

“Generations to Come”



2016 - 2020

**First Edition
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Nevada's Strategic Planning Framework





“We must continue to push forward, to build that stronger Nevada and make it a place where the generations to come will call home.”

Governor Brian Sandoval
Second Inaugural Address
January 5, 2015



The Promise of Opportunity

For 150 years, Nevadans have exemplified the American Dream. Pioneers joined the American Indian tribes in calling this beautiful and rugged land “home.” Miners and prospectors flocked here. Farmers and ranchers made the land their own. Engineers raised the Hoover Dam. Gaming and tourism innovators set the gold standard for an international market. Home builders and community visionaries carved whole new cities out of the desert landscape. And today, advanced manufacturers, information technology innovators, and Internet distributors are redefining the economy in new and previously unimagined ways.

Generation after generation has sought to fulfill the promise of opportunity afforded by Nevada’s historic willingness to take risks, think outside the box, and get back up again on those rare occasions when we have been knocked down. We have, as Frank Sinatra would say, done it our way.

The early years of the 21st Century tested Nevadans’ courage and our moxie. We responded. In the last five years, Nevadans from all walks of life have rededicated themselves to innovation and hard work. The results have been outstanding. As Nevada celebrated its sesquicentennial, the state’s economic comeback from the Great Recession made national headlines.

But we are not done yet. We must ensure that all Nevadans have the opportunity to share in our new economic prosperity, and that all aspects of life in the Silver State continually improve. Toward that end, we must have a State Government focused on leadership, public service, and problem solving. This Strategic Planning Framework, dedicated to Nevada’s generations to come, provides a roadmap to that future.

The Framework sets out the Goals and Objectives that will guide State Government for the next five years. Crafted by Governor Brian Sandoval and his Cabinet, the Framework acknowledges how far we have come and sets a point on the horizon toward which state agencies will steer. The budgets, legislation, and agency strategic plans that follow will implement this Framework because – just as Nevada has recently turned the page on the next chapter in its history – the story of the Nevada family is waiting to be told...



Where We Are Headed

Governor Sandoval has charted a course toward what he calls the new Nevada – a place of innovation, new and sometimes disruptive technologies, and policies that amplify Nevadans' innate desire to succeed. Each agency of government must play a role in ensuring this journey is a success. We are therefore bound together by common principles...

Vision: Nevada's best days are yet to come.

Mission: To create a new Nevada while honoring and enhancing 150 years of success.

Values: Action
Collaboration
Inclusiveness
Integrity
Leadership
Optimism
Service



How We Will Get There

The Governor has established four over-arching Strategic Priorities as the foundation of his administration:

- Vibrant and Sustainable Economy
- Educated and Healthy Citizenry
- Safe and Livable Communities
- Efficient and Responsive State Government

Within each of these priorities lie the programs and services of State Government, funded by the Executive Budget and given powers of implementation through legislation, regulations, and agency policy. Cabinet structures change, departments reorganize, procedures ebb and flow. But there are several essential Core Functions of Government that provide the organizational template for this Strategic Planning Framework:

- Business Development and Services
- Infrastructure and Communications
- Education and Workforce Development
- Health Services
- Human Services
- Public Safety
- Resource Management
- State Support Services



Within this organizational framework, the Goals and Objectives to be achieved by State Government over the next five years are presented. While not an exhaustive list of all that Nevada hopes to achieve, these tasks represent the unifying “To Do” list for state agencies and the dedicated employees who serve within them. Budgets, legislation, and agency actions will provide the strategies and tactics that carry out this Framework. Progress is monitored through the Executive Budget’s performance measures and the individual strategic plans of the many departments, agencies, boards and commissions which comprise State Government. The collective impact of this work will ensure that our shared vision for Nevada becomes a reality...

“I believe we now stand at the threshold of a new Nevada – a Nevada prepared to take its place among the most innovative, visionary, and well-prepared states in the union.”

