



# Clark County

## 2014 Annual Report

**W**e at Clark County are committed to providing the highest possible quality of life for our residents, as well as a fun and safe vacation and convention destination for our visitors. Although our economy hasn't fully recovered from the Great Recession, signs of stabilization, and even growth, appeared in 2014. Home prices in our community have begun to rebound, as have residential and commercial construction. Our economy has improved to the degree that work on a number of large projects and developments that had been on hold for several years has resumed. Consumer spending has improved, and visitor and gaming revenue continues to show growth. Unemployment has decreased from a high of 14.2% in 2011, to 7.1% in 2014.

Although we have much work ahead of us, we also have much to be proud of. Clark County is one of the top resort and convention destinations in the world, attracting more than 40.5 million tourists in 2014 who came to enjoy world-class entertainment and hospitality, gaming, fine restaurants, and an array of shopping venues. We are home to the world-famous Las Vegas Strip, site of 17 of the nation's 20 largest hotels.

While we are optimistic about our community's future, we remain cautious stewards of our still very limited resources. We continue to look for ways to streamline processes to decrease costs while at the same time, developing new ways of doing business that ensure the health and safety of our citizens while encouraging and supporting economic growth and development.

This annual report details just a few of the many projects and programs that were initiated by County leadership and staff in 2014. For a complete description of all the services offered, many of which can be accessed online, please log on to [www.ClarkCountyNV.gov](http://www.ClarkCountyNV.gov).

*Steve Sisolak, Chair*  
*Board of County Commissioners*

*Don Burnette*  
*County Manager*

## Board of County Commissioners



Steve Sisolak  
Chair  
District A



Larry Brown  
Vice Chair  
District C



Tom Collins  
District B



Lawrence Weekly  
District D



Chris Giunchigliani  
District E



Susan Brager  
District F



Mary Beth Scow  
District G

# Clark County Fast Facts

Clark County is the 14th-largest county in the nation, responsible for providing critical local and regional services to more than 2 million citizens and 40 million visitors each year. Clark County is the most populous of Nevada's 17 counties, with 70% of the state's population. Below are more interesting facts about Clark County.

