existing CIP information. The goal of this evaluation was to determine how well existing revenue projections supported existing CIPs. The CIP information was provided to the IFC by the Master Plan & CIP Review Committee. Once the CIPs were collected, they were evaluated to ensure adequacy, and then extrapolated to a 10-year planning horizon. Next, staff distributed a questionnaire to each infrastructure agency

regarding its CIPs, in an effort to better understand the information presented in the CIPs. After the CIP information was evaluated and incorporated into the computer model, the 10-year CIPs were matched against the "as planned" revenue projections. The 10-year CIPs were also matched against several revenue leveraging scenarios so that potential opportunities for fund optimization could be evaluated. These revenue analyses were conducted for each infrastructure entity except Law Enforcement/Public Safety and Fire and Emergency Medical Services infrastructure, due to the fact that these entities do not have a dedicated revenue source beyond general fund allocations.

Upon completion of the first phase of this Fund Matching and Optimization analysis, the IFC identified some preliminary financial recommendations for increasing the efficiency of infrastructure financing in Southern Nevada (please see Appendix C for more information on the Fund Matching and Optimization analysis phase I preliminary recommendations). These preliminary recommendations were later further analyzed and incorporated into the IFC's final infrastructure financing conclusions and recommendations listed within this report.

Once this revenue analysis was completed for the 10-year CIPs, the IFC began conducting the second phase of the Fund Matching and Optimization analysis, which involved evaluating the new level of service standards identified by the Needs Assessment Committee. Upon completion of its level of service standards for each infrastructure area, the Needs Assessment Committee provided the standards to the Finance Subcommittee, which was tasked to estimate a cost associated with the new standards. These cost estimates from the Finance Subcommittee were provided to the IFC and incorporated into the computer model for comparison with the standardized revenue projections. In most cases, the Needs Assessment Committee's level of service standards were less than, but relatively close to, the need identified in the 10-year CIPs. This comparison indicates that the 10-year CIPs are in relative synch with the needs of Southern Nevada and are not over or under inflated. In the cases of parks, however, the Needs Assessment Committee's level of service standard, as interpreted by the Finance Subcommittee, appears to be substantially lower than the expanded 10-year CIPs. There is a similar difference with the law enforcement/public safety and fire and emergency services infrastructure needs evaluation. This indicates that additional work should be done to develop a common definition of the minimum requirement for parks, law enforcement /public safety and fire and emergency services infrastructure.

Upon completion of this second phase of the Fund Matching and Optimization analyses for 10-year CIPs and Needs Assessment Committee's standards, the IFC identified a number conclusions and recommendations for each infrastructure area. These conclusions and recommendations illustrate that there are sufficient revenues available to fund the needs identified in the existing CIPs, extrapolated to a 10-year planning horizon, as well as the level of service standards identified by the Needs Assessment Committee for schools, water and wastewater, regional flood control, and transportation, with some relatively minor adjustments to funding strategies. It was also concluded that funding for parks is insufficient to meet the existing CIPs, the 10-year extrapolated CIPs or the level of service identified by the Needs Assessment Committee. And finally, it was concluded that funding for law enforcement/public safety and fire and emergency medical Services infrastructure has traditionally been provided as a

priority item through general fund allocations and can continue to be funded as it has in the past.

Additional background information regarding the conclusions and recommendations which emanated from the two phases of the Fund Matching and Optimization analysis is provided in the following two sections of this report. The first section, Summary of Conclusions and Recommendations, provides a quick reference of the eight conclusions and 25 recommendations for infrastructure financing in Southern Nevada. This section also provides information on which recommendations may, or will likely require legislative action. The second section, Background Information on Conclusions and Recommendations, provides specific information regarding the conclusions and recommendations which were developed for each of the six priority infrastructure areas. This section also provides background information on the general financial recommendations from phase one of the analysis.

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

- C1 Regional Flood Control Infrastructure: The compressed 20-year CIP program recommended by the Needs Assessment Committee is achievable, if the Clark County Regional Flood Control District uses more debt financing to fund the program. In addition, the adoption of even more aggressive financing could allow for some projects to be completed earlier than scheduled if necessary, which could allow for possible savings due to reduced flood damage costs over time.
- C2 Water and Wastewater Infrastructure: The existing 10-year CIPs, and the additional needs as defined by the Needs Assessment Committee, can be adequately funded through regular significant increases to water rates, sewer fees and connection charges. The imposition of the proposed quarter cent sales tax to help fund water and wastewater projects, could provide up to \$2.3 billion in tax revenues over the course of the project, which would help to prevent extraordinarily high connection charges (which adds to the price of new homes), and moderate increases in water rates and sewer fees in Southern Nevada.
- C3 Schools Infrastructure: The existing 10-year CIP, which includes both new school construction and modernization of existing schools, cannot adequately be funded with existing revenues. Without the imposition of the proposed 55-cent property tax freeze, there would be a shortfall of approximately \$372.5 million in available funding in a 10-year planning horizon. However, if the proposed 55-cent property tax freeze is imposed, the Clark County School District can adequately fund the construction of new schools and renovation of existing schools as identified in their 10-year CIP.

- C4 Transportation -- Highways, Arterials and Streets Infrastructure: In the financial analysis of the 10-year CIP and the Needs Assessment Committee's standards, there appears to be adequate revenues over a 10-year period to fund the construction of Highways, Arterials & Streets, however, short-term financing may be required to fund projects in the early years of construction. While there is sufficient revenue available to fund the 10-year estimated CIPs and the Needs Assessment Committee's standards, potential constraints due to specific dedication of revenue sources could create over funding or under funding of some program components. In addition, the \$525 million difference between the \$1.9 billion 10-year CIP estimated cost, and the \$1.375 billion Needs Assessment level of service standard indicates that the 10-year CIPs and the Needs Assessment Committee's level of service standard does not reflect a common definition of the infrastructure needs for Highways, Arterials and Streets in Southern Nevada.
- C5 Transportation -- Public Transportation Infrastructure: There are adequate revenues over a 10-year period to fund public transit at the level of service identified in the 10-year CIP analysis and the Needs Assessment Committee's recommendations. However, in order to meet the needs associated with a higher reliance on bus transportation, the costly mass transit capital purchases in the beginning years of the 10-year Needs Assessment Committee's standards could be mitigated through the use of some type of short-term financing. This conclusion recognizes that the Needs Assessment Committee did not include light rail public transit options in their level of service standard, and therefore, federal funding earmarked for the development of a light rail (approx. \$155 million authorized) was not included in this revenue analysis.
- C6 Parks Infrastructure: There is not sufficient dedicated revenue available to fund the existing CIPs, the 10-year CIPs, or the Needs Assessment Committees desired level of service options for programmable park space. In addition, the primary dedicated revenue source (residential construction tax) for park construction is highly inflexible due to geographic spending limitations, which inhibits the ability to fund park infrastructure. And finally, there are questions regarding the definition of minimum requirements versus actual needs for parks, which make it difficult to estimate an accurate 10-year projected cost for parks.
- C7 Fire and Emergency Medical Services Infrastructure: Funding for necessary infrastructure requirements for Fire and Emergency Services have traditionally been provided as a priority item primarily through general fund allocation, bond issues and property tax overrides, and can be funded as it has been in the past. Shortfalls in the availability of these revenues could require additional revenue source(s). In addition, variation in estimated costs to fund infrastructure over the next 10 years indicates that the CIPs, the agency estimates, and the Needs Assessment Committee's standards should be revised to reflect a common definition of the infrastructure needs for Fire and Emergency Medical services in Southern Nevada.

- C8 Law Enforcement and Public Safety Infrastructure: Funding for necessary infrastructure requirements for Law Enforcement and Public Safety have traditionally been provided as a priority item through general fund allocation, bond issues and property tax overrides, and can be funded as it has been in the past. Shortfalls in availability of these revenues could require additional revenue source(s). In addition, substantial variation in estimated costs to fund infrastructure over the next 10 years indicates that the CIPs, the agency estimates, and the Needs Assessment Committee's standards should be revised to reflect a common definition of the infrastructure needs for Law Enforcement and Public Safety in Southern Nevada.

Recommendations:

- R1 The Clark County Regional Flood Control District will need to use more debt financing in order to fund the compressed 20-year CIP program.
- R2 The Clark County Regional Flood Control District and the Clark County Regional Transportation Commission should be allowed to contract directly for the execution of capital projects. This would modify the current practice of these agencies of discharging capital projects exclusively through interlocal contracts and could accelerate construction of some projects.
- R3 Long-term capital planning needs to be undertaken in an atmosphere of responding to community needs on a timely and effective basis. It appears, that capital planning for some infrastructure is occurring in a restrictive horizon of available funding, which may inhibit the ability to meet needs. Capital planning should be done independent of revenue projections, then financial planning could be used to identify ways to bridge the gap between identified needs and revenues. If gaps cannot be bridged, needs and/or revenues would then need to be adjusted.
- R4 Support passage of the Southern Nevada Water Authority's proposed quarter cent sales tax to help fund water and wastewater projects.
- R5 Support passage of the Clark County School District's proposed freeze of the current 55 cent tax allocation to fund school construction and modernization.
- R6 Transportation entities will need to implement short-term financing when prudent, permitted and advisable to fund construction of Highway, Arterial and Street in the early years of the 10-year CIP.
- R7 Due to the \$525 million difference between the \$1.9 billion 10-year CIP cost, and the \$1.375 billion Needs Assessment level of service standard the 10-year CIPs and the Needs Assessment Committee's level of service standards should be revised to reflect a common definition of the infrastructure needs for Highways, Arterials and Streets in

Southern Nevada.

- R8 The Clark County Regional Transportation Commission should implement short-term financing when prudent, permitted and advisable to fund the purchase of costly mass transit capital in the early years of the 10-year Needs Assessment Committee's standards (i.e. lease purchase agreements or similar financing tools).
- R9 The feasibility and acceptability of supplementing and coordinating school bus transportation for high school students with public bus transportation should be evaluated to determine potential cost savings.
- R10 A bondable revenue source for parks should be established (i.e. property tax), so that funds could be borrowed to accelerate park development.
- R11 Entities should investigate the legal and practical possibilities of utilizing redevelopment funds to help finance park construction.
- R12 The definition for parks should be reevaluated and questions regarding the definition of minimum requirements versus actual needs for parks needs to be resolved so that an accurate 10-year projected cost can be identified.
- R13 Fire and Emergency Medical Services infrastructure should continue to be funded, as it has in the past.
- R14 Existing CIPs, the Needs Assessment Committee's desired level of service, and the agency presentation materials to the SNSPA should be revised to reflect a common definition of the infrastructure needs for Fire and Emergency Medical Services.
- R15 Law Enforcement and Public Safety infrastructure should continue to be funded, as it has in the past.
- R16 Existing CIPs, the Needs Assessment Committee's level of service standard, and the agency materials presented to the SNSPA should be revised to reflect a common definition of the infrastructure needs for Law Enforcement and Public Safety.
- R17 Pay-as-you-go Versus Leveraging: If infrastructure needs are greater than available funds, agencies should consider the leveraging of funds, when permitted, prudent and appropriate, with the proper levels of financial planning.
- R18 Timing of Bond Sales: Any impediments should be removed so that bonds only need to be sold when funds are needed to make project construction payments, as opposed to selling bonds for the entire project before beginning a project.

- R19 Debt Structure: Alternative debt structure should be considered when permitted, prudent and appropriate to minimize costs, make funds available to complete projects, and to provide further leveraging opportunities.
- R20 Fund Reserve Requirements: Reserve requirements that balance minimizing costs, with minimizing the risk of revenue shortfalls due to volatility should be established.
- R21 Establishment of a Community Bond Bank: The feasibility and advisability of establishing a community bond bank should be evaluated. This would not be a duplication of efforts with the State Bond Bank, but would provide similar benefits for a wider variety of infrastructure projects, and types of funding. This could provide economies of scale savings for all borrowers and could provide smaller borrowers the opportunity to take advantage of debt structuring and cash management options that otherwise would be unavailable to them.
- R22 Debt Management Commission: The Southern Nevada Strategic Planning Authority (SNSPA) should take a look at the existing Debt Management Commission to see what should or could be done to strengthen it in light of final SNSPA recommendations.
- R23 Flexibility/Optimization of Dedicated Revenue Sources: The community should look at issues regarding the flexibility and optimization of existing revenues from a broad community perspective rather than entity by entity, or project by project (except voter approved bond issues).
- R24 Erosion of Revenue by Exemptions: New tax exemptions should be minimized to prevent the erosion of revenue, while ensuring sufficient incentives to promote economic diversity to expand the tax base. The Senate Bill 253 Committee is also examining this issue.
- R25 Periodic Review of Cash Flows: Cash flow projections for each of the infrastructure entities should be reviewed periodically to ensure adequacy of funding.

Possible Legislative Requirements: It is anticipated that recommendations R2, R10, R11, R19, R20, R21, R23 may require legislative action, and that recommendations R18, R22 will most likely require legislative action. The remaining recommendations could be implemented at a local governmental level, without legislative action required. In addition, R24 should be considered by the Legislature as a general recommendation, not a request for specific legislation.



SOUTHERN NEVADA
STRATEGIC PLANNING AUTHORITY
STATE OF NEVADA
STRATEGIC PLAN DELIVERABLE COMMITTEE

Appendix 5. Legislative Recommendations

(Not available -- will be incorporated into final version of the strategic plan.)

FINAL REPORT

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY

June 15, 1998 Working Session

Patricia E. Salkin, Esq.
Associate Dean and Director
Government Law Center of
Albany Law School

July 23, 1998

Background

On June 15, 1998, I was asked to provide the members of the Southern Nevada Strategic Planning Authority with background information on the diversity of regional cooperation activities which are taking place across the United States. This formal presentation was accomplished through a series of slides intended to demonstrate: 1) there is a great deal of activity taking place; 2) there are lessons to be learned from the experiences of others; 3) every region is unique and should tailor initiatives specifically designed to meet "local" regional needs; and 4) as to the future direction, the Southern Nevada Strategic Planning Authority is limited only by its own creativity.

At the conclusion of the formal presentation, a packet of worksheets was distributed to the Authority members present for the purposes of: 1) determining what issues in strategic planning for the region are "on the table" and what issues are "off the table"; 2) determining where there is emerging consensus among Authority members; and 3) assisting the Authority in taking the next steps in the development of a strategic plan for the region. This "survey" was conducted anonymously to yield a greater likelihood of true reactions to the issues posed, without running the political risks of unpopular opinions.

Findings

The final tally sheet is attached to this brief report, and contains the "raw" responses to the issues raised.

A. Motivating Factors

This section of questions was designed to gauge reasons why people are interested in regional solutions.

Generally, people agreed that the regional economy is good and there is a desire to continue to experience economic growth into the next century. The two issues of concern which emerged are: 1) population growth needs to be better accommodated in the region; and 2) quality of life concerns should be addressed regionally. There was a notable indication that the lack of inter-jurisdictional cooperation is a concern. These three issues are solid reasons why regions are coming together across the U.S. to address environmental, social and economic matters.

B. Human Elements

Regional solutions to local issues can be intimidating if the right atmosphere does not exist. This section of the survey was designed to elicit the current level of comfort which exists among local governments and local officials within the Authority's jurisdiction.

Not surprisingly, almost everyone responded that they personally know the chief elected official from all neighboring jurisdictions. This result was expected since Authority members are, by and large, people who are active and involved in the community and/or public service. The acquaintance level dropped substantially, however, when asked whether there was a connection with or recognition of people who sit on local planning and zoning boards in neighboring municipalities. While the elected official who is "on the front line" every day has significant notoriety, department heads and other appointed officials may remain largely anonymous. Therefore, it was not surprising that 2 to 1, Authority members indicated that the smaller the government, the better. On a positive note, there was an indication that, periodically, local officials do have occasion to get together to socialize and discuss common issues.

C. Governance Options

While the majority believes that the issues being discussed should be addressed at the local government level, there was a strong belief that an inter-jurisdictional approach would be beneficial. It is clear that, for this to be successful in Southern Nevada, it must be the product of a voluntary cooperative approach. Although there was concern that inter-jurisdictional approaches may be complicated and could mean a loss of some degree of control, there was an indication that some see strength in cooperation, and some see greater economies of scale and enhanced efficiency. On the positive side, there was consensus that cooperation and a "give and take" represents an opportunity for the region. While most agreed that cooperation represents a long term commitment to an agreement/process, a fair number of people were comfortable with it simply being a short term experiment.

D. Options for Future Structure

The jury is still out on regional governance for the region. Although almost 2 to 1 people favored a regional governance approach, enough people were uncertain of their response indicating that the Authority could be dead-locked on the issue. The one thing which did ring out loud is that people do not foresee the need for a regional government, although there may be a continuing role for the Authority. There is great interest in exploring shared resources where appropriate.

State government is viewed as an "enabler" and not as a "mandator." Interest was expressed in pursuing the following approaches: cooperative agreements (presumably voluntary cooperative agreements based on earlier responses); voluntary regional compacts; the development of a set of guiding principles for the region; urban service areas (but not urban growth boundaries); and multi-issue governance. Clearly off the table at this point in the deliberations are: the creation of new governmental entities; regional councils of government (COGs); single issue governance and urban growth boundaries.

E. Specific Issue Areas and Governance Strategies

This section listed a number of issues which the Authority has been considering over the course of its existence. Some type of regional approach was preferred to address broadly the following: air quality, transportation infrastructure, public sewer and water, flooding, and schools. As a group, it was believed that parks should more appropriately be addressed at the local level. Transportation infrastructure issues seemed to be of greatest concern, followed by water/sanitation and schools. Air quality followed on the list.

F. Future Directions

The Authority members are clearly concerned about the issues raised at the present time. In general, there is a shared belief that these items cannot be effectively addressed purely within the political boundaries of a single municipality. Furthermore, there was interest in addressing these issues as a "package" in a comprehensive fashion, as opposed to addressing them piecemeal.