Governor Brian Sandoval
State of the State Address
January 15, 2015



How The Framework Is Organized

Strategic Priority – one of the four organizing principals established by the Governor

1. Core Function of Government – statutory responsibilities of State Government
 - 1.1 Goal – broad statements of the desired result from State Agency action
 - 1.1.1 Objective – measurable indicators of progress toward a goal



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VIBRANT AND SUSTAINABLE ECONOMY



No other state in the nation felt the effects of the Great Recession as severely as Nevada did. As a result, a decades-long conversation about diversifying an economy heavily dependent on disposable income reached a phase of urgency that compelled deliberate and targeted action to transform Nevada's economic landscape. While Nevada's traditional and foundational industries and sectors remain inextricably linked to the state's success, efforts must continue to recruit and retain dynamic, emerging businesses that are on the forefront of innovation and that offer job opportunities for a new generation of workers. While the new Nevada economy will be built on the emerging industries and technologies of the future, we must also guard our competitive

advantage and reputation for excellence in foundational industries such as gaming, tourism, agriculture, and mining. The momentum that has been generated over the last five years must continue, not only to ensure a full recovery from the economic downturn of 2008, but also to ensure that when the next downturn strikes, Nevada's economic vitality will be fortified.

1. BUSINESS DEVELOPMENT AND SERVICES

1.1 Lead the nation in high-quality job creation.

- 1.1.1 By 2020, the job growth rate in Nevada will exceed the national average.
- 1.1.2 Meet or exceed national real wage growth rates on an annual basis.
- 1.1.3 Nevada will increase the number of jobs in the following emerging sectors:
 - Advanced Manufacturing
 - Food Manufacturing
 - Information Technology
 - Health Care
 - Logistics
 - Renewable Energy Technology and Development
 - Unmanned (Autonomous) Systems and Advanced Mobility
 - Water Technology
- 1.1.4 Cultivate a diverse and inclusive workforce and ensure equal employment opportunities.

1.2 Ensure a business-friendly regulatory environment.

- 1.2.1 Instill a regulatory and administrative framework that minimizes bureaucratic barriers to business success.
- 1.2.2 Expedite professional licensure in all fields.

1.3 Maintain our historic leadership role in tourism and gaming.

- 1.3.1 Foster innovation in the gaming and entertainment industries.
- 1.3.2 Achieve a 25% increase in out-of-state visitor counts over the next decade.
- 1.3.3 Demonstrate quantifiable gains in the 18-34 age demographic.



2. INFRASTRUCTURE AND COMMUNICATIONS



2.1 Ensure a safe and reliable transportation infrastructure.

- 2.1.1 Reduce congestion on state highways.
- 2.1.2 Increase the percent of traffic incidents cleared within Quick Clearance Guidelines.
- 2.1.3 Improve condition of state's bridges and reduce the anticipated backlog of bridge preservation work.
- 2.1.4 Support expanded affordable, reliable public transportation options across all geographic regions within the state, especially for individuals with disabilities.

2.1.5 Reduce the incidents of animal/car collisions along state highways statewide.

2.2 Enhance access to broadband services and digitally-delivered information.

- 2.2.1 Increase the percent of cities, libraries and schools connected with broadband.
- 2.2.2 Increase the percent of Nevadans that have access to broadband at speeds that meet national benchmarks.

2.3 Improve pedestrian and traffic safety on streets and highways.

- 2.3.1 The rate of fatalities on streets and highways will be below the national average by 2020.
- 2.3.2 Increase the percent of primary seat belt usage.
- 2.3.3 Encourage civic planning that promotes the safety needs of those with disabilities.



EDUCATED AND HEALTHY CITIZENRY

Nevada's greatest resource is, and always has been, our people. We are the Battle Born state comprised of a citizenry defined by an indomitable spirit, an unflinching optimism, and a boundless faith in the ideals of hard work, enterprise, and determination. But in order for our people to fully pursue their dreams and aspirations, in order for our young



citizens to develop into the leaders, entrepreneurs, job creators and innovators of the future, they must have the tools they need to succeed. It is a fundamental responsibility of State Government to ensure that all citizens have access to high-quality education opportunities that prepare students for the new economy, not only as professionals and employees in an increasingly competitive, world economy, but also as participants in a civil society. State Government is also equally charged with safeguarding the health and welfare of Nevada's

citizens. The state must not only ensure access to high-quality and effective health care services, but must also promote initiatives that encourage citizens to take an active role in early detection, prevention, and self-care methods and practices that reduce preventable diseases and harmful conditions and lead the way in ensuring a safety net of services which contribute to sound health and a higher overall quality of life.

