2006/2007 **CLARK COUNTY**

ANNUAL REPORT

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Letter from the Board of County Commissioners

Rory Reid, Chair; Lawrence Weekly; Susan Brager; Chris Giunchigliani; Bruce L. Woodbury; Chip Maxfield, Vice-Chair; Tom Collins

The 2006/07 Annual Report is a tribute to the accomplishments of thousands of dedicated Clark County employees. It provides an opportunity to report results achieved through the County's many quality programs and services. As a local government, we strive to ensure that our citizens are provided with continuity in service delivery, innovation and supportive infrastructure. The diverse needs of our growing community consistently provide challenges that we are committed to work together to address. Throughout the following pages you will see why we are proud to serve Clark County.

Government is at its best when it responds quickly to community needs, and when citizens become an integral part of the governing process. We welcome and encourage your participation in helping us shape the future of our community.

2006/2007* CLARK COUNTY ANNUAL REPORT

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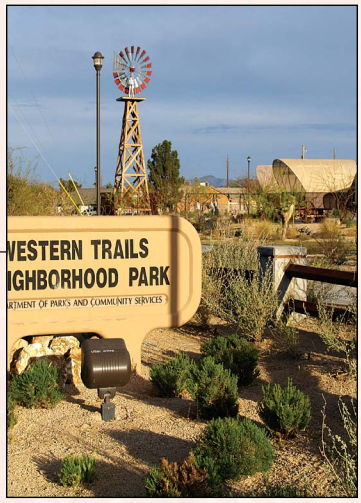

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*THIS REPORT INCLUDES INFORMATION FROM 2006 AND FY 2006/2007

Letter from the County Manager

The 2006/2007 Clark County Annual Report highlights significant achievements in service delivery and the enhancement of our quality of life in southern Nevada. It also indicates the challenges we face while remaining responsive to community needs in the areas of public safety, child welfare, water conservation, social services, public health, transportation, growth and development, parks, aviation, infrastructure and justice.

Building upon a rich history dating back to 1909, Clark County employees have consistently demonstrated pride in serving our community. This is accomplished in partnership by working together with many community volunteers. We would like to thank each of you for supporting our organization because without you, our success story would be incomplete. Confidence and trust within our organization is strengthened by citizen involvement and community engagement.

This report is designed as a resource to learn more about our County, and in addition, to performance results, you will discover many interesting facts about our community and organization as we have developed over the past 98 years.

Sincerely,

Virginia Valentine
Clark County Manager

Our Community Vision

We see Clark County as a dynamic and vibrant community valuing diversity, opportunity and partnerships, which foster a healthy environment where individuals and families choose to live, work and play.

Mission Statement

Our mission is to provide responsible, progressive and results-oriented government that is responsive, accessible and accountable to our citizens, ensuring their right to cost-effective and open government.

Guiding Values & Principles

Our Commitment to Our Citizens and Fellow Employees

We are committed to top quality service provided by community-focused professionals dedicated to demonstrating and promoting the following guiding values and principles:

Accountability

Accepting personal responsibility for one's conduct and obligations; upholding the public trust through ethical behavior and the fiscally responsible administration of resources.

Excellence

Building an organizational culture which encourages all to excel; demonstrating a superior commitment to public service; genuinely understanding and working to exceed expectations; eager to improve on a continuous basis; influencing others toward a spirit of service and meaningful contributions.

Innovation

Freedom to creatively formulate new concepts, approaches, and methodologies; continuously learning by seeking out and encouraging others to pursue venues for gaining knowledge through education, training, feedback, and other learning opportunities.

Integrity

Honesty; doing the right thing for the right reason; trustworthy.