Concluding Observations

Some discussion ensued following the revelation of the survey results at the last meeting. Although it was acknowledged that some of the questions could be read in different ways, this report took those concerns into consideration. It was clear that the Authority does have a considerable degree of consensus in terms of the direction it is taking. Although there have been some concerns, although there did not appear to be emerging consensus at the present time, it seemed more the product of the need to prioritize. The voluntary cooperative approach is a model which has successfully been used, and can be more enticing if coupled with a compact approach where there are tangible "carrots" or incentives for participation. The Authority appears to be well on its way to formulating an approach and to developing guidelines to help ensure the future prosperity and quality of life of Southern Nevada.

**SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY
OPTIONS WORKSHEETS
6/15/98**

Instructions:

What follows are a series of worksheets which will allow you to begin to focus on opportunities and strategies to help guide and accommodate growth in the Region. Please complete this document and turn it in so that together we can assess areas of consensus and areas of divergence among members of the Authority.

There are no correct answers for this worksheet. It is merely designed to solicit group opinion and provide guidance for further research initiatives.

I. Motivating Factors for Regional Solutions

A. The Issues

	Agree	Disagree	Unsure	N/A
1. Population growth should be better accommodated in the region.	<u>12</u>	<u>2</u>	<u>3</u>	1
2. Quality of life concerns should be addressed within the region.	<u>13</u>	<u>2</u>	<u>2</u>	1
3. I am concerned that our children will no longer be interested or able to live here.	<u>6</u>	<u>10</u>	<u>2</u>	
4. Our economy has never been better.	<u>17</u>	<u>-</u>	<u>1</u>	
5. Property taxes are too high.	<u>2</u>	<u>14</u>	<u>2</u>	
6. Property taxes are too low.	<u>6</u>	<u>10</u>	<u>1</u>	1
7. The region should continue to grow into the next Century.	<u>14</u>	<u>1</u>	<u>3</u>	
8. I get frustrated when our governments fail to recognize impacts of decisionmaking on other jurisdictions.	<u>11</u>	<u>3</u>	<u>3</u>	

8. The Human Elements

	Agree	Disagree	Uncertain
1. I personally know the chief elected official from all of the jurisdictions which border where I live and/or work.	<u>17</u>	<u>1</u>	<u>-</u>
2. I personally know members of planning and/or zoning boards from neighboring jurisdictions.	<u>4</u>	<u>13</u>	<u>1</u>
3. If I met a department head from a neighboring jurisdiction in the grocery store, I would recognize him/her.	<u>5</u>	<u>5</u>	<u>7</u>
- "Some Issues" (No Mark)			
4. Periodically, elected and/or appointed local government officials get together to socialize and discuss issues of the day.	<u>9</u>	<u>6</u>	<u>3</u>
5. I have provided statements at a public hearing in a neighboring jurisdiction when I believed that the impact of their decision would affect where I live or work.	<u>11</u>	<u>6</u>	<u>1</u>
6. The smaller the government the better.	<u>10</u>	<u>5</u>	<u>2</u>
- "Some Issues" (No Mark)			

II. Governance Options

A. Attitudes and Opinions

	Agree	Disagree	Uncertain

1. The issues we have been discussing should be addressed at the:

a. local government level	<u>15</u>	<u>1</u>	<u>-</u>
b. state level	<u>5</u>	<u>6</u>	<u>2</u>
c. federal level	<u>1</u>	<u>11</u>	<u>-</u>
d. regional level	<u>7</u>	<u>5</u>	<u>1</u>
e. a combination	<u>12</u>	<u>3</u>	<u>1</u>

2. "Regionalism" to me personally means:

a. forced cooperation	<u>2</u>	<u>11</u>	<u>1</u>
b. voluntary cooperation	<u>14</u>	<u>1</u>	<u>1</u>
c. loss of control	<u>7</u>	<u>5</u>	<u>3</u>
d. greater strength	<u>9</u>	<u>2</u>	<u>5</u>
e. economies of scale	<u>7</u>	<u>2</u>	<u>5</u>
f. more taxes	<u>3</u>	<u>5</u>	<u>4</u>
g. complications	<u>9</u>	<u>2</u>	<u>3</u>
h. Enhanced efficiency	<u>7</u>	<u>3</u>	<u>5</u>

3. "Consolidation" to me means:

a. getting rid of existing units of government	<u>8</u>	<u>3</u>	<u>3</u>
b. loss of government jobs	<u>4</u>	<u>5</u>	<u>4</u>
c. saving taxpayers dollars	<u>7</u>	<u>6</u>	<u>1</u>
d. greater efficiency	<u>6</u>	<u>5</u>	<u>3</u>
e. more cumbersome processes	<u>5</u>	<u>5</u>	<u>3</u>

4. "Cooperation" to me means:

a. long term commitment	<u>12</u>	<u>2</u>	<u>1</u>
b. Short term experiment	<u>7</u>	<u>5</u>	<u>3</u>
c. a "give and take"	<u>15</u>	<u>1</u>	<u>-</u>
d. equal positions/power	<u>9</u>	<u>4</u>	<u>1</u>
e. unequal positions/power	<u>5</u>	<u>7</u>	<u>2</u>
f. opportunity	<u>13</u>	<u>-</u>	<u>1</u>
g. futility	<u>-</u>	<u>10</u>	<u>3</u>

B. Options for Future Structure

	Agree	Disagree	Uncertain	OTHER/N/A
1. Some type of regional governance will helpful for the future.	<u>2</u>	<u>5</u>	<u>4</u>	
2. The SNSPA should continue to operate as currently structured after the enabling legislation expires.	<u>6</u>	<u>4</u>	<u>8</u>	
3. We need a regional government.	<u> </u>	<u>13</u>	<u>5</u>	
4. We need to sometimes think and act regionally.	<u>16</u>	<u>1</u>	<u> </u>	"Some Times"
5. A regional approach should be mandated from the State.	<u> </u>	<u>16</u>	<u>2</u>	
6. The State should enable a regional model through incentives and authorizing legislation if needed.	<u>10</u>	<u>6</u>	<u>1</u>	"Not Sure"
7. We should consider the following governance structure for the future:				
a. voluntary compact	<u>13</u>	<u>1</u>	<u>2</u>	2
b. regional council of governments				
i. with taxing power	<u>1</u>	<u>12</u>	<u>1</u>	4
ii. without taxing power	<u>10</u>	<u>5</u>	<u>2</u>	1
c. cooperative agreement(s)	<u>15</u>	<u> </u>	<u>1</u>	2
d. a new governmental entity				
i. with appointed leaders	<u>1</u>	<u>14</u>	<u>1</u>	2
ii. with elected leaders	<u>3</u>	<u>10</u>	<u>3</u>	2
e. no new governmental entities	<u>9</u>	<u>5</u>	<u>3</u>	2
f. single issue governance	<u>4</u>	<u>7</u>	<u>5</u>	2
g. multi-issue governance	<u>9</u>	<u>3</u>	<u>4</u>	2
h. corridor focus	<u>5</u>	<u>4</u>	<u>7</u>	2
i. urban growth boundaries	<u>1</u>	<u>15</u>	<u>1</u>	1
j. Urban service areas	<u>9</u>	<u>6</u>	<u>2</u>	1
k. a set of guiding principles	<u>12</u>	<u>2</u>	<u>3</u>	1
8. We should explore shared resources.	<u>12</u>	<u>4</u>	<u>1</u>	
9. Other Option(s): -Voluntary Cooperative Agreements only - 15				
-Rational Impact Statements				

IV. Best Matches Between Governance and Issues:

For each of the issues identified, please identify the manner in which you personally believe it should be addressed.

Governance strategies may include any of the aforementioned options, as well as purely local ordinances, state solutions, non-profit sector leadership, or other solutions you believe might be helpful.

IssueGovernance Strategy

Air quality

State/Fed. -1; County/Local -1
 Reg. -10; Vol. Coop. -2; Local/St. -2

Transportation infrastructure

Reg. -10; Local -1, Vol. Coop. -2
 Reg./St. -1; Local/St. -1; Reg./Loc. -1

Public sewer and water

Regional -10
 Local -3; Vol. Coop. -3

Flooding

Regional -14;
 Vol. Coop. -2

Schools

Regional -9; Vol. Coop. -1,
 Privatize -1; State/Loc. -1

Parks

Regional -4; Local -7;
 Vol. -3; Reg./Loc. -2

V. Concluding Thoughts

In general, I believe these issues can be solved purely within the political boundaries of one municipality.

Agree Disagree Uncertain N/A

3 14 1

I am concerned about these issues today.

16 2

I am concerned about these issues not for the present but rather for the future.

6 9 3

These issues should be tackled in a comprehensive fashion.

12 2 4

These issues should be tackled one at a time.*

4 8 1 4

If you agree with this statement, please prioritize the top 3 issues:

1) Transportation 8

2) Water/Sanitation 6

3) Schools 6

4) Air Quality 4



**SOUTHERN NEVADA
STRATEGIC PLANNING AUTHORITY
STATE OF NEVADA**

Appendix 7

Other Referenced Documents

Recommendations to Protect and Improve Air Quality within the Las Vegas Valley

November 6, 1997

Prepared for
Clark County Board of Commissioners

by
Clean Air Task Force II

RECOMMENDATIONS

I. Aggregate Processing Facilities

1. That the Board of County Commissioners adopt a resolution requesting the District Board of Health:

Develop draft amendments to the District's "Air Pollution Control Regulations" and schedule public hearings to increase the moisture content in production material from the current 1.5% to 2.0% and determine what are best available control measures (BACM) and best available control technology (BACT) for aggregate processing facilities.

2. That the Board of County Commissioners direct Comprehensive Planning staff to evaluate the availability and potential for applying reclaimed water to mitigate dust at aggregate processing facilities throughout the Las Vegas Valley and provide a report to the Commissioners with recommendations.

II. Disturbed Vacant Land (not to include active construction sites)

1. That the Board of County Commissioners adopt a resolution requesting the District Board of Health:

Develop draft amendments to the District's "Air Pollution Control Regulations" and schedule public hearings to specifically address control measures/strategies to mitigate dust problems associated with disturbed vacant land, unpaved parking/staging areas, and unpaved roads.

Discussion

Disturbed vacant lands, including unpaved roads, and unpaved parking/staging areas, contribute significantly to particulate matter air pollution within the Las Vegas Valley and should be specifically addressed in the District's "Air Pollution Control Regulations." The Task Force recognizes that "mandating" owners of disturbed vacant land to stabilize disturbed areas would present and administrative nightmare for the Health District's Air Pollution Control Division.

Therefore, amendments to the District's "Air Pollution Control Regulations" should provide for an alternative program (e.g., Emission Reduction Credits) to provide market incentives to encourage emission reduction actions (paving unpaved roads, stabilizing disturbed vacant land, etc.) The Clark County Department of Comprehensive Planning has prepared a list of soil stabilizers that are currently in use to minimize wind blown dust.

2. That the Board of County Commissioners direct Comprehensive Planning staff to prepare plans and cost estimates for stabilizing County-owned disturbed vacant land and report back to the Board.
3. That the Board of County Commissioners adopt a resolution requesting that other local governments within the Las Vegas Valley implement programs to mitigate wind blown dust from disturbed

vacant lands that are publicly owned within their jurisdiction.

III. Construction Activities

1. That the Board of County Commissioners adopt the attached resolution(s) requesting:
 - (a) That the District Board of Health develop draft amendments to the District's "Air Pollution Control Regulations" and schedule public hearings to require phasing of construction projects to limit and control active disturbed areas.
 - (b) That local police forces begin issuing citations to truck drivers who are responsible for mud/dirt carry out from construction sites on to paved road surfaces.
2. That the Board of County Commissioners direct Comprehensive Planning staff to implement phasing requirements for construction projects as a condition of approval under the Major Projects Program.

IV. Unpaved Roads

1. That the Board of County Commissioners direct the Public Works Department to prepare a report on a funding program and schedule for the paving of unpaved roads within unincorporated areas of the Las Vegas Valley and report back to the Board within 90 days.
2. That the Board of County Commissioners adopt a resolution requesting that other local governments within the Las Vegas Valley accelerate paving of unpaved roads to the extent that is practicable.

V. Motor Vehicles

GASOLINE POWERED VEHICLES

1. That the Board of County Commissioners adopt the attached resolution requesting the State of Nevada implement the following improvements to Nevada's Vehicle Inspection/Maintenance Program.
 - (a) Commencing January 1, 1998, DMV shall start auditing stations to determine which have low failure rates. Commencing July 1, 1998, DMV shall publish each station's failure rate on a quarterly basis.
 - (b) Commencing first quarter of 1998, all smog stations should be on line with the NETS. Vehicle retests shall have to be recorded as a retest. (This system should deter some of the current cheating frequency.)
 - (c) Commencing July 1, 1998, all vehicles which fail the smog test shall be retested only at G2 facilities. G2 facilities have DMV licensed mechanics who are qualified to diagnose and repair emission control problems.
 - (d) Commencing July 1, 1998, all gross polluters can be repaired and retested at only G2 facilities. (Alternatively, the retest would be only at G1 facilities. G1 facilities are approved only for testing

and cannot do motor vehicle repair related to emission controls.)

(e) Commencing July 1, 1998, waivers shall only be approved by DMV for vehicles that have been repaired by G2 technicians. Commencing January 1, 1999, vehicles that are gross polluters must spend at least \$1000 on repairs before they can receive a waiver from smog test compliance. It is also recommended that the proposed waiver fee be adjusted annually to account for inflation.

(f) Commencing July 1, 1999, evaluate incorporating a pressure test to assure integrity of the vapor canister system.

(g) With respect to cheating in the smog check program, implement a one strike policy for employees and a two strike policy for the smog check facility in the revocation of G1 or G2 licenses. Currently, it is "five or six strikes."

(h) Evaluate tighter cut points for light and heavy duty gasoline vehicles. Newer vehicles typically have non-detect CO levels (less than 0.1%), but the allowable standard is 1.2%.

(i) Expand the area of applicability to all of Clark County.

(j) Implement a "Silent Witness Program" to further limit cheating in the State Smog Check Program.

2. That Clark County work with car dealerships on financial assistance packages to get owners of high emitting vehicles into newer, cleaner vehicles.

DIESEL POWERED VEHICLES

1. That the Board of County Commissioners adopt the attached resolution requesting the State of Nevada Division of Motor Vehicles:

(a) DMV should establish and implement an annual heavy-duty smog check program for diesel vehicles, including fleet vehicles, registered in Clark County. Implement on-road testing of heavy-duty diesel vehicles at a frequency sufficient to capture vehicles registered outside Clark County which exceed opacity standards. (Diesel vehicles contribute to the Valley's brown cloud and haze problem. Likewise, there is both a perception problem and an issue of equity. Diesel vehicles are not monitored for compliance with emission standards and are not required to undergo annual testing. Requiring that these types of vehicles be tested will further improve air quality.)

VI. Emission Reduction Credit Program

1. That the Board of County Commissioners adopt the attached resolution requesting the District Board of Health:

(a) Develop draft amendments to the District's "Air Pollution Control Regulations" and schedule public hearings on a program to provide an alternative to paying cash penalties for violations. The alternative program should be designed to provide market incentives to encourage emission reduction actions (paving unpaved roads, stabilizing disturbed vacant land, etc.)

VII. State Regulations

1. That the Board of County Commissioners add the following items to the County legislative package and direct staff accordingly:
 - (a) A Senate Bill to retain penalty money within the Air Pollution Control Division for use in air pollution control activities.

VIII. Air Pollution Control Enforcement Program

1. That the Board of County Commissioners adopt the attached resolution requesting the District Board of Health:
 - (a) Enhance the air pollution control enforcement program by increasing the number of dust enforcement officers from 10 to 14 to provide enforcement coverage for after hours and weekends and develop a comprehensive plan for public review and comment to ensure firm, consistent, and fair enforcement of air pollution control regulations throughout the Las Vegas Valley.
 - (b) Establish a "Dust Control Training and Certification Program" for construction site supervisors/employees and invite local government public works and building department staff to participate in the program.
2. That the Board of County Commissioners direct the County Building Department and the Department of Public Works to implement a "Dust Awareness Program" for their staff to facilitate the reporting of dust violations to the Clark County Health District Air Pollution Control Division.

IX. Public Outreach

1. That the Board of County Commissioners adopt the attached resolution requesting the District Board of Health:
 - (a) Hire an air pollution public information officer and implement a community outreach and education program on air pollution regulatory programs.

X. Visible Urban Haze

1. On June 4, 1996, the Clark County Board of Commissioners approved an interlocal agreement with Nevada's Desert Research Institute for the development of a detailed program plan for visible urban haze within the Las Vegas Valley. The Draft Final Report "Program Plan for PM_{2.5} and Visible Urban Haze" is currently under review.
 - (a) That the Board of County Commissioners direct Comprehensive Planning staff to report back to the Board on sources of funding and recommendations for implementation of the Program Plan and in the development of an air quality plan to reduce visible urban haze within the Las Vegas Valley.

XI. Institutional Framework for Air Quality Planning and Regulatory Activities

1. That the Board of County Commissioners direct Comprehensive Planning staff to develop a summary of existing air quality planning, regulatory, and enforcement activities and functions within

the County for presentation to the Board and Strategic Planning Authority for possible streamlining of air quality planning, regulatory, and enforcement activities in the County.

XII. Other Actions

1. Direct County Manager's staff to implement a "dust" cellular hot line and report back on its use within 90 days.
2. Expand the County Air Quality Planning Committee to add key citizen members and a representative of the State Department of Motor Vehicles.

Chapter 1

208 Plan Summary

A. BACKGROUND

There are three local agencies that are responsible for the collection, treatment, and disposal of the Las Vegas Valley's wastewater: City of Henderson (CoH), City of Las Vegas (CLV), and Clark County Sanitation District (CCSD). These three agencies are referred to as the Las Vegas dischargers. In addition, the City of North Las Vegas (CNLV) collects its wastewater and discharges to either the CLV or CCSD treatment facilities for treatment.