**Formed:** 1909

**Square Miles:** 8,012

**Incorporated Cities:**  
Boulder City,  
Henderson, Las Vegas,  
Mesquite, North  
Las Vegas

**Unincorporated  
Towns:** 14

**School Districts:** 1

**Population:** 2,012,238

**Number of Visitors in  
2014:** 41,126,512

**Average Age of Visitors  
in 2014:** 45.2

**Number of Conventions  
Held in 2014:** 22,103

**Total 2014 Strip Gaming  
Revenue:** \$9.6 Billion

# Management Team



Don Burnette  
County Manager



Randy Tarr  
Assistant County  
Manager



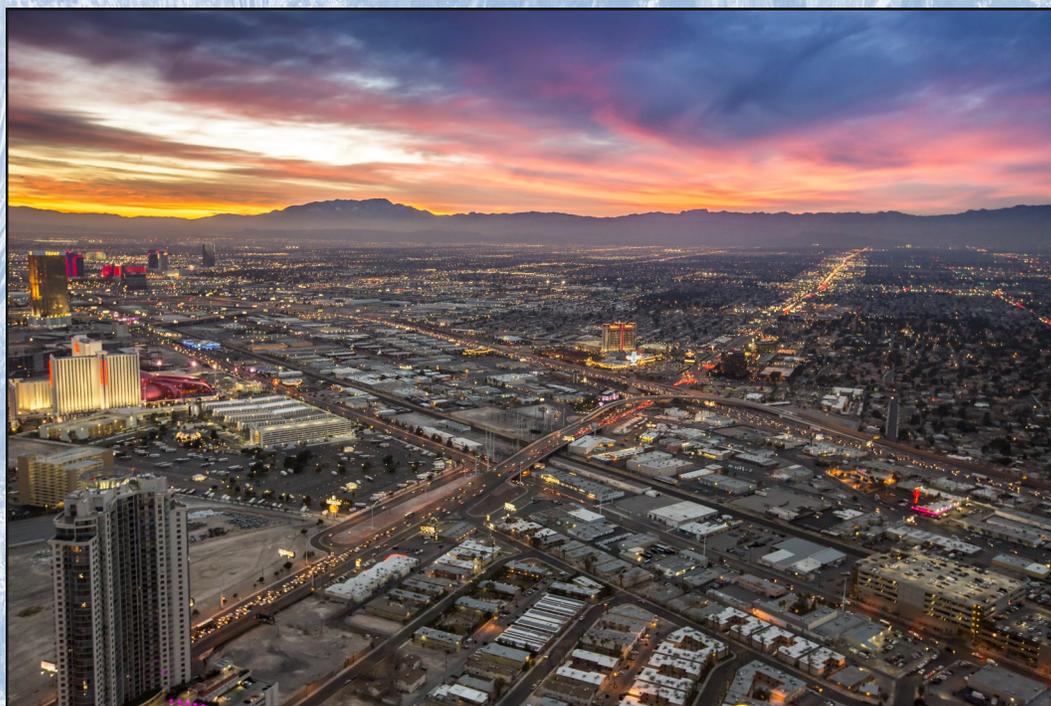
Jeff Wells  
Assistant County  
Manager



Sabra Smith Newby  
Chief Administrative  
Officer



Yolanda King  
Chief Financial  
Officer



# Children & Families in Need

## Collaboration Streamlines Services

The first community mental health outreach team for adults hit the streets in 2014, thanks to the collaborative efforts of Clark County's Department of Social Service and the Las Vegas Metropolitan Police Department (Metro). Utilizing grant monies from the State, Social Service worked with West-Care-NV to staff the Mobile Outreach Safety Team (MOST). When Metro officers come into contact with an individual experiencing a mental health event but who will not be detained, they contact MOST. Using a program called SPIRIT, a customized platform created by the VegasTech/Downtown Project collaborative, MOST performs assessments and makes referrals for services. This multi-organization collaboration has resulted in decreased repeat calls for service and fewer hospitalizations and commitments.



## Title IV-E Waiver Improves Service Delivery

Currently, most federal child welfare funding under Title IV-E of the Social Security Act must be used to maintain children in foster care. The Title IV-E Waiver grants an exception to this, allowing child welfare agencies to use federal funds to provide front-end services designed to prevent children from entering foster care. This produces better outcomes for children and families and reduces caseloads. In September 2014, the Department of Family Services became one of only 30 agencies nationwide to obtain the Waiver. Funding can now be used to establish programs designed to increase safety, permanency, and well-being for children in our community.



## Coordinated Entry Program Established

In 2014, several community stakeholders established a "coordinated entry" program designed to enable our community's homeless to access services in one location. The Southern Nevada Continuum of Care (CoC) Board, which is responsible for coordinating federal funding for these types of services, asked that Clark County Social Service serve as the site for a Coordinated Intake pilot. The program was first implemented at the Pinto Lane office in July 2014 with all five Social Service locations adopting the program in the months following. The program proved so successful that our Continuum of Care Coordinator was invited by the National Alliance to End Homelessness to make a presentation describing the program at their annual conference. In their request, conference planners stated that: "Many communities across the country are in various stages of planning

and implementation, and with your guidance, the Southern Nevada CoC is uniquely farther along in this process than most communities, integrating best practices in planning, governance, and data tracking, and uncovering lessons that are critical for other communities to hear and from which to learn."

## In 2014 in Clark County:

**228** youth were placed at Spring Mountain Youth Camp where they attended high school, received counseling, and participated in forestry and community clean-up projects.

**90%** of youth completing their vocational program at Spring Mountain Youth Camp became gainfully employed upon graduation.

**10,198** investigations were conducted by Child Protective Services.

**38,728** calls were received by the Department of Family Services' Intake Hotline.

**552** adoptions were finalized.

**16,336** children were added to CPS caseloads.

**33,600** meals were served during the summer food service program at 8 recreation centers.

**\$160,000** was saved when Parks and Recreation partnered with Three Square Food Bank to provide snacks/meals to 59 Safekey School sites.

## In 2014 in Clark County:

**8,000+** streetlight work orders were completed, 20% of which were citizen-generated and resolved within 24 hours.

**40%** of the County's signalized intersections were retrofitted with energy-efficient LED fixtures, saving Clark County more than \$35,000 per year in energy and maintenance costs per year.