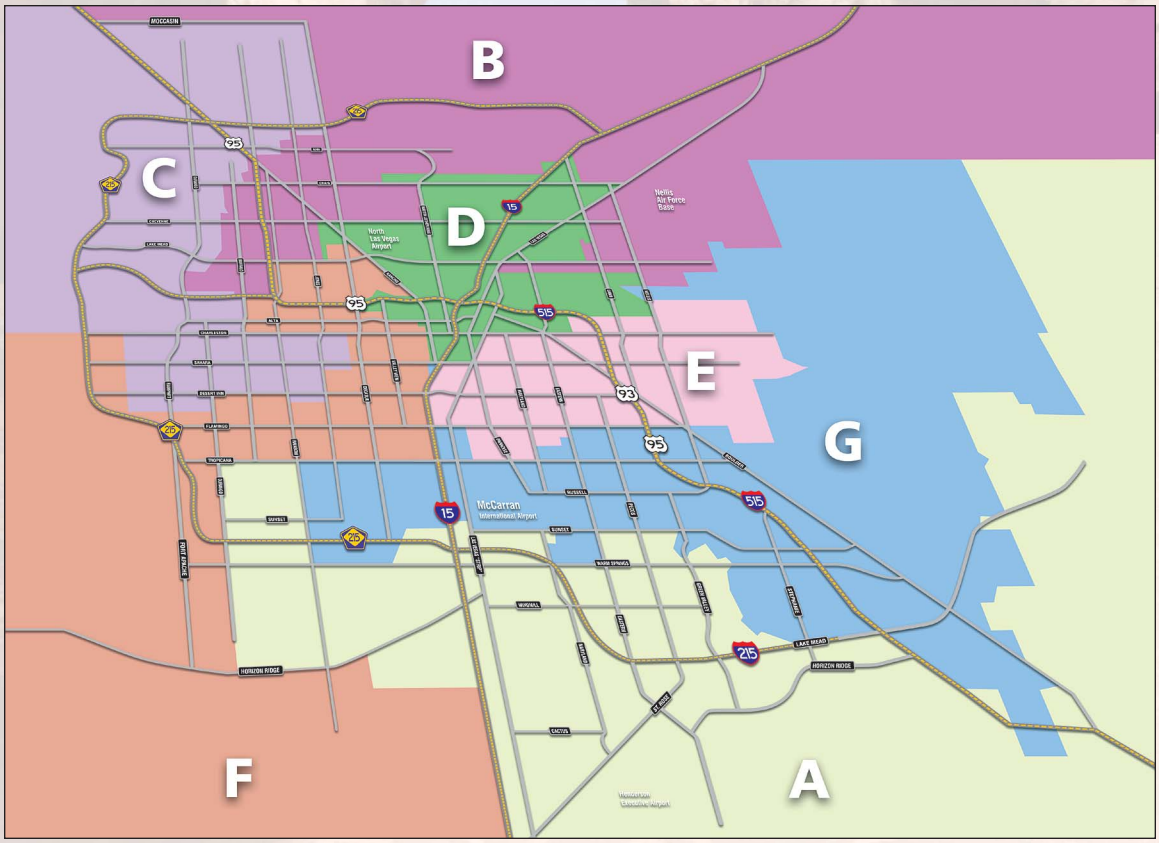
Open and Inclusive Government

Taking personal responsibility for including others in decision-making processes; valuing and considering the perspectives of others; facilitating cooperative working relationships within the organization and the community; actively encouraging citizens to access and participate in governmental processes.

Respect

Dignity; caring about feelings; concern and acceptance for others; openness to other viewpoints; commitment to understanding and embracing our many individual differences.

Your Board of County Commissioners



Commissioner
Rory Reid, Chair
has served District G constituents and our community as a Commissioner since 2003

Commissioner
Chip Maxfield, Vice-Chair
has served District C constituents and our community as a Commissioner since 2001

Commissioner
Susan Brager
has served District F constituents and our community as a Commissioner since 2007

Commissioner
Chris Giunchigliani
has served District E constituents and our community as a Commissioner since 2007

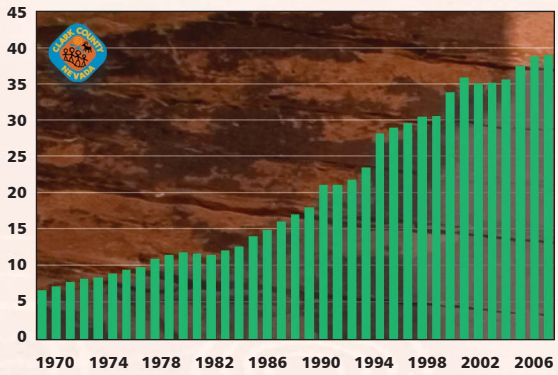
Commissioner
Bruce L. Woodbury
has served District A constituents and our community as a Commissioner since 1981

Commissioner
Tom Collins
has served District B constituents and our community as a Commissioner since 2005