Wastewater collected from homes and businesses is transported through thousands of miles of pipeline where it is received by one of the Las Vegas Valley treatment facilities. At the treatment plant, the wastewater undergoes physical, biological, and chemical treatment processes to remove solids, particles, chemicals, bacteria, and viruses. The treated effluent is either reused or is released to Las Vegas Wash, where it eventually flows back to the Colorado River via Lake Mead. The effluent that leaves the treatment plants meets strict federal and state water quality requirements, ensuring that it is safe for return to the environment.

The water quality requirements currently met by the wastewater dischargers of the Las Vegas Valley have a long history. Beginning in the 1950s with requirements for secondary treatment, through the 1970s and the promulgation of the Clean Water Act, and into the 1990s with more advanced nutrient removal requirements, the quality and volume of treated wastewater discharged to Lake Mead has continued to increase.

The Federal Water Pollution Control Act (Clean Water Act) Amendments of 1972 and 1977 required the control of all sources of water pollution in meeting the goals of the

Act. Section 208 of the Act requires that all activities associated with water pollution problems be planned and managed through an integrated area-wide water quality management program. It also defines the schedule and scope of area-wide wastewater treatment management plans.

After passage of Senate Bill 468 by the Nevada State Legislature in May 1975, area-wide water quality management planning duties and power were vested to certain counties. The Clark County Board of Commissioners (BCC) was designated the Area-Wide Water Quality Management Planning organization within Clark County.

The initial 208 Water Quality Management Plan (208 Plan) was adopted by the BCC in 1978 and was approved by EPA. The BCC designated Clark County Department of Comprehensive Planning as the agency to manage and administer 208 planning. The initial 208 Plan presented objectives, policies, and programs for managing water quality in the County and addressed municipal wastewater treatment, ground-water management, stormwater issues, Las Vegas Wash, agriculture diffuse sources, water quality standards revisions, management reorganization and financing necessary to carry out the Plan, and an implementation schedule.

In October 1979, the original 208 Plan was revised. The revised plan was certified by the State of Nevada in May 1980 and by EPA in October 1981. It was the first update of the original plan and served to respond to state and EPA conditions.

In June 1990, the BCC adopted a resolution to amend the 208 WQMP to address the increasing population and wastewater flows to Las Vegas Wash. The amendment was approved.

Chapter 1 - 208 Plan Summary

by the Nevada Division of Environmental Protection in November 1990 and by EPA in June 1991.

B. PURPOSE OF 1997 AMENDMENT

On June 18, 1996, the BCC approved an agreement with Montgomery Watson to prepare the Las Vegas Valley 208 Water Quality Management Plan Amendment (208 Plan), and subsequently issued a notice to proceed with the Amendment on August 1, 1996. The main purpose of this 208 Plan Amendment is to:

- Revise the 1990 208 Plan Amendment
- Include effects of sustained regional growth and development
- Revise stormwater permitting to a more inclusive non-point section
- Provide water-quality planning to a horizon year of 2020

Updated aspects to the plan include the planning area boundaries, wastewater flow projections, reclaimed water demands, non-point source management, Las Vegas Wash Wetlands planning, integrated planning coordination, and overall water quality planning.

C. SUMMARY

The following is a summary of this update to the Las Vegas Valley 208 Water Quality Management Plan.

1. CHAPTER 2 - WASTEWATER FLOW PROJECTIONS. Chapter 2 updates the Valley's wastewater flow projections. The planning area for this 208 Plan consists of the Cities of Henderson, Las Vegas, North Las Vegas and the unincorporated portions of Clark County within the proposed Bureau of Land Management land disposal boundaries

for the Las Vegas Valley. The planning period for this 208 Plan extends to the year 2020.

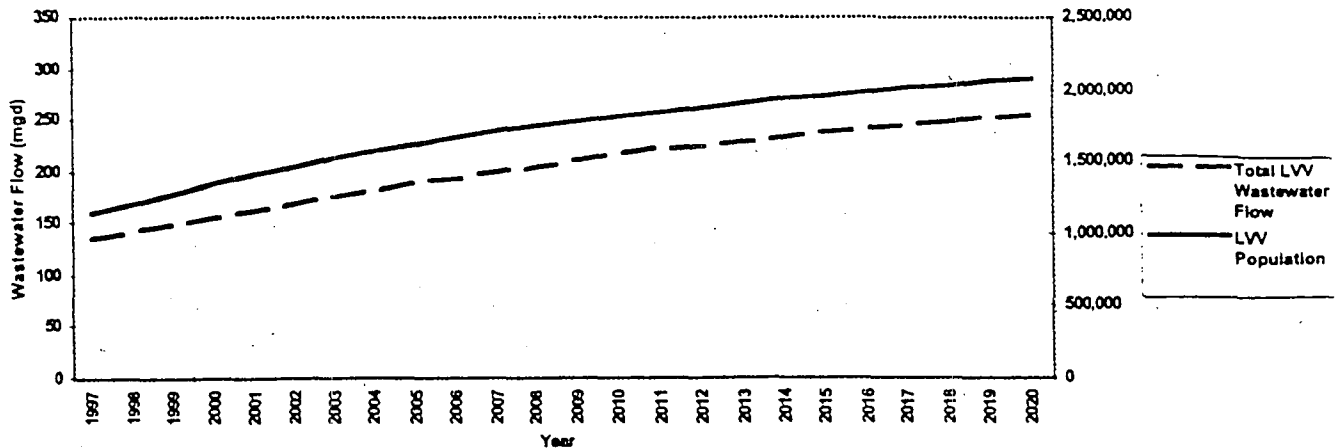
The wastewater flow projections included in this 208 Plan were provided by the three wastewater dischargers in the Las Vegas Valley: the City of Henderson, the City of Las Vegas, and the Clark County Sanitation District. The 1997 annual average wastewater flow of these three agencies is projected to be 135 million gallons per day (MGD); the combined projected annual average wastewater flow is 256 MGD in the year 2020. The current Las Vegas Valley population is about 1.1 million, the projected population in the year 2020 is about 2.1 million. **Figure 1-1** depicts the projected growth in population and wastewater flows during the planning period. There are several factors which may affect population and development growth within the planning area including water availability, developable land, and consistency with the Air Quality State Implementation Plan.

Future water availability and water demands for the planning period have been identified by the Southern Nevada Water Authority. The water demand information was converted to an expected return flow to the wastewater treatment plants and was found to correlate well with the Southern Nevada Water Authority resource plan.

There are approximately 228,000 acres of undeveloped land in the planning area. Certain development restrictions within the planning area including ground slope, McCarran Airport buffer areas, and community districts serve to guide and shape the future development of this acreage. Availability of developable land does not appear to be a limiting factor in the continued growth of the Las Vegas Valley.

This 208 Plan was developed using the same general growth rate as the Air Quality State

Chapter 1 - 208 Plan Summary



**Projected Las Vegas Valley Population and
Total Las Vegas Wash Wastewater Flows
Figure 1-1**

Table 1-1

**Projected Las Vegas Valley
Population and Wastewater Flows**

Year	REMI*	RTC	Influent Wastewater Flows (MGD)
1997	1,137,015		135
1998	1,202,185		142
1999	1,273,275		149
2000	1,341,139	1,153,000	155
2001	1,403,046		162
2002	1,460,890		168
2003	1,515,046		175
2004	1,566,726		181
2005	1,615,455	1,336,300	187
2006	1,660,464		193
2007	1,701,545		199
2008	1,739,123		205
2009	1,774,142		211
2010	1,807,460	1,548,800	217
2011	1,839,499		221
2012	1,869,726		225
2013	1,898,403		229
2014	1,926,204		233
2015	1,953,216	1,795,100	237
2016	1,979,300		240
2017	2,004,263		249
2018	2,028,494		248
2019	2,052,449		252
2020	2,076,062	2,080,500	256

*Population adjusted from county-wide to Las Vegas Valley projections.

Implementation Plan and, therefore, demonstrates consistency between air and water quality planning. Table 1-1 includes the Regional Economics Models, Inc. (REMI) population projections used in this 208 Plan, the Clark County Regional Transportation Commission population projections used in the Air Quality State Implementation Plan, and the wastewater flow projections for the planning area. The population projections utilized in the preparation of the 208 Plan are slightly different than the projections used in the preparation of the Air Quality State Implementation Plan. The two methods estimate essentially identical populations in the year 2020. The difference in the intervening years is minimal and reflects a difference in forecasting methods and timing of population growth.

Chapter 2 makes the following recommendations with respect to the wastewater flow projections.

- Wastewater flow projections should be consistent with, and coordinated with, projected water supply and water de-

Chapter 1 - 208 Plan Summary

mands identified by the Southern Nevada Water Authority.

- Population projections by the Clark County Regional Transportation Commission should be considered for conformity with assumptions delineated in the Air Quality State Implementation Plan.
- Coordination should continue between the Southern Nevada Water Authority and the Valley wastewater dischargers to assure a proactive approach to identify future needs.
- Periodic analysis and continued coordination of land and water availability should be performed to address environmental issues.

2. CHAPTER 3 - WASTEWATER TREATMENT. Water quality standards and beneficial uses are defined in the Nevada Administrative Code for Las Vegas Wash, the Wash/Bay confluence, and Lake Mead. In order to achieve these standards and maintain the uses, discharge requirements have been placed on each of the three wastewater treatment agencies that discharge to Lake Mead. These requirements include a wasteload allocation for phosphorus and unionized ammonia. The dischargers have consistently met the permit discharge requirements.

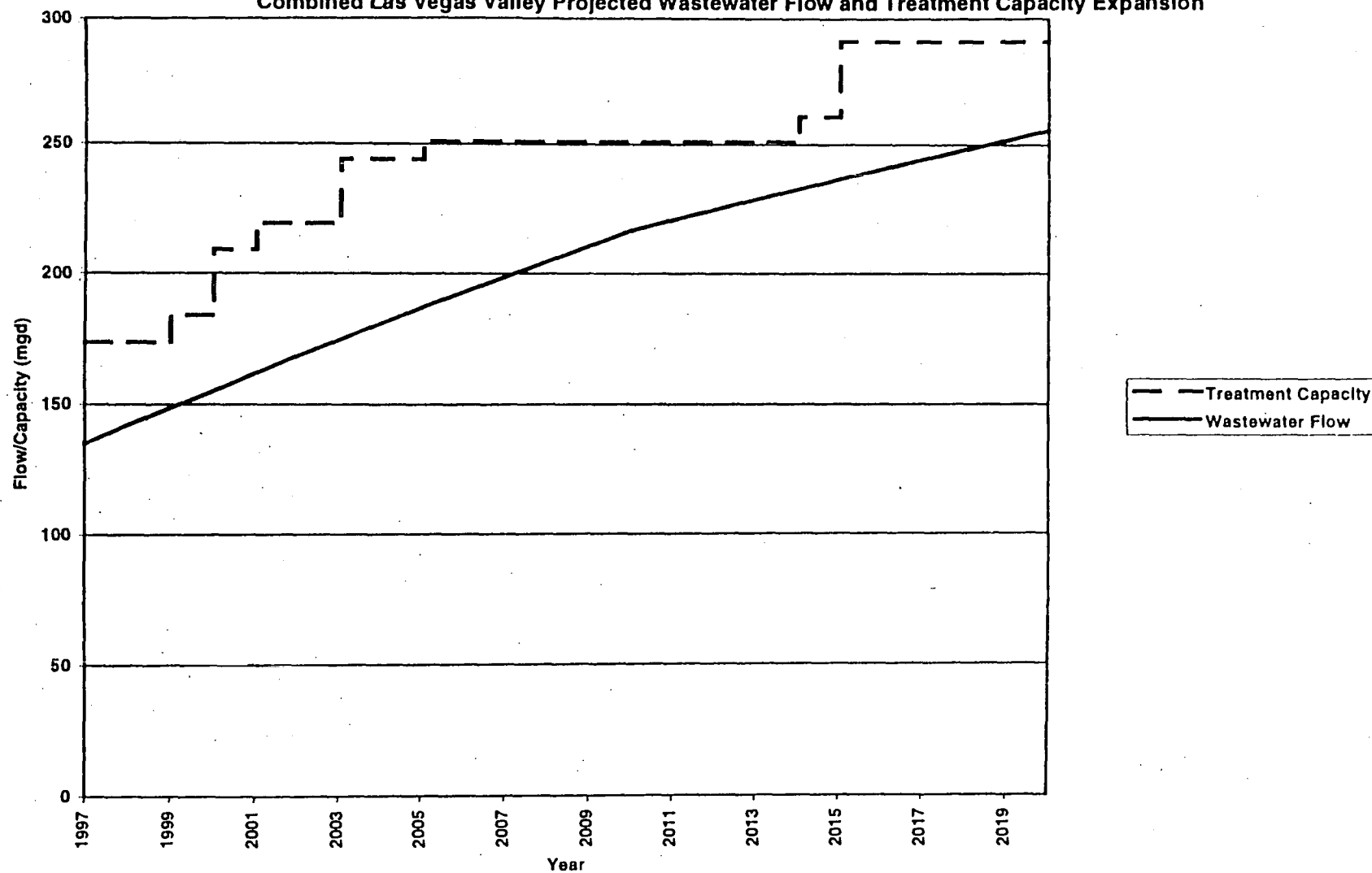
The existing treatment plants have a combined capacity of 174 MGD. As discussed in Chapter 2, 1997 wastewater flows for the Las Vegas Valley are projected to be 135 MGD. The facility planning currently underway has identified a total expansion in Valley treatment capacity of approximately 70 MGD (City of Henderson-10 MGD; City of Las Vegas-35 MGD; Clark County Sanitation District-25 MGD). The combined wastewater flows, existing treatment capacities and planned treatment expansions through the planning pe-

riod (year 2020) are shown in Figure 1-2.

Chapter 3 makes the following recommendations for wastewater treatment:

- The wastewater treatment agencies should consider various sources of funding including rate increases, bond debt, and federal funding to finance future expansions of treatment facilities and collection systems.
- Wastewater agencies should consider the option of constructing satellite treatment facilities in growing areas of the Valley for water reuse projects. National Pollutant Discharge Elimination System (NPDES) permits are required by the State of Nevada for seasonal surface discharge of excess reclaimed wastewater.
- It is recommended that facility planning, design, and construction initiated individually by all three wastewater dischargers, City of Henderson, City of Las Vegas, and the Clark County Sanitation District, be continued in order to provide the treatment capacity necessary to meet population projections over the 20 year planning horizon. Collection system infrastructure improvements for each of these agencies, as well as City of North Las Vegas, should also be initiated by each respective agency.
- The current ammonia wasteload will be difficult to reliably achieve in the future due to increased flows and the required percent reduction of ammonia. As the origin of the current wasteload was a concentration-based not-to-exceed chronic toxicity standard for Lake Mead and was based on the then-historical flows in Las Vegas Wash, an increased total maximum daily load should be considered in light of the current and projected Las Vegas Wash flows.

Figure 1-2
Combined Las Vegas Valley Projected Wastewater Flow and Treatment Capacity Expansion



Chapter 1 - 208 Plan Summary

- Continued coordination and consultation between the dischargers regarding facility planning needs through the Sewage and Wastewater Advisory Committee is recommended per N.R.S. 445A.
- On-site satellite water reclamation facilities built in partnership with developers of large residential and commercial projects should be evaluated to provide reclaimed water for public and common multi-use landscaped areas.
- Consideration should be given to alternative methods of wastewater treatment as outlined in E. ALTERNATIVE METHODS in coordination with the facility planning process.
- It is recommended that each wastewater treatment agency continue researching and providing for partnerships for implementation of demonstration projects utilizing various methods of biosolids disposal/use.

3. CHAPTER 4 - WATER RECLAMATION. Each of the three wastewater agencies (City of Henderson, City of Las Vegas, Clark County Sanitation District) in the Las Vegas Valley produces reclaimed water. The demand for reclaimed water is projected to increase over the next 23 years. Average day reclaimed water demands for 1997 and 2020 are summarized in the following table.