**38+** billion gallons of wastewater (117,000 acre-feet) was reclaimed, representing 39% of Nevada's annual allotment of water from the Colorado River.

**3,037** construction personnel worked on wastewater treatment plant construction projects.

**6,543** Call Before You Dig Tickets were submitted for field checking of underground utilities.

**4,000** service roadway maintenance service requests were responded to within 24 hours.

**554** traffic signals were maintained and **16** new signals were activated.

# Building & Development

## Public Works Takes Steps to Decrease Copper Wire Theft

In 2014, the County's Public Works Department replaced 64,744 feet of copper wire that had been stolen from our streetlighting systems – an average of 5,400 feet per month. This is an all-time low since copper wire theft peaked at an average of 25,000 feet per month in 2008 with a cost to taxpayers of nearly \$1 million dollars. The decrease in theft is a result of increased outreach, law enforcement, and changes in legislative policies pertaining to the recycling of copper and other materials. Additionally, Public Works initiated the installation of locking handhole covers on existing streetlighting facilities and changed the standards to require the same on all new streetlights installations.

## Construction Picks Up, Jobs Added

Clark County's Department of Public Works completed 17 construction projects valued at \$182.6 million and opened 19 more projects for bids valued at \$137 million in 2014. Public Works also managed an average of 44 engineering contracts valued at \$60 million. The County's Department of Real Property Management (RPM) completed 67 projects which included work performed on the Regional Justice Center as well as several parks and community centers. RPM currently has 62 projects in the design phase, and 60 projects in construction. Two Cooperative Management Area deeds modified by RPM resulted in the collection of approximately \$13.5 million in fees. The Water Reclamation District awarded three bids with a total construction value of \$140 million. Additionally, the District contracted with 36 different engineering consulting firms, 26 of which are doing business with the District for the first time, and employed 18 general contractors and approximately 3,037 construction personnel.



*Final inspection of the High Roller Observation Wheel was completed on March 27, 2014 by Clark County's Building Department.*

## DOA Land Auctioned

On March 18, 2014, the Board of County Commissioners adopted a policy for the sale of Clark County Department of Aviation (DOA) surplus land. The DOA has an inventory of approximately 1,513 acres of vacant land that is not needed for current and projected airport operational purposes. Staff developed a policy outlining the responsibilities, processes and procedures to be followed by Clark County during the sale of DOA surplus land to private parties at public auction. The first large surplus auction, which consisted of 30 parcels and over 190± acres of land, was conducted on November 18, 2014 resulting in the collection of fees in the amount of \$11.3 million.

## LVMPD Headquarters Purchase

The County successfully negotiated a purchase option for the LVMPD Headquarters in 2014, rather than continue with a lease. This will save taxpayers approximately \$248.3 million over the remaining 27 years of the lease term. As a result, the County was required to pay prepayment penalties and other charges up to \$4.1 million, which was successfully negotiated down to \$3.3 million and saved the County an additional \$750,000.

# Public Safety

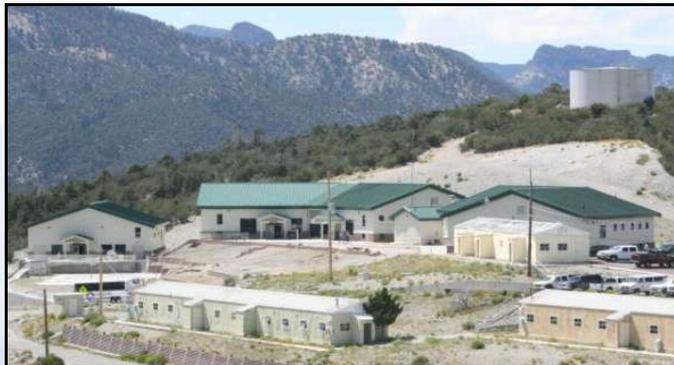
## Fire Prevention Improves Service

The Clark County Fire Prevention Bureau implemented a number of improvements to customer service and operations in 2014. The Over-the-Counter Plans Applications review process for example, resulted in plans being reviewed and ultimately approved more quickly. Fire Prevention also updated the "Permit and Service Fee Schedule" to include simplified fee calculations, elimination of redundant permit application types, and an improved service delivery line for customers. Customers also experienced more timely renewal notifications through the automated renewable permit process.