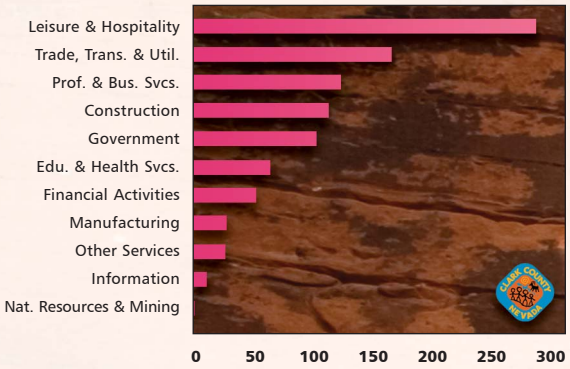
Commissioner
Lawrence Weekly
has served District D constituents and our community as a Commissioner since 2007

Demographic Highlights

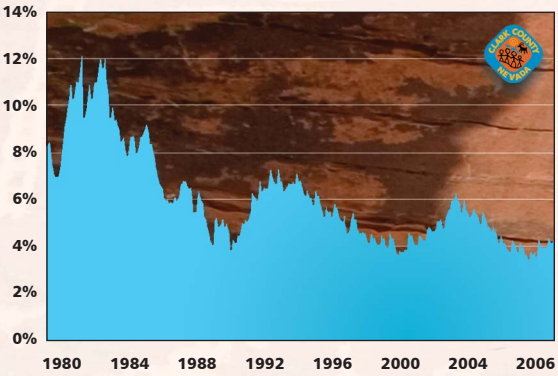
Visitor Volume – 1970-2006 (in Millions)



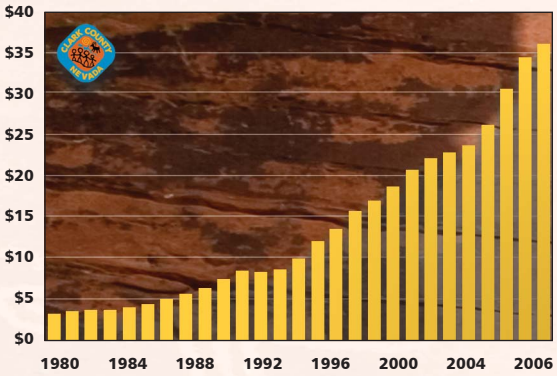
Employment by Major Sector – May 2007 (in Thousands)



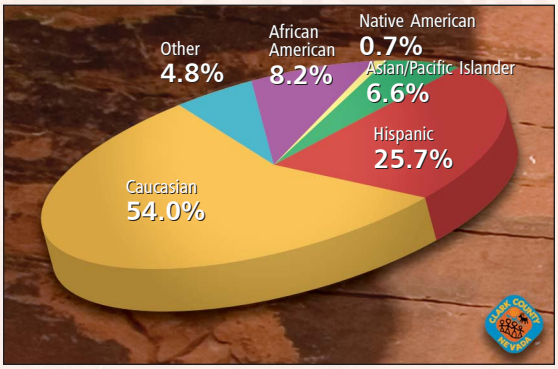
Unemployment Rate – 1980-2007 YTD



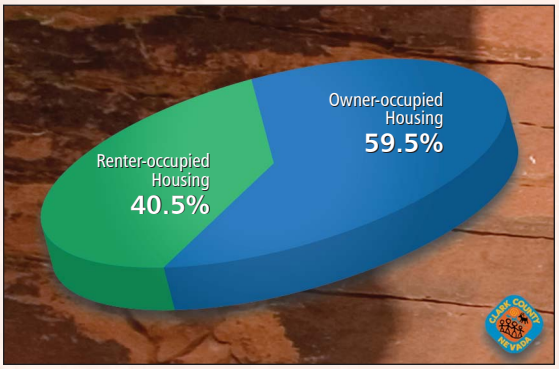
Taxable Retail Sales – 1980-2007 YTD (in Billions)