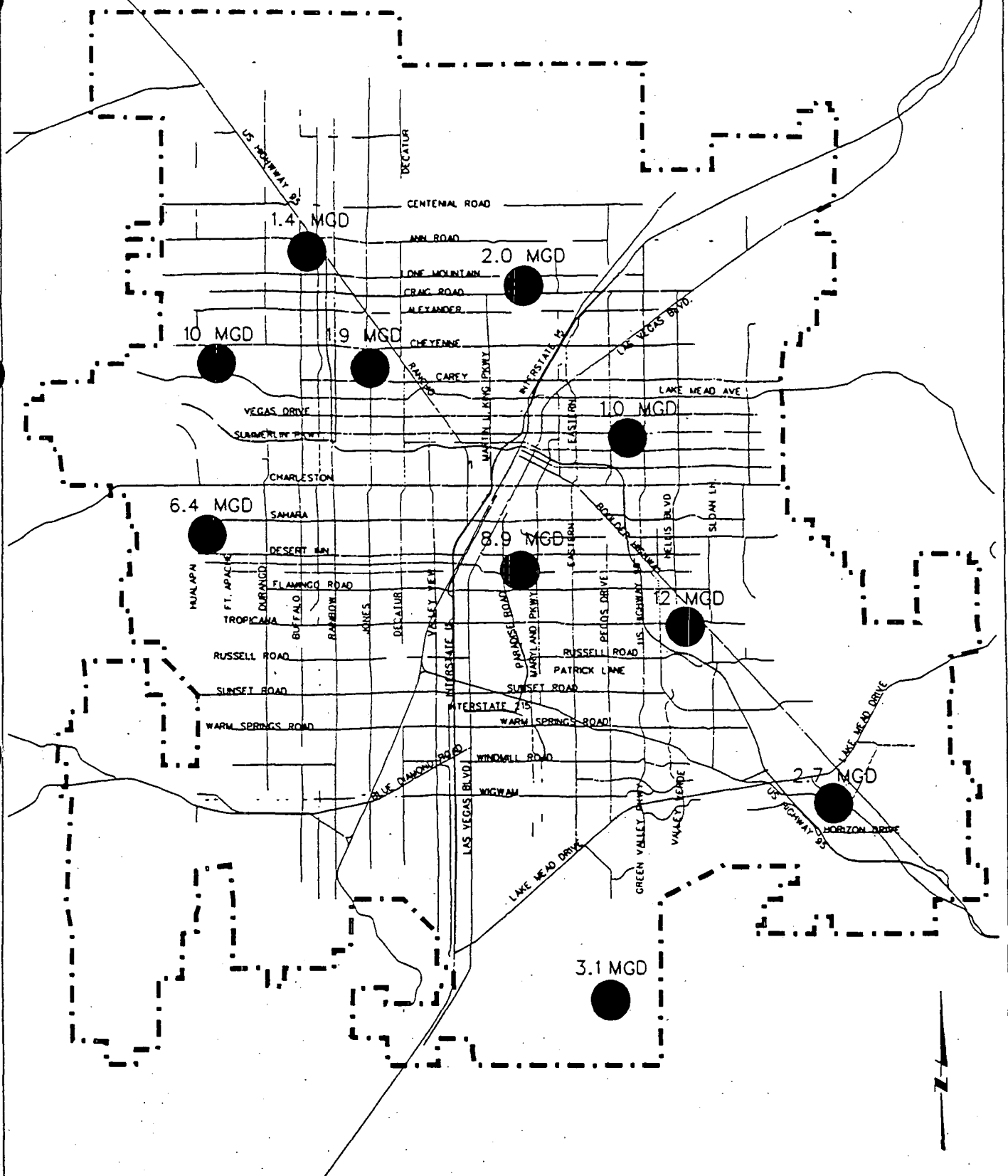
Existing and Future Average and Maximum Day Reclaimed Water Demands		
	1997	2020
Agency	Average Day (MGD)	Average Day (MGD)
CoH	4	17
CLV	0.12	24
CCSD	11	27
CNLV	0	4
Total	16	69

These demands are projected to occur in various locations around the Las Vegas Valley. Figure 1-3 depicts the magnitude and general locations of some of the identified demands within the Las Vegas Valley.

When additional disinfection is provided, current treatment requirements for discharge to Las Vegas Wash (Wash) are significantly stringent that reuse water quality requirements are met. This may change in the future if the wash discharge method is modified. There is the potential for satellite water reclamation facilities in the Las Vegas Valley that discharge indirectly (via storm drains or washes) to Las Vegas Wash during off-peak demand periods. NPDES discharge permits and the necessary treatment processes to remove nutrients to meet the discharge requirements will be necessary for these facilities if they discharge to Las Vegas Wash during the wasteload allocation period.

The following water reclamation recommendations are made in Chapter 4:

- Evaluate the feasibility of retrofitting existing public irrigation systems to operate using reclaimed water when/if available in the future.
- Design new public facility irrigation systems in a manner which accommodates the use of reclaimed water when/if available in the future.
- Develop a process to advise the Clark County Regional Flood Control District of any reclaimed water discharges to the storm sewer system for coordination with the Municipal Stormwater Management Committee's Stormwater Monitoring Program.
- It is recommended that any previously instituted maximum thresholds for deliv-



MONTGOMERY WATSON

208 WATER QUALITY MANAGEMENT PLAN
POTENTIAL AVERAGE DAY REUSE DEMANDS
IN THE LAS VEGAS VALLEY

FIGURE 1-3

Chapter 1 - 208 Plan Summary

ery and use of reuse/reclaimed water be reassessed to be consistent with the Plan's projected reuse demands.

- It is recommended that Valley agency (City of Henderson, City of Las Vegas, City of North Las Vegas, Clark County, Southern Nevada Water Authority) landscape and design manuals be consistent in policy recommendations regarding plant material, irrigation methods, and use of available reclaimed water.

4. CHAPTER 5 - NON-POINT SOURCES. Chapter 5 presents descriptive information and management strategies for non-point sources of pollution in Las Vegas Valley surface waters. Non-point sources are defined as diffuse sources of pollution which are distributed throughout the watershed and which contribute to receiving waters at multiple locations. They are contrasted with point sources which contribute pollutants to the receiving waters at a single definable point.

In Las Vegas Valley, the primary non-point sources are stormwater runoff, ground-water exfiltration, erosion, and minor contributions from miscellaneous urban activities (landscape and golf course irrigation return flows, excess wash water, illicit discharges to streets and drainage facilities).

Water quality data have been collected for dry weather and representative wet weather events over the past five years, in compliance with the Las Vegas Valley NPDES Municipal Stormwater Discharge Permit. Table 1-2 provides a summary of non-point source flow rates, concentrations, and loads (wet weather and combined dry weather flows) for selected constituents. In terms of loads to Las Vegas Wash, the most significant constituents originating from non-point sources as identified to date by the monitoring program are total dissolved solids, total suspended solids, nutrients, and bacteria.

Due to their diffuse nature, management of non-point sources is best accomplished through a combination of source controls and pollution prevention. The objective of source controls is to reduce the generation of pollutants at their source. The purpose of pollution prevention measures is to reduce the conveyance of pollutants from their source to receiving waters. Together these strategies are referred to as best management practices (BMPs). For planning purposes, BMPs are often divided into two categories: structural BMPs and non-structural BMPs. Table 1-3 presents a list of potential BMPs for reducing the impact of non-point source pollution in Las Vegas Valley. These BMPs address non-point sources in existing urban areas as well as new developments.

Structural BMPs consist of constructed facilities to prevent or capture non-point flows and mitigate impacts to downstream receiving waters. Examples are water quality detention basins, infiltration trenches, sediment and debris basins, grassed swales, constructed wetlands, and oil/grit separators.

Ordinances do not currently require implementation of structural BMPs in Las Vegas Valley. Before any structural BMPs are mandated, it will be necessary to clearly demonstrate that they are effective and appropriate for mitigating water quality problems experienced in the lower Las Vegas Wash and Lake Mead receiving waters. Specific structural BMPs to incorporate into Valley agency design manuals are suggested in Chapter 5.

Non-structural BMPs consist of administrative, regulatory or management practices which have positive impacts on non-point source runoff. Clark County and the other Las Vegas Valley entities have adopted and are implementing several non-structural BMPs. These include catch basin, storm drain, and street maintenance and cleaning; hazardous material disposal and litter control ordi-

Chapter 1 - 208 Plan Summary

Table 1-2

Summary of Typical Non-Point Source Flows and Loads
to Las Vegas Wash

Non-Point Flow	Dry Weather Conditions		Wet Weather Conditions	
	Rate	Volume	Rate	Volume
Average Discharge to Las Vegas Wash	21 cfs (14 mgd)	15,200 AFY	Varies	7,000 AFY
Constituent	Concentration (mg/L)	Load (pounds/day)	Concentration (mg/L)	Load (pounds/day)
Total Suspended Solids	18	1,900	1,100	68,000
Total Dissolved Solids	3,000	380,000	1,000	58,000
BOD	<6	750	43	2,600
Total Nitrogen	3.9	530	6.8	380
Total Phosphorus	0.07	8	0.95	49
Oil and Grease	<3.0	410	3.0	160
Surfactants	0.07	8	0.9	49
Lead	<0.002	0.3	0.04	3
Copper	<0.01	1	0.04	3
Zinc	0.03	4	0.2	8
Fecal Coliforms (MPN/100 ml)	1,700	N/A	200,000	N/A

Source: Las Vegas Valley NPDES Municipal Stormwater Permit

Chapter 1 - 208 Plan Summary

Table 1-3

List of Best Management Practices for Control of Urban Runoff Quality

Best Management Practices Applicable to Developed Areas	
Biofilter	Maintenance Records
Catch Basin/Inlet Maintenance	Oil/Grit Separator Basin
Critical Area Planting	Paving Unpaved Roads
Debris Basin	Porous Pavement
Dry Detention Basin	Public Education
Filter Strip	Regional Stormwater Quality Committee
Grade Stabilization Structure	Roof Runoff Management
Grassed Swale	Sediment Basin
Hazardous Material Disposal	Signage
Heavy-Use Area Protection	Standard Plans/Specifications for BMPs
Illegal/Illicit Connection Elimination	Storm Drain Cleaning
Infiltration Basin	Stormwater Monitoring Program
Infiltration Trench	Streambank Protection
Landscaped Area Grading	Street Cleaning
Litter Control	Wet Detention Basin
Local Ordinances	Wetlands (Constructed)
Best Management Practices Applicable to Construction Sites	
Cover Load Ordinances	Runoff Detention/Retention
Dewatering Controls	Seasonal Limits
Disturbed Area Limits	Sediment Controls
Dumping Controls	Separate Trenching Permit
Dust Mitigation Plan	Surface Roughening
Equipment Storage	Velocity Dissipation Devices
Nonvegetative Soil Stabilization	Waste Water Controls
Revegetation/Stabilization	
Best Management Practices Applicable to Vegetated or Landscaped Surfaces	
Correct Fertilizer Container Disposal	Proper Fertilizer Applications
Correct Pesticide Container Disposal	Proper Timing of Irrigation Sprinklers
Integrated Pest Management Program	Resistant Crop Varieties
Land Absorption Areas/Wetland Systems	Slow Release Fertilizer
Mechanical Weed Control Methods	Soil Testing and Plant Analysis
Minimizing Number of Irrigations	Trickle Irrigation
Best Management Practices Applicable to Industrial Sites	
Pollution Prevention Committee	Sediment and Erosion Prevention
Risk Identification and Assessment/ Materials Inventory	Employee Training
Preventive Maintenance	Visual Inspections
Good Housekeeping	Record-keeping and Internal Reporting Procedures
Spill Prevention and Response Procedures	Testing of Storm Water Discharges for Non-Storm Water Pollution Sources
Traditional Storm Water Management	

Note: See Appendix B for a brief description of these BMPs.

Chapter 1 - 208 Plan Summary

nances; household hazardous waste collection programs; public education related to non-point source pollution causes and impacts; stormwater and dry weather monitoring; and regional coordination of non-point source control activities related to stormwater.

One of the most important BMPs is the enactment and enforcement of ordinances prohibiting illicit discharges to the stormwater system. Such ordinances are required by the Las Vegas Valley NPDES Municipal Stormwater Discharge Permit. The City of Las Vegas, City of North Las Vegas, and City of Henderson have each enacted such ordinances in conjunction with their Industrial Pretreatment Programs. Clark County has recently adopted an illicit discharge ordinance for unincorporated areas. Responsibility for inspection is assigned to Clark County Public Works, and responsibility for enforcement is assigned to the Clark County Public Response Office. CCPRO currently conducts enforcement activities associated with a variety of County ordinances in response to citizen complaints. The ordinance prohibits all non-stormwater discharges to the stormwater system and also prohibits related activities such as littering and desert dumping.

Chapter 5 includes the following recommendations regarding non-point sources:

- It is recommended that the Clark County Regional Flood Control District's Las Vegas Valley Flood Control Master Plan, the wastewater dischargers' future facility plans, and the Clark County Wetlands Park Plan be coordinated to address the need to decrease the sediment load to the Las Vegas Bay and Lake Mead through the combined use of flood control facilities and erosion control structures.
- It is recommended that future updates of the Clark County Improvement Standards,

Clark County Area Uniform Standard Drawings, Clark County Regional Flood Control District Hydrologic Criteria and Drainage Design Manual, and similar design manuals incorporate new sections on design and maintenance of BMPs for stormwater quality management.

- It is recommended that planning for any proposed reclamation facility of a size 5 MGD or larger be coordinated through the Sewage and Wastewater Advisory Committee and Las Vegas Valley Municipal Stormwater Quality Management Committee.
- It is recommended that structural BMPs be considered on a regional basis. Planning and implementation of regional structural BMPs should be coordinated with both the Las Vegas Valley Municipal Stormwater Quality Management Committee and Sewage and Wastewater Advisory Committee.
- It is recommended that the present program of voluntary implementation of non-point source BMPs continue to be encouraged.
- It is recommended that air quality particulate matter BMPs be coordinated with stormwater management BMPs.
- It is recommended that agencies within the Valley be encouraged to formulate a plan to address unpaved roads within the respective jurisdictions relative to stormwater management.
- It is recommended that the lead agency for the Las Vegas Valley Municipal Stormwater Management Program (Clark County Regional Flood Control District) actively participate as a stormwater discharger in Valley water quality groups to

Chapter 1 - 208 Plan Summary

assist with water quality concerns and solutions.

- It is recommended that Valley agencies implement a pollution prevention program or participate in a cooperative regional pollution prevention program to address non-point source pollution in cooperation with the Las Vegas Valley Municipal Stormwater Quality Management Committee.
- It is recommended that natural washes and unlined channels in the Valley be preserved to the extent practical and consistent with the need for flood protection and erosion control.
- It is recommended that Clark County and the other municipalities continue to aggressively enforce their stormwater system protection ordinances..
- It is recommended that the Department of Comprehensive Planning work with CCRFCD to arrive at a method of determining the location and nature of impervious surfaces in the Valley, and to develop a map and database documenting this information.
- It is recommended that the Nevada Division of Environmental Protection (NDEP) provide a map and database to the Department of Comprehensive Planning documenting dewatering NPDES permits issued throughout the Valley, and that this be updated on a regular basis.
- It is recommended that the Department of Comprehensive Planning work with the Southern Nevada Water Authority (SNWA) to develop a County-wide well-head protection ordinance. In support of this effort, it is recommended that SNWA provide a comprehensive database and

map inventory of groundwater wells currently in use and those not in use, and determine the number and location of all abandoned groundwater wells.

- It is recommended that the Lake Mead Water Quality Forum or similar organization coordinate water quality monitoring efforts among the various local, state and federal agencies involved in such programs, and promulgate sampling and laboratory standards to be followed to maintain consistency of results.

5. CHAPTER 6 - LAS VEGAS WASH WETLANDS. Las Vegas Wash is integral to water quality planning activities within Las Vegas Valley since protection of the unique Wash environment involves wastewater treatment, water rights and return flow credits, salinity control for the Colorado River, Clark County Wetlands Park planning, and water quality standards. As urban development continues in the Valley, the natural resource values of Las Vegas Wash will continue to increase.

As the terminal outlet of the Las Vegas drainage basin, Las Vegas Wash flows from west to east and empties into Las Vegas Bay in Lake Mead on the Colorado River. During non-storm periods, water quantity and quality within the Wash are directly related to wastewater discharges, runoff from urban areas, and ground-water seepage. Headcutting, the process of upstream advance of a gully and vertical channel downcutting by erosion, is the primary form of erosion in the lower Wash. Increasing urbanization in the Valley has increased both storm flows and wastewater discharge, and has accelerated the erosion process in the Wash, deepening and widening the channel and discharging silt into Lake Mead. In recent years, the construction of regional flood control facilities such as detention basins have

Chapter 1 - 208 Plan Summary

helped attenuate these increased storm flows. However, the urbanized watershed areas downstream of the detention basins are still capable of producing runoff characterized by high peaks and short durations. In addition, the baseflow in the Wash has increased. Low flows have undercut banks while high flows have scoured out and widened the channel. Since the 1970s, channel erosion in the Wash has steadily reduced the area of wetlands vegetation. Within the last 25 years, stable wetlands have been reduced by approximately 470 acres (Southwest Wetlands Consortium, 1994). Without intervention, approximately 300 to 400 more acres of remaining wetland could be lost within 10 to 15 years.

Erosion in Las Vegas Wash since 1975 has greatly affected travel times of waters discharged from City and County treatment plants to Lake Mead. The decrease in time has been attributed to erosion of the wetlands below the Pabco Road/Las Vegas Wash intersection. Loss of wetland vegetation has also been attributed as the cause of a rise in water temperatures in the Wash, and is linked to water quality detriment in Las Vegas Bay, Lake Mead.

Major recent events which will impact erosion in the Wash and protection/enhancement of wetlands include implementation of Phase III of the Las Vegas Wash Integrated Comprehensive Management Program (predesign of the Pabco Road erosion control structure), development and implementation of the 1995 Clark County Wetlands Park Master Plan, and improvements to the water quality of non-point source discharges since the joint NPDES Municipal Stormwater Discharge Permit was issued in 1990. Other recent Wash activities include the Lake Las Vegas 8-acre wetland revegetation, the City of Henderson 2-acre wetland revegetation, and the National Park Service revegetation of

the Northshore Road bridge stabilization area. Wetlands issues concerning Las Vegas Wash include wetland mitigation banking, wetlands as wastewater treatment systems, and protection of sensitive species.

Recommendations for the Las Vegas Wash Wetlands include:

- Construct the Pabco Road Erosion Control Structure. Remaining activities prior to actual construction include: finalization of land use issues (acquisition of easements if necessary), completion of detailed design, and acquisition of permits (U.S. Army Corps of Engineers' Section 404 permit for dredge or fill in a jurisdictional wetland area).
- After finalization of the Wetlands Park Environmental Impact Statement, begin fund raising and construction of Phase I of the Wetlands Park Master Plan. Construction of up to 15 erosion control structures will be the most significant benefit to wetlands within the Wash.
- As part of Phase I of the Wetlands Park Master Plan, submit a prospectus and obtain a banking instrument from the U.S., Army Corps of Engineers for development of a wetlands mitigation bank for the Clark County Wetlands Park. The prospectus should include the objectives of the bank and details concerning how it will be established and operated.
- Consider impacts to sensitive species during planning of new facilities or other actions which may impact Las Vegas Wash wetlands.
- As additional acreages of wetlands are developed in the Clark County Wetlands Park, consider implementation of a water quality sampling program to document

Chapter 1 - 208 Plan Summary

the treatment of wastewater effluent by wetlands systems.