3. EDUCATION AND WORKFORCE DEVELOPMENT

3.1 Prepare all students for college and career success.

- 3.1.1 By 2025, all third grade students, including targeted subgroups, will demonstrate proficiency in reading needed to matriculate to fourth grade.
- 3.1.2 By 2020, double the number of students from each subgroup who score proficient on the ACT.
- 3.1.3 By 2020, Nevada's high school graduation rate will meet or exceed the national average.
- 3.1.4 Increase student proficiency, enrollment, and attainment rates in STEM-focused coursework and programs.

3.2 Ensure a highly skilled and diverse workforce.

- 3.2.1 By 2025, close the college attainment gap for traditional underrepresented populations.
- 3.2.2 Expand the availability of STEM-focused career pathways and training.
- 3.2.3 Increase the number of educational programs that require internship/work experience program completion.

3.3 Increase the number of Nevadans with a postsecondary credential or college degree.

- 3.3.1 By 2025, 60% of Nevadans aged 25-34 will have attained some form of post-secondary degree, certificate or credential.



4. HEALTH SERVICES



4.1 Promote health and wellness across all age groups.

- 4.1.1 By 2025, reduce the number of deaths from preventable diseases and conditions with proven early detection and treatment methods to below the national average.
- 4.1.2 By 2020, increase immunization rates among Nevada children for recommended combined vaccine series by 10%, from 67.7% to 77.7%.

4.2 Improve the quality and accessibility of primary medical services.

- 4.2.1 By 2025, connect all rural hospitals, health clinics, and state correctional facilities to a broadband connection sufficient to provide tele-health services.
- 4.2.2 Increase the number of medical professionals by leveraging educational resources, residencies, and streamlining State licensing.

4.3 Reduce the prevalence of risky and addictive behaviors.

- 4.3.1 Reduce suicide rates among Nevada's veterans, senior citizens, and those younger than 18 years to below the national average by 2020.
- 4.3.2 Reduce heroin and opioid overdose deaths by 5% per year beginning in 2017.
- 4.3.3 By 2020, institutionalize the use of Screening, Brief Intervention and Referral Treatment methodology in all integrated behavioral health and primary care settings.

5. HUMAN SERVICES

5.1 Reduce the unemployment rate among target populations.

- 5.1.1 By 2020, Nevada's overall unemployment rate will be lower than the national unemployment rate.
- 5.1.2 The unemployment rate for veterans will be below the national average.
- 5.1.3 The unemployment rate for persons with disabilities will be reduced by 50%.
- 5.1.4 The unemployment rate for African Americans will be at or below the state's unemployment rate.

5.2 Improve the accessibility and quality of supportive services for at-risk populations.

- 5.2.1 Increase by 20% the number of children screened for autism by age 24 months.
- 5.2.2 Increase by 20% the availability of home-and-community-based services to vulnerable adults.
- 5.2.3 Increase Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) screening ratio by 20% by 2020.

5.3 Be the most veteran-friendly state in the nation.

- 5.3.1 Complete the Northern Nevada Veterans Home by 2018 and implement facility modernization initiatives at the Southern Nevada Veterans Home by 2019.



- 5.3.2 Ensure that all Nevada veterans, no matter where they live in the state, have knowledge of and access to benefits and opportunities for which they are eligible.
- 5.3.3 Reduce veteran homelessness to functional zero by 2020.
- 5.3.4 Ensure that every Nevada veteran who obtains a postsecondary credential, certificate, or degree is fully employed with a livable wage six months after graduation.
- 5.3.5 Ensure that every generation of veterans is acknowledged in a ceremony, information campaign, or other form of annual recognition.

5.4 Reduce dependency on social services by 2020.

- 5.4.1 Incentivize workforce reintegration innovations in the social safety net.
- 5.4.2 Reduce dependency on Supplemental Nutrition Assistance Program (SNAP) by 10% by 2020.
- 5.4.3 Reduce dependency on Temporary Assistance for Needy Families (TANF) by 10% by 2020.