## Animal Control's "Fix It Ticket" Program

In order to decrease costs and save time spent in court, Animal Control began issuing "Fix It" tickets to pet owners whose dogs and cats aren't sterilized and/or don't have their rabies vaccinations. Those receiving a ticket have two weeks to prove that they are in compliance. If they do, the ticket is voided. If they don't, the citation is sent to court. If cost is an issue, Animal Control refers pet owners to a nonprofit that offers low-cost spay and neuter services.

## Juvenile Justice Reduces Number of Youth Referred and Expands Training Programs



Spring Mountain Youth Camp

2014 saw a total of 14,075 youth referred to the juvenile justice system, a drop of 1,351 from 2013. Much of the decrease is due to the Department of Juvenile Justice's continued efforts to provide "wrap-around" services to youth and their families, including coordinating with community treatment providers, the youth's probation officer, the school district and other resources, resulting in fewer detained youth. In addition to its successful Forestry program, Spring Mountain Youth Camp has expanded their vocational programming to include a culinary program in which youth graduate with a "serve safe" certification and Nevada line cook certification. 90% of the youth who have completed the program have become gainfully employed upon graduation.

## Safe Parks Initiative Continues to Strengthen and Grow in 2014

Currently Clark County's Park Police has patrol responsibility for 25 County parks. These park locations are broken up into three (3) patrol sectors to provide the best coverage and response times to crimes in progress and calls for services from the public and local agencies. As a result of a patrol partnership between the County and the Las Vegas Metropolitan Police Department (Metro) called the "Safe Parks Initiative," Park Police and Metro work together to address all crimes in County Parks, Recreation Centers, Pools, and Senior Centers. To further strengthen the partnership, the Park Police Division Head meets weekly with Metro to identify crime trends, discuss resource allocation, and implement crime fighting strategies. The enhanced communication resulting from this program has been key in reducing crime and increasing park safety.

## In 2014 in Clark County:

**2,696** people participated in the Coroner's "Driving Under the Influence Program".

**800** youth completed the Coroner's Visitation Program.

**937** calls for service were responded to by Park Police, **41** of which were medical calls.

**186,447** hours of training were completed by the Clark County Fire Department's Suppression Division.

**70** personnel graduated from the Fire Department's first "Out-of-Area Volunteer Program".

**285** critically ill or injured patients were transported by Fire Department personnel, an increase of 31% over 2013.

**153,000** incidents were responded to by the Clark County Fire Department, **10%** more than in 2013.

**2,886** youth were detained in Juvenile Detention, **1,527** fewer than in 2014, and the lowest total in ten years.

## In 2014 in Clark County:

**3,000** documents on average per day were processed by the Recorder's Office.

**3+ million** taxi trips were made through McCarran International Airport.

**42+million** passengers used airport facilities.

**168** special event permits and **450** film permits were issued.

**87%** more construction plans were submitted to the Water Reclamation District than in 2013.

**9,000** new Business License applications were received.

**1-3** days was the Recorder's Office average turnaround time to record and return documents.

**20+ million** Wi-Fi Sessions were conducted at McCarran International Airport.

**70%** of payments to Business License, totaling more than \$500 million, were made via the department's online payment system.

**1,930,458** public parking transactions occurred at McCarran International Airport.

# Business & the Economy

## Resort Corridor Improvements Continue

Recognizing that the customer experience on the Las Vegas Strip is an important factor in bringing tourists to Clark County, the County continued to work with Resort Corridor stakeholders in 2014 to identify and correct issues in the area. Some of the improvements include the passage of an ordinance to replace the various private newsracks located within the Resort Corridor with County-owned newsracks, which will provide a cleaner, more streamlined appearance. Another issue addressed in 2014 related to glass bottles on the Strip. While currently banned due to large crowds on New Year's Eve, concerns were raised that the presence of glass bottles on the Strip was a hazard year round. In September 2014, the Board of County Commissioners voted to approve an ordinance that would ban glass bottles on the Las Vegas Strip in order to prevent their use as weapons and reduce litter. County staff worked with businesses and other stakeholders that sell items in glass containers to receive input on how best to craft the policy, and successfully developed language that allows an exception when the bottles are in paper or plastic bags that are stapled with the store receipt attached. In October 2014, the Board approved the expansion of areas along public sidewalks where obstructive uses are prohibited, resulting in improved pedestrian traffic flow.