- As the wetlands are considered a significant natural resource, it is recommended that a secondary water right be granted for use by vegetation within the Wetlands Park.
- It is recommended that the Wetlands Park Plan implementation be coordinated with the Clark County Regional Flood Control District in regards to the flood control/erosion control structures necessary to reduce flood damage, increase nutrient uptake potential, and reduce the transport of sediments to the Las Vegas Bay and Lake Mead.
- It is recommended that Clark County Regional Flood Control District, SNWA and the wastewater agencies partner with Clark County to address issues in the Las Vegas Wash.
- The Wetlands Park Plan implementation timeline is considered to be a 20 year plan. As such, proposed wash structures should be moved up on the Clark County Regional Flood Control District Master Plan priority list, for both flood control and water quality concerns.

6. CHAPTER 7 - INTEGRATED PLANNING COORDINATION. Several existing or planned projects and guidance documents will impact water resources in the Las Vegas Valley. Integration among the different agencies that plan and implement these projects is essential to successful protection and use of water resources in the Valley. Table 1-4 lists the major agencies and summarizes their responsibilities and relevant proposed projects.

In Chapter 7, the following recommendations are made for integrated planning coordination:

- Use information gained during construction of the Pabco Road erosion control structure during planning and design of the remaining structures.
- Implement mitigation measures (environmental commitments) from Pabco Road Environmental Assessment and Wetlands Park Environmental Impact Statement.
- Increase the base design flow of the erosion control structures first described in the Las Vegas Wash Erosion Mitigation Plan, and now included as part of the Clark County Wetlands Park, for a Las Vegas Wash baseflow (372 cfs rather than 260 cfs).
- Coordinate revegetation and other mitigation efforts for utility crossings of Las Vegas Wash (e.g., Bureau of Land Management, Southern Nevada Water Authority Treatment and Transmission Facilities, and Southwest Gas Corporation) with the Wetlands Park Wetland Mitigation and Riparian Enhancement Plan.
- Coordinate construction of flood control facilities with improvements included as part of the Clark County Wetlands Park.
- Review all projects for conformance with Clark County Health District Air Pollution Control Division rules and regulations. Implement mitigation measures for air quality impacts as necessary.
- Continue cooperation between the four municipal agencies in Las Vegas Valley in complying with the NPDES Municipal Stormwater Permit; this will include joint efforts in stormwater monitoring, public education, BMP planning, and other efforts of the Stormwater Quality Management Committee.

Chapter 1 - 208 Plan Summary

Table 1-4

Water Quality Coordination Agencies

Agency	Responsibilities and Proposed Projects
Clark County Comprehensive Planning	• 208 Water Quality Management Plan administering agency • Land use planning agency (Clark County Comprehensive Plan) • Air Quality Implementation Plan
Clark County Parks and Recreation	• Pabco Road Erosion Control Structure - (U.S. Bureau of Reclamation (USBR) federal lead agency) • Clark County Wetlands Park - (USBR federal lead agency)
Clark County Regional Flood Control District	• Flood Control Master Plan and Updates • Stormwater management lead agency (Municipal NPDES Stormwater Permit)
Clark County Sanitation District	• Operates the Central and Advanced Wastewater Treatment Plant and participates in the water quality monitoring program in Las Vegas Wash/Lake Mead
Clark County Manager's Office	• Clark County Desert Conservation Plan • Multi-Species Planning
City of Las Vegas	• Operates the Water Pollution Control Facility and participates in the water quality monitoring program in Las Vegas Wash/Lake Mead
City of Henderson	• Operates the Water Reclamation Facility and Wastewater Treatment Plant and participates in the water quality monitoring program in Las Vegas Wash/Lake Mead • Henderson Landfill Closure - coordinated with U.S. Bureau of Land Management (BLM)
Southern Nevada Water Authority	• Water Purveyors in the Las Vegas Valley • Source Water Assessment • Treatment and Transmission Facility Operations
National Park Service	• Manages public recreation and natural resources within Lake Mead National Recreation Area • Operates water treatment facilities for park visitors.
Bureau of Reclamation	• Owns and manages substantial land holdings within Las Vegas Valley • Operates Lake Mead • Responsible for the salinity control program for the Lower Colorado River Basin
Bureau of Land Management	• Owns and manages substantial land holdings within Las Vegas Valley • Stateline Resource Management Plan
Colorado River Commission	• Administers programs impacting Colorado River and tributary flows in Nevada
Nevada Division of Environmental Protection	• Administers Section 401 Water Quality Certification program; issues NPDES and other discharge permits.
U.S. Army Corps of Engineers (COE)	• Administers the permitting program related to Section 404 of the Clean Water Act - impacts to wetlands; wetlands mitigation bank administration
Regional Transportation Commission	• Transportation Plan
Clark County Health District	• Air quality regulations • Public Health • Septic tank permitting

Chapter 1 - 208 Plan Summary

- Coordinate non-point source management strategies with other watershed management approaches adopted by the wastewater agencies in Las Vegas Valley.
- Continue cooperation between the municipalities in Las Vegas Valley with NDEP in addressing stormwater runoff quality and illegal/illicit discharges from construction sites and industrial properties.

7. CHAPTER 8 - WATER QUALITY PLANNING. Regional water quality planning in the United States began with the enactment of the Federal Water Pollution Control Act (Clean Water Act) in 1972. Section 208 of the Clean Water Act defines the schedule and scope of area-wide waste treatment management plans. This 208 Plan fulfills requirements set forth in Section 208 of the Clean Water Act, various sections of Title 40 of the Code of Federal Regulations, and in the Nevada Revised Statutes.

The 208 planning process, once initiated, is an ongoing area-wide water quality plan. There are no specific update requirements, however Section 130.6 Part 130 40 CFR Chapter One states: "area-wide water quality management plans shall be updated as needed to reflect changing water quality conditions, results of implementation actions, new requirements or to remove conditions in prior conditional or partial plan approvals." In addition, Nevada Revised Statute 244A.571 states the specific required elements of a water quality management plan. Conformance with the current approved area-wide water quality management plan is necessary in order for NDEP to issue NPDES permits. There are three other conditions that can trigger a 208 Plan revision:

- NPDES discharge permit is sought for a facility not included in the current, certified 208 Plan.

- NPDES discharge permit is sought for an existing facility at a capacity not included in the current, certified 208 Plan.
- EPA funding is sought for a facility not included the current, certified 208 Plan.

The BCC was designated as the 208 planning agency for all of Clark County, Nevada (Nevada Revised Statute (NRS) 244A.571) and, as such, is responsible for preparing and updating the 208 Plan and ensuring implementation. The Clark County Department of Comprehensive Planning (DCP) has been designated was the 208 water quality management planning agency. The DCP is responsible for coordinating various ongoing area-wide planning and monitoring programs with the 208 planning process. The Clark County Sewage and Wastewater Advisory Committee (SWAC), as authorized by NRS 244A.497, is a technical advisory committee to the BCC. The SWAC is comprised of employees of municipalities or districts who are actively engaged in the operation or management of sewer or water facilities within Clark County.

In order to address the changing needs of the Las Vegas Valley, the 208 Plan is updated periodically to reflect changing conditions and to extend the planning horizon.

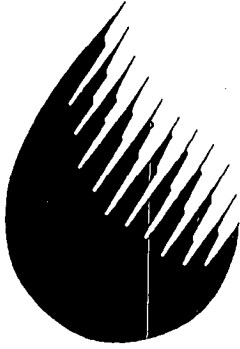
Chapter 8 makes the following recommendations with regard to the water quality planning process:

- It is recommended that area-wide planning continue through the 208 planning process with the Clark County Department of Comprehensive Planning responsible for coordination of air/water quality conformance.
- It is recommended that all local agencies affected by water quality planning participate in the Lake Mead Water Quality

Chapter 1 - 208 Plan Summary

Forum by entering into the proposed Memorandum of Agreement.

- It is recommended that the Air Quality State Implementation Plans continue to be coordinated with the 208 planning process. The use of common population projections for preparation of both air and water quality planning is crucial in assuring consistency in approach with state and federal regulators.
- It is recommended that the 208 Plan be updated and amended every five years. Amendments on a five-year basis will help to ensure that discharge permit revisions and applications are consistent with the 208 Plan, and that changing environmental conditions such as air and water quality can be integrated in a timely manner. The five-year update should include a status report on the recommendations contained in this 208 Plan.



SOUTHERN NEVADA
WATER AUTHORITY

Citizens Advisory Committee on Ground-Water Management

Recommendations Report

March 1997

Citizens Advisory Committee on Ground-Water Management
Recommendations Report
March 1997

I.	Introduction	3
II.	Recommendations	3
	Guiding Statement	3
	Education	3
	Conservation	3
	Aquifer Protection	4
	Ground-Water Protection	4
	Legislation	4
	Financing	5
	<i>Minority Opinion</i>	5
III.	Future Work	5

Attachment A - List of Committee Members

Attachment B - Draft Language for Proposed Legislation

This page intentionally left blank.

Recommendations of Citizens Advisory Committee on Ground-Water Management

March 1997

I. INTRODUCTION

The Citizens Advisory Committee on Ground-Water Management was first convened in April 1996 by the Southern Nevada Water Authority. The 20-member committee is composed of a broad cross-section of individuals who represent constituencies which use, manage, or are otherwise affected by groundwater activities and regulations in the Las Vegas Valley Groundwater Basin. A complete list of the committee members is included as Attachment A.

Since April 1996, the committee has conducted a regular series of meetings in an effort to learn more about the issues affecting the local ground-water basin. In addition, the committee deliberated at great length on what steps might be taken to help improve management of this precious resource and protect it for future generations. Through a series of 13 public meetings between April 1996 and January 1997, the committee discussed and developed recommendations in four areas related to ground-water management in the Las Vegas Valley Groundwater Basin. These recommendations and the guiding statement which drove their development are provided in the following section.

II. RECOMMENDATIONS

Guiding Statement

The primary aquifer that provides potable water in the Las Vegas Valley is a valuable, finite resource that needs to be protected from both overdrafting and potential sources of contamination.

Education

1. Public awareness programs regarding the sources, uses, and constraints on water supply in the Las Vegas Valley should be continued and enhanced to promote the public's understanding of and cooperation in addressing water issues.
2. Ground-water management education should be provided to existing and newly elected (county, city, state, and federal) officials on a periodic basis.

Conservation

1. Water conservation programs, education, and enforcement should be implemented comprehensively on a valley-wide basis so that they reach all water users, regardless of

their source of water. However, conservation programs, enforcement, and education should be tailored to the type of user and source of water.

2. Policies, programs, and ordinances that encourage water-efficient landscaping should be implemented valley-wide because the greatest amount of water used and wasted in the valley is for outdoor use.

Aquifer Protection

1. A well head protection plan should be developed to encourage land use practices that would protect the aquifer from contamination.
2. A program for proper well abandonment should be developed, including the inventorying of abandoned wells and the recovery of abandonment costs from the property owner.
3. Proper procedures and controls shall be put in place to ensure that artificial recharge programs do not inadvertently contaminate the aquifer.

Ground-Water Management

1. Demand on the principal aquifer should be reduced so that it approximates the amount of recharge to the principal aquifer from both natural and artificial sources.
2. Water levels in the aquifer should be stabilized at existing levels within the zone of influence for existing wells.
3. A program for enhanced ground-water replenishment should be established to maximize artificial recharge and limit its withdrawal.
4. Ground water should continue to be used as an effective and cost-efficient means of meeting peak seasonal water demands.
5. Where feasible, the shallow aquifer should be converted to beneficial uses.
6. A program for encouraging and providing sufficient incentives for well users to hook up to surface water delivery systems should be implemented.

Legislation

In addition to the recommendations in the areas of education, conservation, aquifer protection, and ground-water management, the committee discussed and developed text to be used as the basis for draft legislation implementing a ground-water management program in the Las Vegas Valley Groundwater Basin. Through extensive dialogue over a three-month period (including input from two informal subcommittee meetings), the committee developed a plain-language bill which captured, to the best of the committee's ability, the type of program, structure, fees, and

oversight necessary to implement a comprehensive phased program for managing the Las Vegas Valley Groundwater Basin. A copy of the draft bill is provided as Attachment B.

The program outlined in the draft bill is intentionally phased to allow for additional information-gathering in the first two years, and to give affected constituencies a straightforward mechanism for helping to shape program activities. In addition, the phasing allows for dissolution of the program at the end of the two years should a majority of the affected constituencies -- as represented on the advisory committee described in the bill -- decide the program is ineffective or otherwise unacceptable.

Financing

Funding of a ground-water management program would come from a fee based on permitted ground-water use (or, in the case of domestic wells, a fixed annual fee). The fee structure envisioned is described in Sections 8, 9, and 10 of the draft bill (Attachment B). Any changes to the funding structure should be subject to the limitations described in Section 10 of the draft bill.

Minority Opinion

It should be noted that one member of the committee did not agree with the legislative or financing approaches taken by the committee. The member questioned whether an agency or programmatic authority was needed to manage the ground-water basin comprehensively, and the member opposed the implementation of any program or fees to support such a goal. Several members expressed concern over the creation of any new governmental agency to manage the ground-water basin and all members opposed the implementation of taxes or fees without appropriate limitations and controls. The members discussed these concerns at length during development of the bill. Their method for addressing the concerns is reflected in the final draft, which recommends the use of a phased programmatic approach and the implementation of strict guidelines for when and how fees can be changed during the life of the program.

III. FUTURE WORK

The Southern Nevada Water Authority and Citizens Advisory Committee on Ground-Water Management will begin a series of outreach presentations to inform and update various interested parties, beginning first with those groups which are affiliated with members of the committee. The presentations will provide information on the ground-water issues facing the Las Vegas Valley as well as information on the recommendations and draft legislation developed by the committee. The presentations will provide a forum for delivering feedback to committee members and the Authority on concerns or other issues related to the recommendations and proposed legislation.

The citizens committee will meet again while the 1997 Nevada Legislature is in session. The meeting(s) will review ongoing issues related to the progress or content of the draft legislation, and will provide members with an opportunity to discuss any suggestions or comments they may

have received from their respective constituencies. Members may also use the meeting(s) to formulate additional recommendations for possible incorporation into the bill draft as it moves through the legislative process.

Members may be invited to testify before the Nevada Legislature at committee hearings involving the draft legislation. If the legislation is implemented, one of the final duties of the committee will be to develop a list of recommended appointees to the advisory committee which will oversee Phase I of the program. Upon submission of the recommendations to the Southern Nevada Water Authority Board of Directors and the appointment of the advisory committee -- or in the event no ground-water management legislation is enacted during the 1997 Legislative Session -- the Citizens Advisory Committee on Ground-Water Management will conclude its activities.

Attachment A

List of Committee Members

List of Committee Members

(Please note: Affiliations are for identification purposes only.)

Jan Bernard	Realtor
Chris Chairsell	Community College Southern Nevada
Leo Connolly	Northwest Citizens Association
Bob Coache	Nevada Division of Water Resources, State Engineer's Office
Robert Deiro	Private citizen
Michael Dias	Sunrise Town Advisory Board
John Hahn	Eastland Heights Homeowners Association
John Hiatt	Enterprise Town Advisory Board
Greg Jones	Southern Nevada Homebuilders Association
Frank Martin	Gilcrease Ranch
Dave MacFarlane	Hillcrest Manor Water Users Association
Jodi Maynard	Private citizen
Steve McHugh	Las Vegas Paiute Tribe
Jack Norman	Bureau of Land Management
Ken Rawson	Private citizen
Mark Russell	Mirage Resorts
Bill Starkey	Sheep Mountain Homeowners Association
Richard Sayers	Nellis Air Force Base
Terry Stimson	Craig Ranch Golf Course
Jeff van Ee	Private citizen

Attachment B

Draft Language for Proposed Legislation

SUMMARY OF BILL CONTENTS

This bill establishes a program for comprehensively addressing ground-water-related problems in the Las Vegas Valley Groundwater Basin. The bill is intended to do the following:

- Create a comprehensive Las Vegas Valley ground-water management program.
- Define the duties and activities of the program.
- Authorize the Southern Nevada Water Authority to implement the program.
- Define a limited schedule of fees to support the program.
- Authorize the Southern Nevada Water Authority to collect the fees to support the program.
- Define a citizens advisory process to oversee the Southern Nevada Water Authority in performing those responsibilities related to the program.
- Define a process whereby the status of the program is reviewed at the end of two years and the program is either continued as is, modified, or ended.

SAMPLE INTRODUCTION

WHEREAS, the primary aquifer that provides drinking water in the greater Las Vegas Valley is a valuable, finite resource which needs to be protected from both overdraining and potential sources of contamination; and

WHEREAS, there does not currently exist a single, comprehensive program or entity to implement much needed ground-water education, conservation, protection, and management among the respective users of the Las Vegas Valley Groundwater Basin;

THEREFORE, BE IT RESOLVED by the Senate/Assembly of the State of Nevada, the Senate/Assembly concurring, to enact a Comprehensive Ground-Water Management Program for the Las Vegas Valley Groundwater Basin, to be organized and conducted as follows:

DRAFT BILL LANGUAGE

Section 1. The Southern Nevada Water Authority is hereby required to establish and administer a comprehensive ground-water management program for the Las Vegas Valley Groundwater Basin.

Section 2. As used in this act, unless the context otherwise requires:

1. "Authority" means the Southern Nevada Water Authority.
2. "Board" means the board of directors of the authority.
3. "Committee" means the advisory committee appointed to advise the authority on matters relating to the Comprehensive Ground Water Management Program for the Las Vegas Valley Groundwater Basin.
4. "Program" means the Comprehensive Ground Water Management Program for the Las Vegas Valley Groundwater Basin.
5. "State engineer" means the state engineer or any authorized assistant.

Section 3. The purpose of the program is to provide oversight, protection, and recharge of the ground-water supplies located in the Las Vegas Valley Groundwater Basin, and to prevent the contamination or long-term depletion of water available in the ground-water basin.