5.5 Reduce food insecurity

- 5.5.1 Increase participation in Federal Child Programs by 5 percent.
- 5.5.2 Increase utilization of all Federal Commodity funds to reduce Nevada’s food insecure population.



SAFE AND LIVABLE COMMUNITIES

Perhaps no other responsibility of State Government is as critical as maintaining law and order and ensuring the public's safety in an environment that is conducive to their health and well-being. This priority is necessary not only as a quality of life consideration for



private citizens, but also within the context of economic development efforts, as new businesses consider relocating to Nevada and need confidence that employees and their families will be safe. Nevada's law enforcement personnel must be sufficiently trained and equipped to respond effectively to crime and public safety incidents and emergencies, including cyber-security threats, Nevada's safety infrastructure must be modernized to ensure optimum resiliency to natural and man-made disasters, and our families, our citizens, and our businesses must

have full and complete confidence that they live, work, and operate in a state that is safe and secure. All of this must take place against the backdrop of clean air and water, with sensible environmental stewardship rooted in the cultural and historic landscape that in turn makes Nevada unique. We must provide adequate open space, including state parks, and recognize that Nevada is a state with a long history of drought, while continuing to grapple with the issue of federal control over most of Nevada's public lands.

6. PUBLIC SAFETY

6.1 Prevent crime and protect the rights of all Nevadans.

- 6.1.1 By 2020, reduce prison inmate recidivism by 10% through education programs and intervention services and resources, particularly in the areas of behavioral health, drug addiction, and workforce training.
- 6.1.2 Reduce incidents of domestic violence by 10% by 2020.
- 6.1.3 Nevada's law enforcement officers will have access to offender, parole, and probation information through a secure interface with a mobile device.
- 6.1.4 Modernize public safety personnel training programs.
- 6.1.5 Improve the connectivity of the statewide emergency communication network.

6.2 Ensure Nevada's justice systems and law enforcement processes are effective and fair.

- 6.2.1 Reduce backlog of court cases by additional 20% by 2020.

6.3 Strengthen emergency preparedness resiliency.

- 6.3.1 By 2018, align Nevada's emergency management vision with the "100 Resilient Cities Initiative" to develop innovative methods for coordinating preparedness, response, recovery, and mitigation during emergencies and disasters.



- 6.3.2 Align existing resources to build statewide capacity to respond to and recover from man-made or natural emergencies and disasters, focusing especially on Cyber Security.
- 6.3.3 Apply new technologies such as Unmanned Aerial Vehicles in a way that better prepares the state's response capabilities to maximize emergency and disaster resiliency in the new Nevada.
- 6.3.4 Establish a statewide food security preparedness infrastructure that includes sustainable agricultural resources.

7. RESOURCE MANAGEMENT

7.1 Protect and sustainably manage natural resources.

- 7.1.1 Promote water conservation and management actions to prepare for severe drought conditions that affect Nevada and other states in the western region.
- 7.1.2 Implement both a state multiple-use lands policy and a statewide land use plan and process that outlines the state's commitment to utilizing public lands for conservation, recreation, sportsmen, grazing, mining, economic development, and community expansion purposes.
- 7.1.3 Determine a sustainable funding stream for the state park system and increase the number of state parks.



7.2 Become the nation's leading producer and consumer of clean and renewable energy.

- 7.2.1 By 2020, complete an "electric highway" system serving the entire state.
- 7.2.2 Significantly reduce the percentage of imported fossil fuels over the next 10 years.
- 7.2.3 Reduce carbon emission to a level at or below accepted federal standards.

7.3 Celebrate and enhance cultural and heritage resources.

- 7.3.1 Increase the number of opportunities for educational, artistic and cultural enrichment.
- 7.3.2 Complete the Stewart Indian School Historic Experience by December, 2018.