## Online Business Services Provides Substantial Benefits to Business Community

In March 2014, the County's Business License Department was honored as one of three finalists for the Nevada Taxpayers Association's prestigious Cashman Good Government Award for providing effective, open, accountable, and user friendly government through implementation of its Integrated Online Business Services. Initially implemented in 2013, the importance to the business community to be able to pay fees, and initiate and track the licensing process online was evident in 2014 when more than \$500 million in payments (slightly over 70%) of the total payments processed and approximately 62% of the roughly 9,000 new business license applications were submitted online.

## Recorder's Office Increases Accessibility

The Recorder's Office implemented a number of new processes in 2014 designed to expedite the recording of the more than one million documents they receive each year. Some of the improvements include an envelope stuffing machine, an auto print function application that allows staff to certify documents electronically instead of manually, and the introduction of two self-serve kiosks at which customers can check themselves in electronically. The Recorder's Office also developed a cell phone application that allows customers to research records and order copies of recorded documents, thereby avoiding a trip to the Government Center to purchase copies. Efficiencies gained from these improvements, as well as cross-training staff, allowed the department to shift employee resources to other areas of the operations and provide better customer service.



# Community & Recreation

## Zap 6 Comes to Whitney and Parkdale

Zap 6 is the latest in a series of Clark County public art projects that began in 2005. Developed to reduce graffiti and promote art, the project is funded, in part, by a grant from the Nevada Arts Council. Artists selected to participate meet with the neighborhood's residents before creating original designs to be painted on utility boxes in the area. Utility boxes with art are seldom tagged, which goes a long way toward solving the tagging problem, but in case they are, the Zap boxes are all anti-graffiti coated. Public art not only raises neighborhood pride; it raises property values and is welcomed by businesses.



Artist Suzanne Hackett-Morgan's transformed utility box on the corner of Desert Inn and Eastern.

## Southeast Recreation Center Re-Opened

2014 saw a number of upgrades to the Parkdale Recreation and Senior Center, which serves citizens near Boulder Highway and Nellis. The Center was originally built in 1963 and featured a playground, two pools, a wading pool, and an office building. Although it has been modified and enlarged over the years, most recently in 2002, there was no gymnasium or classroom space. Following renovation, the 11,667 square foot facility now includes a computer lab, fitness room, game room, half gymnasium, two multipurpose classrooms, stage, transverse wall, and video gaming area. The multi-use and multigenerational facility was funded with federal Community Development Block Grant funds.



Parkdale Recreation and Senior Center

## Parks and Recreation Offers Online Registration

Parks and Recreation began offering online registration and payments for Safekey, Day Camps, ticket sales, and facility reservations; all areas where online payments were not available before. Not only did taking online payments for Safekey free up on-site staff to be more hands on and involved in program delivery, the County also saved money in deposit processing fees. Online registrations increased by roughly 20% and now account for 40% of all CCPR transactions. This has resulted in increase flexibility and convenience for customers while streamlining processes for County employees.

## In 2014 in Clark County:

7 awards for Service Excellence were received by Clark County Parks and Recreation from the Nevada Recreation and Park Society.

137 more adult league play sports teams were served.

20,422 people enrolled in swimming lessons and 122,770 attended open swim sessions.

12,600 hours of labor at the Wetlands park was provided by volunteers.

9,182 complaints of residential and 396 complaints of commercial graffiti were responded to by the Public Response Office.

3,136 youth participated in Safekey at 78 different sites.

90,913 hours of volunteer service were provided by community members at parks and recreation facilities.

5,816 rentals were made of recreation facilities.

72,900 people enjoyed open shooting at the Clark County Shooting Complex.