Section 4. The program shall be governed by the board of directors of the authority. To support the decision-making of the board as it relates to the program, an advisory committee shall be appointed by the board to advise them as to the progress, activities, and general direction of the program. This committee shall consist of the following members:

1. Two individuals who own and operate domestic wells;
2. One representative of an organization that owns and operates a quasi-municipal well;
3. One representative of an industrial/commercial user of ground water;
4. One representative of a private water company;
5. One ratepayer whose water service is provided entirely by a municipal water purveyor;
6. One representative of a municipal water purveyor that owns and operates wells; and
7. The state engineer or appropriate designee.

All members shall be entitled to one vote with the exception of the state engineer or designee, who shall serve in a non-voting (*ex officio*) capacity. Initial members under items (1), (2), and (3) shall be appointed to the committee by the board, taking into consideration recommendations made to the board by the authority's citizens advisory committee on ground-water management. These recommendations for appointment shall be submitted to the board no later than 60 days following passage of this act.

At the expiration of a committee member's term, or in the event a committee member resigns or is otherwise unable to perform his or her duties, a replacement shall be appointed by the board within 90 days. In the case of members under items (1), (2), and (3), the authority shall solicit recommendations from a representative sampling of domestic well owners, individuals or organizations associated with quasi-municipal wells, and industrial/commercial users of ground water. In the case of members under items (4), (5), and (6), the authority shall solicit recommendations from its constituent member agencies. These recommendations shall then be presented to the board for its consideration.

The terms of appointment for committee members shall be structured so that four of the appointees initially serve a three-year term and three of the appointees serve two-year terms, with the three-year terms converting to two-year terms upon their first expiration. Appointees shall be eligible for reappointment at the end of each term. There shall be no limit to the number of terms an appointee may serve.

Section 5. The advisory committee shall meet at least once every three months to address issues related to the program and its activities. As it deems necessary, the committee shall provide written recommendations to the board on the authority's management of the Las Vegas Valley Groundwater Basin and the authority's exercise of powers related thereto. Recommendations to the board shall be based on simple majority vote with dissenting opinions fully documented.

Section 6. At least once each calendar year, the advisory committee and authority staff shall conduct a joint workshop in which members of the public, well owners, and other interested parties are invited to discuss issues related to the program, its activities, and the Las Vegas Valley Groundwater Basin. This workshop shall be publicly noticed. The issues and concerns expressed by participants shall be documented in writing and appended to the summary reports described in Section 7 of this act.

Section 7. On or before December 31, 1998, and on or before December 31 of each year thereafter, the authority shall prepare a summary report which describes the activities of the program and advisory committee during the year in question. In addition, in concert with the 1999 Nevada legislative session, the advisory committee and authority shall prepare a joint summary report for the Nevada Legislature.

The report to the Legislature shall contain, at a minimum, the following:

1. A summary of all activities, studies, and research conducted on behalf of the program during the preceding two years;
2. A detailed assessment of the public workshops conducted by the authority and advisory committee, including documentation of comments made by members of the public;
3. A statement of income and expenditures related to the program; and

4. The advisory committee's assessment of the status of ground-water management activities within the Las Vegas Valley Groundwater Basin, including recommendations as to whether activities, fees, or other aspects of the program should be continued, modified, or ended; and recommendations for additional ground-water management and aquifer protection programs.

Section 8. The authority is authorized by this act to establish and collect a schedule of fees to be levied on users of ground water and holders of water rights to use ground water in the Las Vegas Valley Groundwater Basin. Money raised from the fees shall be used to accomplish the purposes outlined in Section 9 of this act. The schedule of fees shall be subject to the limitations outlined in Section 10 of this act.

Section 9. Fees collected for the program shall be used for the following purposes:

1. To develop and distribute information promoting ground-water education and conservation among water users of the Las Vegas Valley;
2. To perform a comprehensive well inventory of all types of wells within the Las Vegas Valley in conjunction with activities by the state engineer;
3. To prepare a cost-benefit analysis of ground-water recharge within the Las Vegas Valley Groundwater Basin for reference by the advisory committee;
4. To perform any other duties deemed necessary as part of the authority and committee's activities on behalf of the program (for example, water quality sampling for aquifer protection, or work to support possible recommendations for an aquifer balance fund); and
5. To develop recommendations for additional ground-water management and aquifer protection programs for consideration by the advisory committee and board.

In the event the program is continued after the first two years, fees shall be used in a manner consistent with the recommendations made by the advisory committee, board, and Nevada Legislature.

Section 10. For the first two calendar years of the program, the following limitations to the schedule of fees shall apply:

1. Beginning in calendar year 1997, ground-water users shall be assessed a maximum fee of \$10 per year for each acre-foot of ground-water they are permitted under law. The one exception to this shall be owners of domestic wells, who shall be assessed a single maximum fee of \$10 per year.
2. The fees may be adjusted upward or downward at the discretion of the board once each year; however, any increase shall be limited to an amount not to exceed the rate of

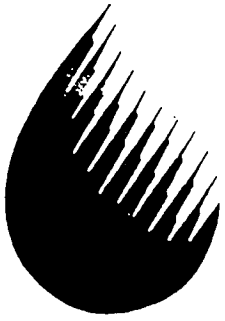
inflation for the year preceding the year in question. The rate of inflation shall be measured using the consumer price index (CPI).

Following the first two calendar years of the program, the schedule of fees will continue as implemented by the authority unless an alternative recommendation is made by a majority of the seven voting members of the advisory committee, approved by the board, and authorized by the Nevada Legislature. In any instance, an increase in fees above the rate of inflation shall require approval by the Nevada Legislature.

Section 11. The authority is authorized to conduct those investigations necessary to carry out the provisions of this act. In performing its duties on behalf of the program, the authority shall also consult regularly with the state engineer. Nothing in this act shall be deemed to supersede the authority granted to the state engineer in NRS Chapters 532, 533, and 534.

Section 12. If a majority of the seven voting members of the advisory committee affirm the program is not working as intended at the end of its first two calendar years of existence, they shall document this opinion in their summary report to the 1999 Nevada Legislature. All powers granted under this act shall then be revoked in their entirety no later than 90 days following receipt of the report by the Nevada Legislature.

However, if at that time a majority of the voting members of the committee affirm the program is making progress as intended, they shall document this in their summary report and this section shall be considered voided.



SOUTHERN NEVADA
WATER AUTHORITY

Water Quality Citizens Advisory Committee

Recommendations Report

June 1998

**SNWA Water Quality
Citizens Advisory Committee
Recommendations Report - June 1998**

Introduction	v
I. Background	1
II. Structure of Advisory Committee	1
III. Mission Statement and Decision-Making Process	2
IV. Discussion Topics	2
V. Recommendations	4
1 - Reducing wastewater flows through reuse	5
2 - Reducing wastewater flows through conservation	6
3 - Reducing wastewater flows through alternate discharge	7
4 - Stormwater runoff and nonpoint sources	8
5 - Groundwater seepage	9
6 - Spills	9
7 - Water quality monitoring	10
8 - Public confidence and perception of water quality	10
9 - Comprehensive management of the Las Vegas Wash	11
Appendix A - List of Committee Members	A-1
Appendix B - Overview of Committee Meetings	B-1

Introduction

The Las Vegas metropolitan area has an abiding interest in the availability and quality of its water resources. Because Las Vegas is a desert community that is now home to over one million residents and host to over 30 million tourists each year, it can be said to have a more acute interest in water and water quality than any other American city in the southwestern United States.

For years, local public entities have worked to provide the area with sufficient water resources to meet increasing demands. In response to the need for better coordination among entities, the Southern Nevada Water Authority (SNWA) was formed in 1991. The SNWA created a new era of cooperation and public participation in issues affecting water in Southern Nevada. By bringing together local entities and encouraging public involvement through the use of citizen advisory committees, SNWA has realized the goal of practical, long-term management of the area's most valuable resource.

However, while acquiring additional water resources is a primary goal for SNWA, an equally important goal is to protect and preserve the water resources already available. This is the essence of what is meant by "water quality."

In July 1997, the SNWA Board of Directors appointed a 22-member citizens advisory committee to review and discuss water quality issues as they related to the Las Vegas Wash, Las Vegas Bay, and Lake Mead. The creation of the citizens committee followed the formation of the Lake Mead Water Quality Forum in February 1997. The Forum brought together 19 local, state, and federal entities involved in water quality issues related to the Wash, Bay, and Lake Mead. The goal of the SNWA citizens committee was to develop water quality recommendations for submission to the SNWA Board of Directors.

The SNWA Water Quality Citizens Advisory Committee began meeting in August 1997. Over the next 10 months, the committee held 17 meetings, visited local water and wastewater facilities, toured the Las Vegas Bay and Las Vegas Wash, and discussed at length issues affecting water quality in Southern Nevada. The committee received extensive information on key water-related issues and spent approximately four months developing recommendations in nine areas for consideration by the SNWA Board.

This report provides the recommendations developed by the committee, along with an overview of the meetings and tours held by the committee as it learned and discussed the issues firsthand.

SNWA Water Quality Citizens Advisory Committee Recommendations Report

I. Background

In the summer of 1997, the Southern Nevada Water Authority (SNWA) established a citizens committee to obtain public input on water quality issues related to the Las Vegas Wash, Las Vegas Bay, and Lake Mead. In the months preceding this action, important discussions on water quality issues had begun that increasingly called for a concerted approach by state and local entities. In February 1997, the Nevada Division of Environmental Protection (NDEP) had established the Lake Mead Water Quality Forum to facilitate the sharing of water quality information among government entities. The Forum brought together federal, state, and local entities, but lacked a mechanism for encouraging significant community participation and developing consensus from citizen stakeholders.

At approximately the same time, the SNWA and its member entities had begun considering ways to solicit public input on various water quality issues related to the Las Vegas Wash, Bay, and Lake Mead. This confluence of needs led SNWA to appoint a citizens advisory committee to develop and provide input on key water quality decisions to the SNWA Board of Directors. This input would also be forwarded to the Lake Mead Water Quality Forum for its consideration. The Water Quality Citizens Advisory Committee (WQCAC) was first convened in August 1997. Over the next ten months, the committee discussed such issues as:

- How to ensure compliance with future wastewater discharge regulations.
- How to address increasing volumes of treated wastewater and their impacts on the Las Vegas Wash and Bay.
- How to address erosion and the loss of wetlands in the Las Vegas Wash from all flows, including stormwater runoff and treated wastewater.
- How to address pollution entering the Wash from multiple sources, including groundwater seepage, point sources, and nonpoint sources (for example, runoff).

The committee's deliberations resulted in the nine recommendations contained in this report.

II. Structure of Advisory Committee

The members of the WQCAC were chosen to represent a broad cross-section of water quality and demographic interests in the Southern Nevada area. The time commitment required of committee members was considerable, so WQCAC members were chosen not only for their ability to represent diverse stakeholder interests, but also for their willingness to participate in an intensive, year-long series of meetings. Each of the seven members of the SNWA Board of Directors appointed three individuals to participate, resulting in a committee of 21 citizen

members. In addition, a representative of the NDEP was included as an ad hoc member of the committee. The NDEP representative provided a nexus between the SNWA citizen advisory process and the Lake Mead Water Quality Forum. To further enhance this relationship, the WQCAC also selected two of its members to serve as liaisons to the Forum. A list of WQCAC members and their affiliations is provided in Appendix A. A summary of the WQCAC meetings is provided in Appendix B.

III. Mission Statement and Decision-Making Process

At its first meeting, the WQCAC discussed and adopted a mission statement and set of ground rules for conducting its meetings. The mission statement read as follows:

To learn about and discuss facts, issues, and concerns regarding water quality in the Las Vegas Wash, Las Vegas Bay, and Lake Mead in order to make recommendation(s) to the SNWA Board of Directors on possible plans, studies, or solutions related to water quality needs in these areas.

In the adopted ground rules, the committee agreed to abide by the following statement in making its decisions:

All perspectives are valued. The preferred approach to making decisions is collaborative problem-solving leading to consensus. In cases of non-consensus, however, minority viewpoints will be preserved.

To assist the WQCAC in consensus building, SNWA employed an independent third party to conduct the meetings and provide neutral facilitation of discussions.

IV. Discussion Topics

The WQCAC deliberations can be divided roughly into two phases. The first phase was predominantly educational, consisting of an extensive presentation, review, and discussion of all facets of water quality issues in the region. This phase also included field visits to the area's drinking water and wastewater treatment facilities, the Las Vegas Wash, and the Las Vegas Bay.

Many issues were discussed during this phase. The following list indicates the breadth of the committee's activities:

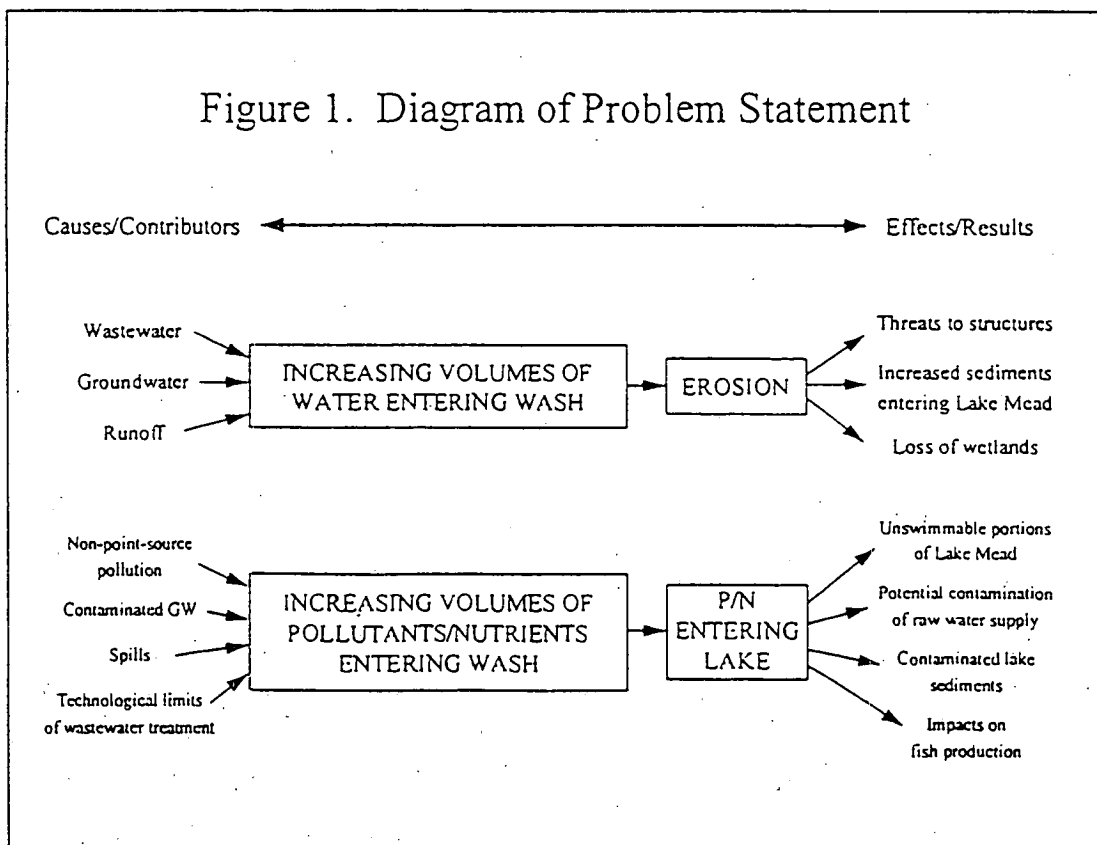
- Las Vegas Valley hydrologic cycle
- Lake Mead inflows and outflows
- Las Vegas Valley water consumption patterns
- Drinking water sources, quality, and treatment processes
- Wastewater treatment processes
- Water quality standards for drinking water and treated wastewater
- Contaminants present in the Wash, Bay, and Lake Mead
- Status of studies being conducted and cleanup efforts regarding perchlorate

- Water conservation programs
- Current and planned reclaimed water projects
- Stormwater runoff and nonpoint source pollution
- Flood control and erosion
- Loss of wetlands and potential for restoration
- Endocrine disruption, fisheries, and the Wash intrusion
- Alternative discharge locations for treated wastewater
- Permitting and regulatory authorities that affect water quality in the region
- Water quality testing and monitoring
- Existing planning efforts (for example, 208 Water Quality Management Plan, Wastewater Needs Assessment, Wetlands Park Plan)
- Designated and proposed beneficial uses for the Wash, Bay, and Lake Mead

The first phase culminated in a shared understanding of the primary water quality problems that needed to be considered and addressed in the region, both from a technical standpoint and an institutional one.

For the second phase of deliberations, the committee discussed and agreed to a water quality "problem statement." This statement took the form of a diagram that described the basic physical, chemical, and biological cause-and-effect relationships the committee members believed should guide their discussion and development of recommendations (see Figure 1). By systematically considering and addressing all of the causes, the WQCAC was able to develop a comprehensive set of recommendations to deliver to the SNWA Board of Directors.

Figure 1. Diagram of Problem Statement



V. Recommendations

In developing its recommendations, the WQCAC made several important decisions about the process and form their recommendations would take. The committee members first decided they would use the problem statement diagram to guide their discussions. They also decided to develop their recommendations on what should be achieved regarding water quality before addressing the question of who should be responsible. Committee members agreed it would be difficult to discuss institutional issues until they had the full range of potential water quality objectives and solutions in front of them.

The members also decided it would be insufficient simply to suggest possible solutions without a clear statement of the problems the solutions were meant to address and the objectives the committee hoped to achieve. Accordingly, the committee agreed upon a structure for each of the recommendations. This structure took the form of a problem statement, an objective, and proposed solutions. These objectives form the heart of the WQCAC's message to the SNWA and other entities. Regardless of how any individual solution might fare in the future, it is the objectives that reflect the committee's fundamental goals and standards for water quality.