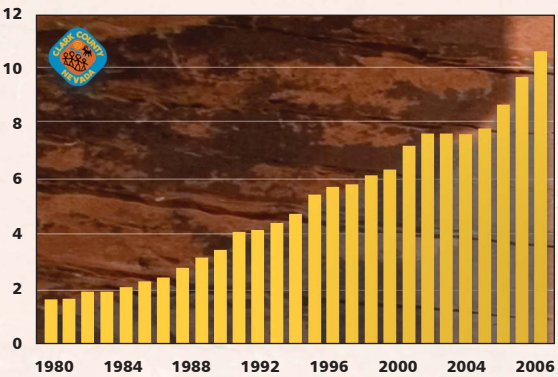
Population – by Race/Ethnicity



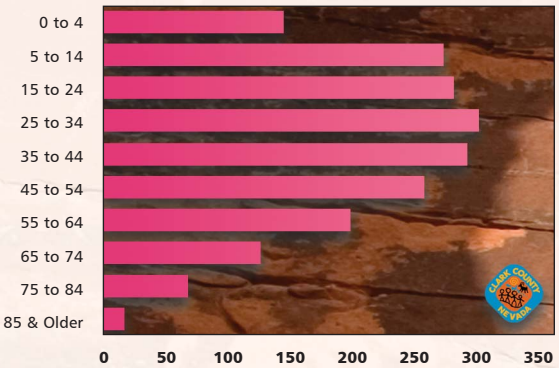
Housing Occupancy – 2005



Gasoline Gallons Consumed – 1980-2006 (in Billions)



Population Age Distribution – 2006 (in Thousands)



Clark County – Yesterday, Today

CLARK COUNTY'S RICH HISTORY began in the pioneer days of the American West. In the century that has followed, we have been able to establish ourselves and learn important lessons to help manage resources today and effectively plan for tomorrow.

Yesterday

President Abraham Lincoln granted statehood to "Battle Born" Nevada in 1864, but Clark County did not exist until the State Legislature created it in 1909. Did you know, at the beginning of our first century, that:

- Railroads and mining were the two primary industries when the first Las Vegas town sites were auctioned for development.
- In 1911, the population of Las Vegas was 3,000.
- The first Las Vegas area airport was established in 1926.
- Nevada's population grew by about 20,000 every decade until 1940.
- In 1946, Bugsy Seigel opened the Flamingo Hotel on the Las Vegas Strip.
- Boulder (Hoover) Dam, Nellis Air Force Base, the Nevada Test Site, and the expansion of gaming and tourism all contributed to the large population growth in the last half of the 20th Century in Southern Nevada.
- The development of The Mirage Resort and Hotel kicked off the "mega resort" construction boom that continues today.
- Nevada's and Clark County's population has nearly doubled every decade since the 1950s, with County's population passing the 1 million mark in 1995.
- According to the U.S. Census Bureau, 199,000 Californians relocated to Nevada from 1995 to 2000, more than from any other state.

The Springs

Today

Even after nearly 20 years of explosive growth, Clark County's population continues to grow by at least 5,000 per month. Population growth and the expansion of tourism continue to be the key challenges driving Clark County officials to explore better ways to provide public services. Did you know that:

- Clark County's population is over 1.9 million, and increased by more than 90,000 during 2006. Amazingly, our population has increased by the size of one American small town each year for the past two decades.
- In anticipation of a visitor volume that will reach more than 50 million annually, the Department of Aviation is studying and planning for construction of a new commercial airport in the Ivanpah Valley, in the southwest area of Clark County. McCarran International Airport is currently the sixth busiest airport in the country, with a record-breaking 46 million passengers in 2006. McCarran passenger volume is already surpassing 2006 records.
- Currently, there are more than 132,000 hotel rooms in Clark County, with 19 out of 20 of the world's largest hotels being located on the Las Vegas Strip.
- More than 23,800 conventions and conferences were held in Clark County in 2006, attracting more than 6,300,000 attendees. The economic impact from conventions alone was $8.1 billion.

Residential Growth

and Tomorrow…

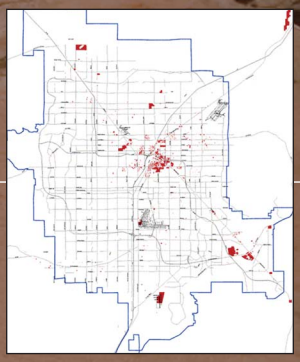
Tomorrow

The past two decades have provided many "lessons learned" for Clark County officials with respect to the magnitude of the challenges we face, the many opportunities we have to explore new and better ways of providing public services, and the importance of engaging citizens in light of our evolving demographics. In order to be competitive in a global economy as we move through the 21st Century, we will have to plan for and address the continued challenges and opportunities in the future. Did you know that:

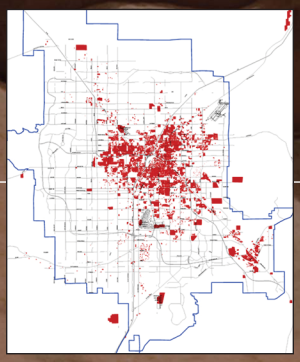
- More than 40,000 new hotel rooms are anticipated to be constructed in Clark County within the next five years, more than the total number of hotel rooms that currently exist in San Diego.
- Clark County's population is expected to reach nearly 3 million people by 2020 and 3.5 million by 2035.