EFFICIENT AND RESPONSIVE STATE GOVERNMENT

Nevada's State Government exists to serve Nevadans. The constituents who have placed their confidence in the Governor, and by extension in his administration and the various agencies and departments of which it is comprised, are fully deserving of a government culture that is responsive to their needs, prudent in the stewardship of public resources, efficient and transparent in conducting the people's business, and ever accountable to the citizens of this state for the decisions which are made on their behalf. Public agencies must, therefore, strive to offer unrivaled customer service in the execution of their respective missions. We must continually encourage innovation and the streamlining of processes where possible, reducing bureaucracy and cutting out regulatory red tape in order to maximize efficiency and reduce waste or redundancy. At the same time, government must be effective at establishing and maintaining a regulatory framework that is fair and that provides certainty, predictability, and stability. This means we must also continue to attract high-quality, talented, and service-oriented personnel who are committed to carrying out the roles and responsibilities of the state's public sector agencies and organizations in the new Nevada.



8. STATE SUPPORT SERVICES

8.1 Provide excellent customer service and improve transparent reporting.

- 8.1.1 Reduce wait times.
- 8.1.2 Simplify paperwork.
- 8.1.3 Develop opportunities to increase web-based transparency and customer engagement.
- 8.1.4 Transition state agency applications and records management processes to a "paperless" environment by 2020.

8.2 Improve the efficiency of operations and service delivery.

- 8.2.1 Eliminate redundant policies, procedures, and practices.
- 8.2.2 Focus information technology investments to streamline processes, eliminate paperwork, and improve the customer experience using data to make resource allocation decisions.
- 8.2.3 Streamline procurement of goods and services to increase buying power, save time, and reduce costs.

8.3 Recruit and retain a mission-ready workforce.

- 8.3.1 Support best practices to increase employment opportunities, foster innovation, and reduce barriers to employment for persons with disabilities.
- 8.3.2 Design systems that secure the retention of top-performing employees and promote professional development initiatives within state agencies.
- 8.3.3 Recruit career-focused employees to address attrition from retirement.
- 8.3.4 Reform state civil service to include a modernized job classification system, including a modernized job application system.



A Message From Governor Sandoval

Dear Fellow Nevadan:

The Strategic Planning Framework you've just read is the culmination of hundreds of hours of work on the part of Cabinet members, my staff, and state employees. But it also reflects the opinions and values of the people with whom we come in contact every day as stewards of your State Government. The Framework is not perfect; you no doubt have additions, observations, or corrections. We welcome your feedback and participation as the state agencies convert this planning tool into action through the submission of budget requests, legislative proposals, and agency rules. More importantly, we welcome your participation and engagement in writing the next chapters of the ongoing story of the Nevada family. As Governor, this narrative has been personally moving and humbling.

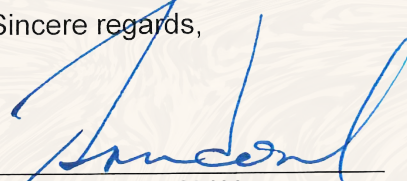
In my State of the State Address in 2015, I told the story of how I felt when I was asked to write a letter to a future Governor of Nevada as part of the Nevada Sesquicentennial time capsule project. I literally penned a note to someone who will succeed me, to be opened 50 years in the future during Nevada's bicentennial celebration.

What I know today to be true is that this Strategic Planning Framework and all the collective effort we have jointly invested into the creation of a new Nevada will in fact be evidenced in that future Governor, a Nevadan who will have inherited the state we now seek to build. Think of the possibilities...

- He or she will have been inspired by an innovator like Elon Musk or one of the engineers today exploring the boundaries of autonomous vehicles and synchronized transport.
- He or she will have benefited from a Zoom School for English language learners, or participated in Victory School and literacy funding, or chosen a STEM career based on our commitment to creating career pathways and building a diverse workforce.
- He or she will have witnessed neighborhoods transformed and re-gentrified, the environment preserved and protected, streets made safer and roadways more efficient.
- He or she will have been served by a state government that is transparent and customer-centered in its design.

The possibilities are endless – because the work we are doing now, and what we will do over these next few years, is truly redefining Nevada for the generations to come. It is work that makes me proud to be your Governor and ever and increasingly hopeful about the limitless potential of what this state can yet accomplish. Pursuing that promise has been the essence of the Nevada story for more than 150 years. I look forward to writing the next chapter with you.

Sincere regards,



BRIAN SANDOVAL
Governor