Before presenting the specific recommendations of the WQCAC, one other aspect of the recommendations should be acknowledged. While the committee believes the recommendations to be sound, the members were not able in all cases to determine the degree to which their proposals may already be under some form of development or implementation. The committee discussed trying to ascertain and reflect such efforts in their recommendations, but rejected the idea as time-consuming and cumbersome. Therefore, the WQCAC wishes to make clear that wherever any entity is already conducting activities that are consistent with the WQCAC recommendations, the committee supports those efforts and encourages that the activities be continued.

The committee recommendations are presented under the following titles:

1. Reducing wastewater flows in the Las Vegas Wash through reuse.
2. Reducing wastewater flows in the Las Vegas Wash through conservation.
3. Reducing wastewater flows in the Las Vegas Wash through alternate discharge.
4. Stormwater runoff and nonpoint sources.
5. Groundwater seepage.
6. Spills.
7. Water quality monitoring.
8. Public confidence and perception of water quality.
9. Comprehensive management of the Las Vegas Wash.

Following disposition of the enclosed recommendations by the SNWA Board of Directors, the WQCAC will remain active, although meetings will be held much less frequently. It is expected that the committee will be reconvened at appropriate times to receive progress reports and to allow staff to solicit additional feedback when necessary.

Recommendation 1:

Reducing wastewater flows in the Las Vegas Wash through reuse

Problem. Local wastewater agencies have predicted that given historical trends in the Las Vegas Valley, wastewater flows in the Las Vegas Wash will increase approximately 60% by 2027. If projected levels of reuse are not met, the increase in flows will be even greater. Left unaddressed, these flows are expected to exacerbate erosion in the Las Vegas Wash. Erosion in the Wash threatens water control structures, increases the amount of sediment entering Las Vegas Bay and Lake Mead, and contributes to the loss of wetlands in and along the Wash.

Objective. The Water Quality Citizens Advisory Committee (WQCAC) believes steps must be taken to slow the trend towards greater wastewater flows in the Wash. To do this, the WQCAC believes the highest priorities should be to pursue more reuse of wastewater from treatment plants than is currently planned and to reduce flows into the treatment plants by encouraging greater on-site reuse by water users within the Valley.

Solutions. In this respect, the committee recommends:

1. Member agencies of the SNWA should continue their efforts to increase reuse in the Valley, subject to certain conditions --
 - a. Agencies should consider promoting additional reuse (beyond currently planned projects) primarily through the use of pricing mechanisms and other incentives.
 - b. In calculating the cost-benefit of any future reuse projects, agencies should factor in the benefit of avoided costs, such as additional treatment, environmental restoration, or other indirect costs, where possible.
 - c. Agencies should ensure that any new reuse project replaces an existing or projected demand for potable water, rather than create an additional demand for water. Reuse projects should be consistent with maintaining sufficient amounts of return flow credits.
2. Member agencies of the SNWA should consider the use of reuse mandates as an alternative means of promoting reuse.

Recommendation 2:

Reducing wastewater flows in the Las Vegas Wash through conservation

Problem. Local wastewater agencies have predicted that given historical trends in the Las Vegas Valley, wastewater flows in the Las Vegas Wash will increase approximately 60% by 2027. Left unaddressed, these flows are expected to exacerbate erosion and water quality problems in the Las Vegas Wash.

Objective. The Water Quality Citizens Advisory Committee (WQCAC) believes steps must be taken to slow the trend towards greater wastewater flows in the Wash. Recognizing the contribution that conservation can make to reducing flows, the WQCAC believes that efforts to reduce the per capita consumption of water should continue, not just to reduce the demand for potable water in the Valley, but also to reduce wastewater flows to treatment plants.

Solutions. Because indoor water use is the source of wastewater and various water conservation programs are already in place, the committee recommends that member agencies of the SNWA consider options where an opportunity still exists for reducing the amount of water used indoors. Suggestions include retrofits for older, larger users; tying sewer rates to indoor water use; educating users about products and practices that waste water; encouraging the sale of water efficient products; and considering the effect of increased water rates on reducing indoor consumption.

Recommendation 3:

Reducing wastewater flows in the Las Vegas Wash through alternate discharge

Problem. Although reuse and indoor conservation will slow the trend of increased wastewater flows in the Las Vegas Wash, they are insufficient to stop or reverse it. In addition, increased pollutant- and nutrient-loading in Lake Mead threatens the lake's recreational uses, impacts fish production, contaminates lake sediments, and poses a potential contamination threat to the raw water supply for drinking water.

Objective. Although the short-term goal is to slow the trend towards greater wastewater flows in the Wash, the Water Quality Citizens Advisory Committee (WQCAC) believes the long-term goal should be to reduce the flows into the Wash and Las Vegas Bay from their current levels. By diverting flows from the Wash, the wastewater agencies could help solve water quality problems in the Las Vegas Bay, protect drinking water supplies in the Las Vegas Valley, improve the fishery in Lake Mead, and promote sustainable wetlands development in the Wash.

Solutions. In this respect, the committee recommends:

1. The member agencies of the SNWA should pursue feasibility studies of an alternate discharge or diffuser pipeline. The studies should --
 - a. Focus on locations in Lake Mead. This will allow the Las Vegas Valley to continue to benefit from the existing system of return flow credits.
 - b. Take into consideration the minimum discharge to the Wash needed to maintain wastewater flows sufficient for wetlands propagation.
 - c. Take into consideration the cost, environmental impact, and political feasibility of specific locations. However, cost should simply be one criterion and not necessarily the most important one.
 - d. Include a cost-benefit analysis on further treatment for reducing pollutant-loading and consider the potential ramifications of such additional treatment on any alternate discharge approach.

Recommendation 4: Stormwater runoff and non-point sources

Problem. Runoff from stormwater and irrigation water contributes to erosion and water quality problems in the Las Vegas Wash and Lake Mead. Runoff can contain pesticides, herbicides, oils, greases, animal wastes, or other pollutants picked up from city streets, pavements, saturated turfs, and other surface areas in the Valley. These pollutants can pose a risk to human health and the environment.

Objective. The WQCAC believes an effort should be made to reduce peak runoff flows to the Las Vegas Wash and Las Vegas Bay. Where possible, runoff should be retained and its use maximized. By using runoff, local agencies would be capturing a resource that would otherwise be lost to the natural system. Utilizing runoff could help solve erosion problems in the Wash and contribute to better water quality in the Las Vegas Bay.

Solutions. In this respect, the committee supports work to establish wetlands in the area of the Las Vegas Wash. The committee further recommends:

1. Local government should consider the feasibility, including appropriate cost-benefit analyses, of constructed wetlands or other techniques to help trap and treat runoff for appropriate beneficial uses. Suggested options include --
 - a. Constructing wetlands to help trap and treat runoff for use in irrigating the proposed Wetlands Park, or other similar facilities and locations in the vicinity of the Las Vegas Wash.
 - b. Constructing wetlands in tributary washes to help trap and treat runoff in other parts of the Las Vegas Valley.
 - c. Developing catchment basins in locations where runoff could be used for passive irrigation or other purposes.

Constructed wetlands in the Las Vegas Wash or the Wetlands Park Project should be considered or coordinated with larger Wash solutions.

2. Local government should take steps to identify, in a proactive way, potential contaminants in runoff flows and their sources. This should be done in conjunction with taking steps to ensure runoff flows are diverted from known sources of contamination.
3. Local government should implement programs to educate the public against disposing of garbage or other waste products in flood drains, channels, and similar facilities. Steps should also be taken to ensure that washes, flood channels, and other runoff facilities are kept free of trash and debris, but without disturbance to channel vegetation.

Recommendation 5: Groundwater seepage

Problem. Contaminated groundwater drainage from the Las Vegas Valley is seeping into the Las Vegas Wash, contributing salts and contaminants to Lake Mead and the lower Colorado River system. This seepage degrades water quality and current actions to prevent it are still inadequate.

Objective. The WQCAC believes steps should be taken to identify and substantially reduce any undesirable contaminants in the waters of the Las Vegas Wash and in the groundwater seeping into the Las Vegas Wash. In this context, contamination implies that the water either does not meet standards applicable to the body of water in question, or poses some other threat to human health or the environment. Any solutions to address this type of problem should be subject to an appropriate cost-benefit analysis.

Solutions. Contaminated groundwater should be isolated, intercepted, and then treated. Treatments to be considered should include wetlands, evaporation ponds, and treatment plants.

Recommendation 6: Spills

Problem. Unanticipated failures of sewage system infrastructure have occurred in the past in the Las Vegas Wash, resulting in waste or chemical spills. When these have occurred, public notification may not have been timely or adequate.

Objective. The WQCAC believes local agencies need to work on improving actions to prevent such occurrences in the future. In those instances where an incident still occurs, more adequate procedures should be in place to contain the spills and to provide timely notification to affected businesses and the public.

Solutions. The WQCAC recommends wastewater agencies, the Clark County Health District, and other public and private organizations reexamine their notification procedures to ensure public awareness of any spills is expedited.

Recommendation 7:

Water quality monitoring

Problem. Water sampling in the Las Vegas Wash, Las Vegas Bay, and Lake Mead is conducted by several public entities, each of which performs monitoring to meet different needs or comply with different statutory requirements. This duplication of effort may be inefficient, could lead to gaps in effort, or could result in the overlooking of some contaminants that might need monitoring in the Wash, Bay, and Lake Mead.

Objective. The WQCAC believes existing water quality sampling and reporting should be coordinated or consolidated, wherever practical, to increase overall monitoring efficiency. Steps should also be taken to identify and monitor any undesirable contaminants that may exist in the Wash, Bay, and Lake Mead in addition to those contaminants whose monitoring is currently required by federal or state regulation.

Solutions. The WQCAC recommends the Southern Nevada Water Authority assume the lead role in coordinating or consolidating sampling, monitoring, and reporting of water quality data in the Las Vegas Wash, Las Vegas Bay, and Lake Mead. The Water Authority should take a comprehensive look at the issue of water quality contamination and determine what additional monitoring may be desirable, even if the items to be monitored are not currently regulated. Sampling data should be maintained in a central database and made available to all parties, including the public.

Recommendation 8:

Public confidence and perception of water quality

Problem. There is a lack of confidence by some segments of the public in the quality and testing of water in the Las Vegas Wash, Las Vegas Bay, and Lake Mead.

Objective. The WQCAC believes an effort should be made to increase public confidence in data related to water quality in the Las Vegas Wash, Las Vegas Bay, and Lake Mead.

Solutions. The WQCAC recommends the Southern Nevada Water Authority assume the lead role in developing ways to provide water quality data to the public in a timely manner. The methods chosen should educate the public on the meaning and significance of any sampling data collected, as well as provide regular status updates on water quality conditions in the Wash, Bay, and Lake Mead.

Recommendation 9:

Comprehensive management of the Las Vegas Wash

Problem. Many of the water quality issues related to the Las Vegas Wash are complex and not the direct responsibility of any one public entity. Past efforts to resolve these issues have been fragmented or have focused on particular situations (for example, erosion or wetlands).

Objective. The WQCAC believes a comprehensive approach is needed to manage the Las Vegas Wash. This comprehensive management approach should address the key issues related to the Wash (that is, water quality, erosion, wetlands) and bring together the appropriate stakeholders to help implement solutions.

Solutions. The WQCAC recommends the following:

1. The Southern Nevada Water Authority should take the lead in developing a comprehensive plan for managing the Las Vegas Wash. The plan should address the recommendations of the WQCAC and any related recommendations from the Lake Mead Water Quality Forum.
2. The comprehensive plan should be a consensus-based document prepared jointly with stakeholder groups and agencies, including providing opportunities for substantial public involvement as well as input from the WQCAC. Drafts of the plan should be provided to the Lake Mead Water Quality Forum and WQCAC for input.
3. The plan should address such aspects as implementation, existing institutional mechanisms to perform work, or the need for additional authorities. Where appropriate, the Southern Nevada Water Authority should solicit input (for example, using a request for proposal) to aid in development of the plan. The plan should also address funding considerations. Any responses to requests for proposals should be provided to the Lake Mead Water Quality Forum and WQCAC for input.
4. The Southern Nevada Water Authority should begin assessing the need to approach the 1999 Nevada Legislature for additional authorities or funding to support development and implementation of a comprehensive management plan for the Las Vegas Wash. Where possible, the support and input of the Southern Nevada Strategic Planning Authority should be solicited.

Appendix A

List of Committee Members



**Members of the SNWA
Water Quality Citizens Advisory Committee**

Please Note: Organizational affiliations are provided for identification purposes only. A member's views during the course of the committee's activities did not necessarily reflect those of the organization or group in question. The committee met 17 times between August 1997 and June 1998. There were also tours of local water and wastewater treatment facilities, Las Vegas Bay, and the Las Vegas Wash.

Tim Behrendt
Small Business Owner

Fred Olson
Senior Citizen

Dr. Jerry Cade
Medical Professional

Larry Paulson*
Environmentalism

Domingo Cambeiro
Latin Chamber of Commerce

Richard Plaster
Southern Nevada Homebuilders

Bob Campbell
Nevada Taxpayers Association

Brenda Pohlmann
Nevada Div. of Environmental Protection

Margaret Carlton
AFL-CIO

Mark Russell
Mirage Resorts Inc.

Norma Cox
*Friends of the Wetlands
League of Women Voters*

Pat Shalmy
Las Vegas Chamber of Commerce

Jim Goff
Lake Mead Fishing Guide

Dan Stewart*
Basic Management Inc.

Theron Goynes
Black Chamber of Commerce

Jeff van Ee
Environmentalism

Gail Kaiser
Las Vegas Bay Marina

John Wanderer, Attorney
Member at Large

Eric Lundgaard
Member at Large

Dalton Wellman
Nat'l Council for Senior Citizens

Wayne Marchant
Member at Large

Tom Whelan
Member at Large

*Represented the committee at the Lake Mead Water Quality Forum.

Appendix B

Overview of Committee Meetings

MEETING 1 - Wednesday, August 20, 1997

The committee was welcomed by Richard Wimmer, Deputy General Manager for the Southern Nevada Water Authority. Mr. Wimmer said SNWA was very interested in hearing from the committee on the issue of water quality in the Las Vegas Wash and Lake Mead. He introduced staff and emphasized the importance of the citizens advisory process. He said the current process was an open dialogue where all points of view could be heard and a community consensus could be developed on the issues.

Lewis Michaelson, Jason Associates Corporation, discussed his role as a neutral facilitator who would be responsible for conducting the meetings. He said the ultimate goal of the process was consensus and his primary role during the meetings would be to ensure that all members of the committee had an opportunity to participate fully in the discussions. Lewis explained that a consensus approach required a willingness on the part of members to hear opposing views and to respect each other's opinions during deliberations. An ability to compromise was also critical, although it was noted that if a situation arose where consensus was not possible, any individual or minority views would be preserved in the record.

Committee members introduced themselves and provided information on their backgrounds. They reviewed their mission statement and were given an introduction to water quality by SNWA staff. The introduction focused on technical terms that would be used in coming months, the Lake Mead and Las Vegas Valley water budgets, the water quality of the elements comprising those budgets, and the regulations governing water quality in Southern Nevada.

The committee developed a short list of what was meant by the term "water quality." Public comments focused on perchlorate, specific water quality suggestions, the composition of the committee, and the timeline for recommendations.

TOUR - Saturday, September 13, 1997

Committee members spent half a day touring the Alfred Merritt Smith water treatment facility at Lake Mead, the upper reaches of Las Vegas Bay, and parts of the Las Vegas Wash.

MEETING 2 - Tuesday, September 16, 1997

Members discussed the ex officio role of the Nevada Division of Environmental Protection on the committee. The NDEP representative was intended to be a technical resource on water quality issues as well as a point of contact with the Lake Mead Water Quality Forum.

The committee received a lengthy briefing on perchlorate. Dr. Steven Lamm, an epidemiologist affiliated with John Hopkins and Georgetown University, reviewed past medical uses of perchlorate, the chemical's observed effects on the thyroid gland, and how the thyroid gland functioned. Major Dan Rogers of the U.S. Air Force Environmental Law Directorate reviewed toxicological studies related to perchlorate, including those currently underway to address gaps in existing data. Doug Zimmerman, NDEP, reviewed the key agencies involved in addressing

the perchlorate issue in Southern Nevada. He discussed the NDEP three-phase plan to address the problem.

The committee received an educational briefing on drinking water, including a review of the Safe Drinking Water Act and an overview of the treatment process at the Alfred Merritt Smith water treatment facility. Public comments focused on perchlorate and related epidemiological issues.

MEETING 3 - Tuesday, September 23, 1997

The committee received educational briefings on groundwater, stormwater, and urban runoff. SNWA staff provided the groundwater briefing, focusing on the principal and shallow aquifers. Staff from the Clark County Regional Flood Control District discussed stormwater and urban runoff, focusing on issues related to erosion control in the Wash. Public comments focused on the Clean Water Act and why water quality had become such an important subject.

MEETING 4 - Thursday, October 9, 1997

The committee reviewed its overall schedule. Plans were made to begin detailing in December the water quality problems the committee wanted to tackle, prioritizing those according to importance, and developing potential recommendations for solutions. Staff from the Clark County Regional Flood Control District provided the committee with copies of the Las Vegas Valley Stormwater Quality Management Committee's 1996-97 *Annual Report for Las Vegas NPDES Municipal Stormwater Discharge Permit*.

David Donnelly, Deputy General Manager of the Southern Nevada Water Authority, reviewed the history of water quality issues in the Las Vegas Valley. The committee questioned him about treatment requirements, *cryptosporidium*, and future treatment technologies.

Staff from NDEP reviewed the history of environmental regulation in Nevada, water quality standards, permits, the difference between the Clean Water Act and the Safe Drinking Water Act, and the concept of beneficial uses. Committee questions focused on enforcement actions, fines, and water quality standards for the Wash, Bay, and Lake Mead. The committee also had numerous questions on how those standards were set and the processes in place to change them.

The members were given an introduction to wastewater issues in preparation for a tour of local wastewater facilities. Public comments focused on the need to look at the combined effects of contaminants on human health, instead of spending so much time on individual water quality issues.