Model of CityCenter, a 7,800-room urban community planned for completion in 2009 that will add 8,000 construction jobs and 12,000 jobs at full build-out

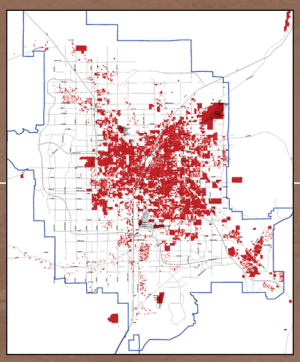
Clark County's **Population** Growth



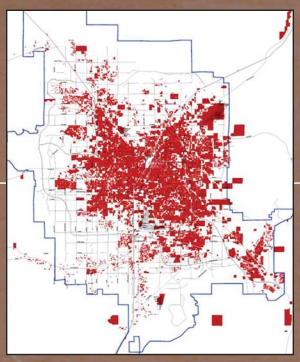
1950



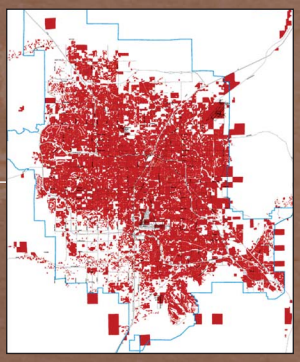
1970



1980



1990

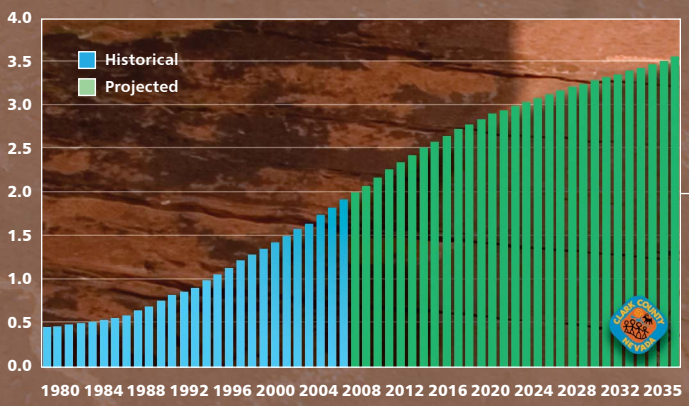


2006

Current Clark County Population

1.9 Million

Historical & Projected Population – 1980-2035 (in Millions)



Clark County, Nevada's Econo

The Las Vegas Valley has long been considered one of America's premier tourist destinations. However, in recent years, southern Nevada has evolved within and beyond the tourism industry. The region has emerged as a multi-faceted metropolis. Many non-residents are unaware that the community reaches far beyond hotel-casino mega resorts, and is home to more than 1.9 million residents.

Clark County is home to one of the nation's most prolific economies. During 2006, Clark County added 35,400 new jobs and reported an unemployment rate of only 4.0 percent. While hotel-casino development has historically prompted significant employment growth, diversification in the local economy has helped generate a more balanced industrial mix and attract a number of national and regional companies to the area. In fact, every sector of the Clark County economy reported adding new jobs during 2006, with the construction, business and professional services, and retail sectors, reporting particularly strong performances.

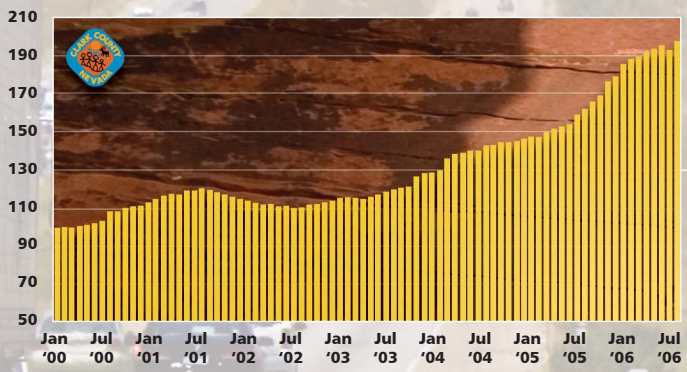
The softer economic condition emerging during 2006 has carried into 2007. Population growth continues to slow; consumer spending continues to tighten; and the region's fastest-growing industry over the past three years, construction, continues to account for a disproportionate share of the state's rising unemployment insurance claims. Perhaps most notable is southern Nevada's housing market, which has reported increased instability during the past 12 months. New and existing home sales are off 20 and 33 percent, respectively, the number of units permitted is off 42 percent, and Nevada led the nation in pre-foreclosure filings and tied Arizona for the top spot in auction-filings.