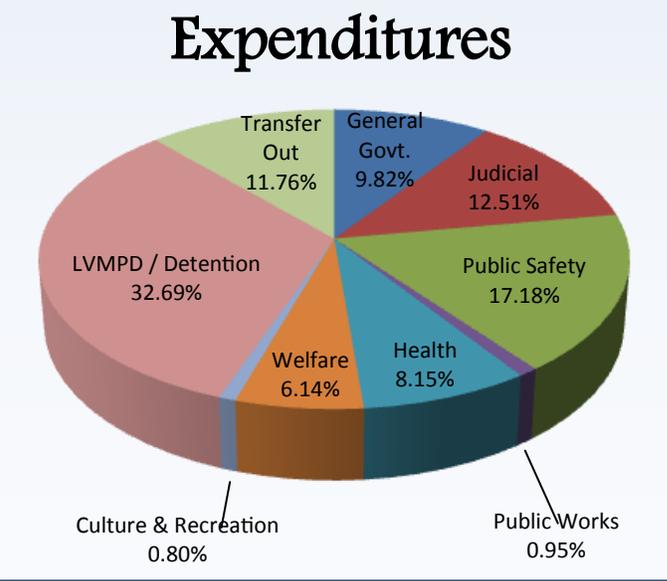
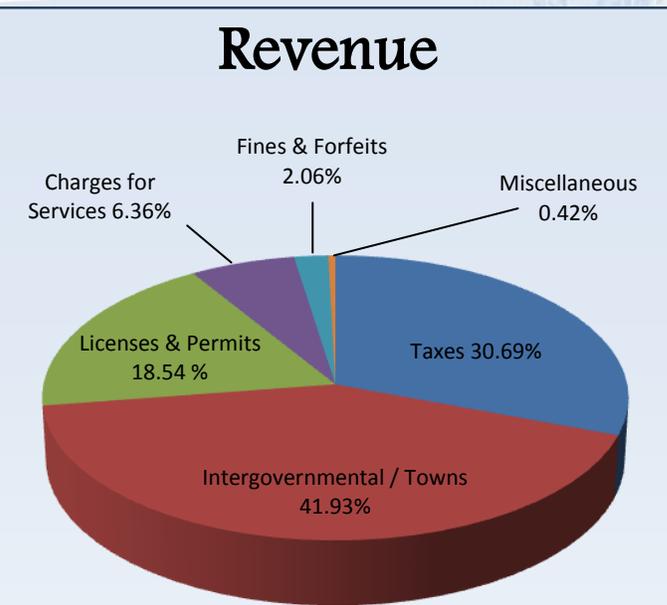
# Finances

Clark County is by far the largest of Nevada's counties with a population of slightly more than two million as of June 30, 2014. We have much to be proud of, including our world-famous Las Vegas Strip where 17 of the nation's 20 largest hotels are located, as well as serving as one of the top resort and convention destinations in the world. Despite all our community has to offer however, the Great Recession and the years following did serious damage to an economy sustained primarily by tourism.

After several years of limited growth and a stagnant economy, 2014 brought Clark County good news in the form of economic stabilization, and even improvement. Population growth increased, consumer spending improved, and visitor and gaming revenue began to show growth. In 2014, for example, more than 41 million tourists came to enjoy our world-class entertainment and hospitality, splendid casinos, fine restaurants and an array of shopping venues. This was an increase of almost 1.5 million people over 2013. The average occupancy rate for hotel rooms was 88 percent, up from 84.3 percent in 2013, and 84.4 percent in 2012. Average

room rates increased just over 2.6 percent and although there has been little fluctuation in room inventory over the last few years, Las Vegas properties continue to invest in renovations as well as adding amenities to attract visitors. The High Roller, the world's tallest observation wheel, for example, was opened in March of 2014. In May, MGM Resorts International and AEG Live broke ground on a \$350 million, 20,000 seat arena on the Las Vegas Strip which is expected to be completed in early 2016. July saw the completion of a multi-million dollar renovation of the Imperial Palace, transforming it into the LINQ Hotel & Casino. Last, but not least, the SLS Hotel opened at the site of the historic Sahara Hotel following a multi-million dollar renovation. Conventions and trade shows also did well in 2014, with the Las Vegas Convention Center hosting more than 47 conventions and tradeshows, which attracted an estimated 1.4 million attendees.

Other areas of economic improvement in 2014 occurred in employment and the housing market. Unemployment decreased from an all-time high of 14.2% in 2011



to 7.1 percent in 2014. In the housing market, home prices began rebounding, and the number of foreclosures dropped. Residential building increased, with builders filing for 8,442 housing permits, up from 8,287 in 2013 and 5,963 in 2012.

Although we are encouraged by the progress we've made in 2014, Clark County government is, as always, committed to diversifying and growing our economy while partnering with our community to make the best use of our financial resources.