TOUR - Saturday, October 11, 1997

Committee members spent half a day touring the wastewater facilities operated by the City of Las Vegas, Clark County Sanitation District, and City of Henderson.

MEETING 5 - Thursday, October 23, 1997

The committee received a presentation on wastewater by representatives of the three wastewater entities in the Las Vegas Valley (Clark County Sanitation District, City of Las Vegas, and City of Henderson). The presenters reviewed various concepts critical to an understanding of wastewater issues, including total maximum daily load. They discussed existing cooperative efforts among wastewater entities and provided background information on the various regulations governing wastewater treatment. Other topics included reuse, beneficial uses, responsible regulatory entities, water quality standards, and the wastewater treatment processes used in the Las Vegas Valley.

Committee questions focused on such topics as effluent testing, the amount of phosphorus being discharged into the Wash, sludge disposal, and standard-setting practices. Public comments focused on the seasonal discharge for phosphorus and ammonia.

MEETING 6 - Wednesday, November 19, 1997

The committee appointed two of its members to sit as representatives of the WQCAC on the Lake Mead Water Quality Forum. Members received an educational briefing on the Clean Water Act and the requirements for water quality management planning outlined in Section 208 of the Act. They were given an overview of the Clark County 208 Plan. Committee questions focused on population projections, stormwater harvesting, flow projections, and reclaimed water.

Representatives of the local wastewater entities presented details from their Wastewater Needs Assessment. The Needs Assessment contained several planning recommendations in the area of facilities, water quality standards, and alternate discharge. Committee questions focused on standards for phosphorus and ammonia, facilities costs, and future flow projections. There were no comments from the public.

MEETING 7 - Thursday, December 18, 1997

The committee held the last of its major educational meetings. A presentation was made on estimating stormwater flows in the Las Vegas Wash. Staff from Clark County Parks and Recreation provided an overview of the County's Wetlands Park project. Committee questions focused on return flow credits, measuring flows in the Las Vegas Wash, wetlands definitions, the effectiveness of wetlands in treating water naturally, concerns over sediment and erosion control structures in the Wash, the concept of a mitigation bank for wetlands, and costs associated with a wetlands project. There were no comments from the public.

MEETING 8 - Thursday, January 22, 1998

The committee was updated on the activities of the Lake Mead Water Quality Forum. They were also given an update on ongoing water quality studies related to the Wash, Bay, and Lake Mead. These studies related to the plume, endocrine disruption, the Lake Mead razorback sucker, and development of a central water quality database. Two representatives from NDEP provided an

update on proposed changes to water quality standards for Lake Mead. The committee began discussing possible approaches to recommendations. There were no comments from the public.

MEETING 9 - Thursday, February 9, 1998

The committee developed a list of water quality issues, including such concerns as lack of coordination, increased wastewater flows, affordability, information, sediment, pathogens, reuse, public perception, Lake Mead, and planning. At the committee's direction, Lewis Michaelson developed a matrix containing the various items brainstormed by the committee. From this matrix, a diagrammatic problem statement was developed which would direct the committee's future deliberations on recommendations.

MEETING 10 - Tuesday, February 17, 1998

The committee continued its discussion of possible recommendations, beginning with the issue of increasing wastewater flows. A preliminary recommendation was developed in the area of reuse. Public comment focused on treatment technologies for cleaning up contaminated groundwater and the need to discuss the human health consequences of water quality.

MEETING 11 - Thursday, March 5, 1998

The committee reviewed its draft recommendation on reducing wastewater flows through reuse. The members agreed to use a structured approach to each recommendation. This structure would begin with a problem statement and be followed by an objective and list of recommended solutions. The committee developed preliminary recommendations in the area of conservation and alternate discharge. Committee comments focused on price incentives, grey water, and the need to preserve return flow credits if an alternate discharge was used. There were no comments from the public.

MEETING 12 - Tuesday, March 17, 1998

The committee reviewed and finalized its draft recommendations on reuse, conservation, and alternate discharge before taking up the issue of runoff and non-point sources. Committee comments focused on the topics of erosion and nutrient-loading. There were no comments from the public.

MEETING 13 - Thursday, April 2, 1998

Staff reviewed the definitions of point source and non-point source discharges. The committee discussed and finalized its draft recommendation on runoff. Members developed preliminary recommendations for groundwater seepage and spills. Comments focused on the need to use cost-benefit analyses in determining solutions. Several members were interested in seeing more comprehensive notification procedures in the event of a spill in the Wash.

MEETING 14 - Tuesday, April 21, 1998

A presentation was made by Dr. Jim LaBounty, Bureau of Reclamation, on the Wash intrusion into Lake Mead (also known as the "plume"). Comments focused on salts, seasonal stratification of Lake Mead, and the potential effectiveness of wetlands in adjusting the direction of the plume. Public comment related to the need to keep in mind the potential adverse effects of any salt on human health.

MEETING 15 - Thursday, May 7, 1998

The committee received an update on a water quality meeting held by the National Wildlife Federation on April 21. The members finalized their groundwater seepage and spills recommendations, then developed preliminary recommendations in the area of monitoring, public reporting, and public confidence. The committee also began discussing institutional issues, recommending the development of a comprehensive plan for the Las Vegas Wash. There were no comments from the public.

MEETING 16 - Tuesday, May 19, 1998

The committee finalized its draft recommendations on monitoring, public confidence, and comprehensive management of the Wash. Committee members discussed the process for delivering the recommendations to the SNWA Board of Directors and directed staff to prepare a draft report for review at the next WQCAC meeting. There were no comments from the public.

MEETING 17 - Thursday, June 4, 1998

The committee reviewed and approved a draft recommendations report that had been sent to the members by staff. The committee discussed presentation of the report to the SNWA Board of Directors. The presentation would be made in a joint meeting with the SNWA Board on June 18, 1998. Public comment focused on ways to ensure the recommendations were implemented.

Formation of a County Organized Health System

*An Innovative Approach to the Healthcare
Needs of Nevada's Uninsured*

Presented by:
William R. Hale



*Care How Much We Know
Know How Much We Care*

For nearly two years University Medical Center and Clark County have been promoting a proposal to revolutionize the way publicly assisted medical care is provided in Nevada.

This proposal - the formation of a County Organized Health System - would put the care of this population back into the hands of local government and concretely promote quality care and cost efficiency through a unified health care system.

The UMC/Clark County plan was proposed during the closing days of the 1997 Legislative session, and while it received much attention and interest, time restrictions did not allow it to receive complete review.

A County Organized Health System would maintain care of the uninsured at the level it belongs - Nevada's counties - and assure that community experts are the key decision makers.

Clark County, through University Medical Center, has been caring for uninsured patients since 1931, when the hospital was conceived on the poor farm on the outskirts of town.

It is this expertise which has been utilized to craft this plan.

Specifically in Clark County, a County Organized Health System would be utilized to oversee and manage a host of programs including a medically needy program, administration of the state Child Health Insurance Program (now known as

Nevada Check-Up), care of county Social Service patients, the Medicaid program, and the treatment of all other uninsured patients.

Other counties would also have the flexibility of adopting this plan in whole or part, or relying on the current system in which the state oversees the majority of these programs.

The proposed County Organized Health System in Southern Nevada would be designed to bring together under one agency all the state and county publicly assisted medical programs in Clark County.

The intent is to end fragmentation of services, confusion among clients and provide and promote a seamless health care delivery system for the uninsured.

Other benefits include:

- ♦ Maintaining indigent care at the county level. The experts in indigent care are clearly county hospitals and county social service agencies.
- ♦ Maximizing available federal Medicaid matching dollars.
- ♦ Improving access to health care for the uninsured.
- ♦ Improving efficiency by removing duplicated administrative services and creating for the first time a truly unified system of health care for the indigent and uninsured population.
- ♦ Efficiently utilizing federal, state and county funds to provide a comprehensive range of service in a cost effective fashion.
- ♦ Provide one contact source for individuals or families who are uninsured and in need of health care.

The County Organized Health System would be overseen by a new nine-member board.

Seven members of the board would be appointed by the respective county's

Board of Commissioners and two members would be nominated by the governor.

The members must be chosen from the county's business and community sectors. To avoid potential conflicts of interest, no member may be a county elected official, county employee, provider of health care or a health care representative.

The committee, however, would be authorized to establish advisory groups composed of representatives from hospitals, the physician community, clinics, social service agencies and other related fields.

The County Organized Health System would have the following authority:

- 1) Operate programs involving health care services, including but not limited to the power to own and operate one or more health plans.
- 2) Enter into agreements with any public or private entity or entities to provide or arrange for health care services on a capitated or non-capitated basis.
- 3) Apply to the federal government for any approvals or waivers necessary to establish and operate the county organized health system.
- 4) Recommend to the Legislature, or to the legislative commission if the Legislature is not in session, any statutory changes, additions, or deletions or any additional funding sources or mechanisms that are necessary for the proper operation of the county organized health system.
- 5) Enter into contracts with public and private health care providers to provide health care to individuals enrolled in any health program operated by the county organized health system.

DRAFT**Introduction and Background**CLARK COUNTY
COMPREHENSIVE
PLAN

Over two years ago, Governor Miller empaneled the Health Care Systems Review Committee to evaluate the status of health care services in Nevada. At that time the Governor was particularly focused on issues related to publicly supported health care services and those dependent on such services. The foundation of the primary health care program for low income Nevadans, Medicaid, was being debated in Congress. Legislation to restructure the Medicaid program and limit federal financial participation in state-operated Medicaid programs was being seriously considered. This legislation promised to severely impact Nevada.

The threatened federal limitation of the Medicaid entitlement program was resolved for the time being without substantial damage to state publicly supported health care services. This outcome was in large part due to the organized efforts of state governors through the National Governor's Association and Governor Miller's leadership role in that association. Their combined influence on the Congress preserved this essential health care program for their states' neediest citizens.

Resolution of the Congressional threat to Medicaid reduced, but did not eliminate, the Governor's concerns regarding Nevada's health care service system. As a state, Nevada consistently ranks poorly on the overall health status of its citizens and the coordinated performance of its health care systems. The need to identify the issues underlying Nevada's poor health performance and construct feasible solutions continued to exist. Addressing this need was the challenge charged to this Committee.

The Committee was structured to exemplify the diverse array of Nevada Health Care stakeholders and balanced to equalize their influence. Leaders and policy makers from business and industry, health care providers and practitioners, health care payers, state and county government, health care users with diverse needs, and the health care industry were all represented. Together this diverse and distinguished group accepted the challenge to evaluate the state of health care in Nevada.

Chairman John O'Reilly approached the Committee's mandate by having each member identify their key issues concerning Nevada health care. These key issues became the basis for the formation of nine subcommittees. Members assigned themselves to subcommittees and each subcommittee designated a chairperson.

(See Attachment A – List of key issues;
Attachment B – Subcommittee topics, membership, and chairperson.)

Each subcommittee conducted a review of their topic area(s). These reviews

included information gathering, public hearings, presentations, and in most cases, multiple meetings of the subcommittee members. The culmination of subcommittee work was a report and recommendations relevant to their topic area.

(See Attachment C -- Subcommittee reports).

The contents of the subcommittee reports, the issues they identified, and the recommendations they forwarded to the full committee, reflect the breadth and complexity of health care issues in Nevada.

The full committee dedicated a substantial amount of time reviewing the subcommittee reports and discussing their findings and recommendations. Establishing a shared vision and a set of goals for the Nevada health care system required a lengthy exchange before achieving consensus.

Extracting a set of recommendations from the subcommittee proposals that the committee could agree to transmit to the Governor proved considerably more difficult. The committee reached consensus on the identification of key issues and challenges for health care in Nevada. Agreement on the solutions to be applied to all problem areas could not be reached on several of the major issue areas.

Consensus was reached on some, but not all issues.

In reflecting on the committee composition and the processing of this outcome, the failure to reach consensus on the method of solution should have been expected. The Committee was structured to represent the broad range of health care interests from major provider organizations to special needs advocacy groups to public policy makers. The structure had the intended effect. It included the wide range of interests yet balanced them to preclude the uneven influence of any single perspective or interest group.

The optimal outcome of reaching consensus for a set of recommendations was not achievable. What was achievable and achieved was a thoughtful identification of the key issues facing Nevada's health care system and a set of alternative but viable solutions identified to address each of for those key issues.

The product of this committee, a thoughtful and clearly articulated list of the key health care issues facing Nevada paired with the most viable solution alternatives available to address those issues, could serve as a health care agenda for public decision makers. It would guide decision makers in identifying the key issues in health care and focus them on the choice of action strategies available to best address the issue.

This committee achieved a difficult and necessary step in public policy development. Through extensive discussion and deliberations with public input and participation provided throughout the process, the committee defined a public health care agenda in Nevada. The value of this structured committee process and its capacity to facilitate public policy development should be captured and formalized.

The content of this report includes the recommended vision, goals, and key actions for Nevada's health care system. In addition to these recommendations is a proposal to apply a structured committee process to assist in the very difficult and complex process of formulating public policy for health care services.

VISION

A coordinated system of health care will provide the most efficient and effective health care opportunities that are economically feasible for all Nevadans through the reasonably accessible delivery of all available public, private and not-for-profit resources. The health of all Nevada citizens and communities will be supported and promoted through a coordinated, responsive and accessible system of effective, efficient health care services.

GOALS

1. Increase the years of healthy life for Nevadans.
2. Increase the prevalence of healthy behaviors among Nevadans.
3. Decrease the prevalence of health behaviors among Nevadans that put health at risk.
4. Promote increased access to quality, affordable health care opportunities for all Nevadans.
5. Promote optimal public health protection in Nevada.
6. Promote increased equitable health opportunities for all Nevadans experiencing special circumstances.
7. Measurement indicators will be implemented.

RECOMMENDATIONS

1. Provide increased access to comprehensive health care coverage for uninsured, low-income children through full operation of the Nevada Check Up Program.
2. Optimize utilization of Medicaid coverage and other publicly funded health care services for qualifying Nevadans including implementation of a comprehensive outreach program.
3. Proceed with the development of a Medicaid management information and data system.
4. Design and implement a comprehensive Nevada health status and health care services information structure that reflects:
 - the current state of public and private health care services
 - the health status of Nevadans
 - quality and responsiveness of health care services
 - costs, expenditures, and sources of financial payments for health care services in Nevada

The system should support:

- analysis of health care financial information
- measure shifts in the system of health care services
- measure changes in the health status of Nevadans overall as well as by demographically specific subgroups.

The information system structure should:

- be collaboratively designed by a representative group of health care stakeholders and technical experts and maintain a high level of integrity
- be secure and protect confidentiality yet be available, as appropriate and necessary, to consumers, decision makers, policy developers, providers and other appropriate entities consistent with their need for objective, comprehensive data
- avoid duplication, capture available information and utilize existing health care measurement structures where available and when possible
- serve as a commonly user base of data for public policy

makers and private decision makers throughout Nevada consideration should be given to design this information system to access all required technical experts for design and maintenance. Such a design should promote health care. Consideration should be given to designing this information system to access all required technical experts.

5. (STAFF TO DO) Develop a health care systems research and analysis group within the Department of Human Resources. The group should have the expertise, resources, and mandate to analyze the Nevada health care system from a comprehensive perspective, identify trends in health services and outcomes, analyze financial aspects of health care systems, identify current and project future problems or issues in Nevada health care, identify solution options to address health issues or problems, and project outcomes of alternative solutions.
6. (COMMISSION TO DO) Appoint and support an ongoing committee to continuously evaluate the health status of Nevadans and the comprehensive health care services system available to them. The committee should be nonpartisan, representative of Nevada's Health Care stakeholders, and comprised of knowledgeable health care leaders, providers and consumers. The structure of the committee should compliment, not duplicate, existing boards and commissions and serve to connect these entities into a more comprehensive health care advisory and planning process. The committee should provide advice on the status of health care in Nevada to the legislative and executive branches of Nevada government through a structured annual report. They would also respond to requests for advice on health care issues or participate in planning activities.
7. Design and implement a public health education program that promotes positive personal responsibility for health status, encourages positive health maintenance behaviors and discourages health risk behaviors.
 - A. The program should:
 1. Be developed through public/private collaboration
 2. Target youth for increased prevention education
 3. Include oral health
 4. Promote awareness of health services and programs and encourage appropriate access
 5. Employ existing structures and programs to achieve maximum delivery of message to target population
 6. Employ new mechanisms of delivery as appropriate
 7. Encourage collaborations and partnerships

8. Promote new and innovative methods to increase public awareness of positive health behaviors. Such a design should promote health care and research and data systems.
- B. Establish a framework that profiles health status and baseline measures consistent with established national standards such as Healthy People 2000.
 1. Monitor health status changes in Nevada
 2. Monitor health outcomes relative to education and program interventions
 3. Monitor health status and health status outcomes relative to specific demographic characteristics and groups.
8. Adopt health care quality standards and consumer responsiveness measures for all health care services purchased or delivered in Nevada.
9. Based on the above specified findings, develop strategies to address the health care needs of the identified groups of Nevadans.
 - Strategies should
 - address financing mechanisms
 - development of an appropriate array and continuum of health care services
 - responsive to the needs of the group, and the benefits to be expected from the plan, values dignity, and facilitates independence of all health care.
 - Identify disparities
 - in the availability, accessibility and responsiveness of health care opportunities in Nevada
 - identify the characteristics common to any group of Nevadans who do not have reasonable continual access to health care services appropriate to address their medical, dental, pharmaceutical, and other health care needs in a reasonable time period, within a reasonable distance.
10. Encourage the development of services through collaborations and voluntary services that promote access to unserved Nevadans for comprehensive care.
11. Develop a prioritized list of health care issues and focus body of the state on the prioritized list.



Jennifer Dimate, Gordon McCaw Elementary, 5th Grade

COVER:

Jessica Davis, Daniel Goldfarb Elementary, 5th Grade

SOUTHERN NEVADA STRATEGIC PLANNING AUTHORITY
P.O. Box 11677
Las Vegas, Nevada 89111-1677