While it would be unwise to ignore present economic realities, it would be equally tenuous to consider them in absence of the broader economic landscape. Clark County's metropolitan area unemployment rate stood at 4.2 percent in May, a figure below the national average (4.5 percent), the California average (5.1 percent), and the average reported in the region during the past 10 years (4.6 percent). In May, the U.S. Bureau of Labor Statistics reported that the Las Vegas metropolitan area had the third-fastest rate of employment growth among the nation's 37 large metro areas.

Importantly, the construction industry continues to employ 109,000 southern Nevada residents. This represents 11.6 percent of the region's workforce, roughly twice the national average. With $30 billion in core industry (i.e., hotel-casinos) investment underway or highly likely and another $40 billion in activity in general infrastructure and other industry investment, the total business investment pipeline per capita is roughly $36,800 – the highest level in history. This level of investment signals continued economic expansion well into the future. Should historical growth patterns hold true to form, the approaching wave of hotel-casino investment will bring with it more than 500,000 new residents, nearly $9 billion in incremental taxable spending, and nearly 10 million new visitor trips.

Simply stated, the fundamentals that made southern Nevada's economy the nation's most prolific during the past two decades – investment, employment, population – remain sound.

Index of Core Economic Indicators – 2000-2006



Note: Index of Core Economic Indicators is a composite of the region's leading indicators (January 2000 = 100).

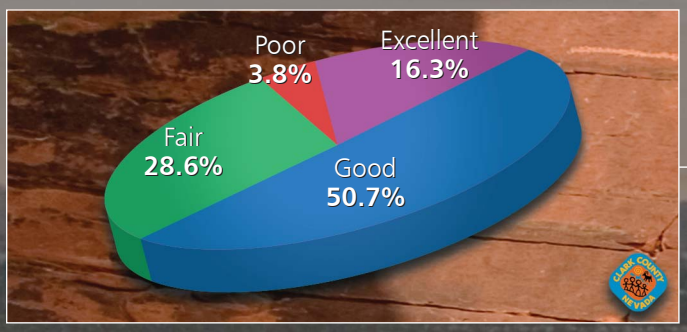
Leading Economic Indicators:

Indicator	2005	2006	Outlook (2007)	% Change
Drivers License Surrenders	83,739	81,375	●	-2.8%
Employment	871,400	918,800	▲	5.4%
Visitor Volume	44,026,000	43,841,000	▲	-0.4%
Gross Gaming Revenue (Billions)	$9.70	$10.60	▲	9.3%
Unemployment Rate	3.5%	4.2%	▲	20.0%
McCarran Int'l Pass. Count	44,267,000	46,195,000	▲	4.4%
Taxable Retail Sales (Billions)	$34.30	$36.00	▲	5.0%
Residential Units Permitted	38,802	31,454	▼	-18.9%
Comml. Const. Permitted (Billions)	$1.30	$1.70	▲	30.8%
Clark County Home Sales	90,300	65,900	▼	-27.0%

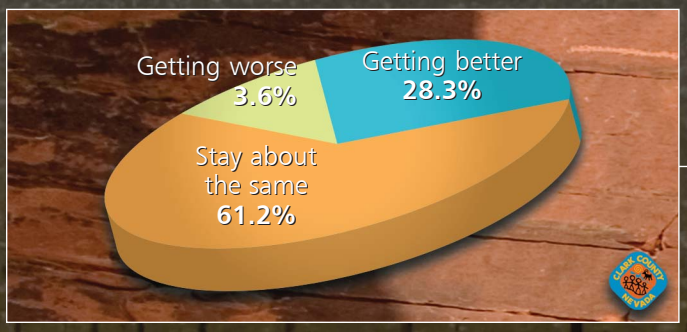
● - No Change ▲ - Increase ▼ - Decrease

mic Engine…

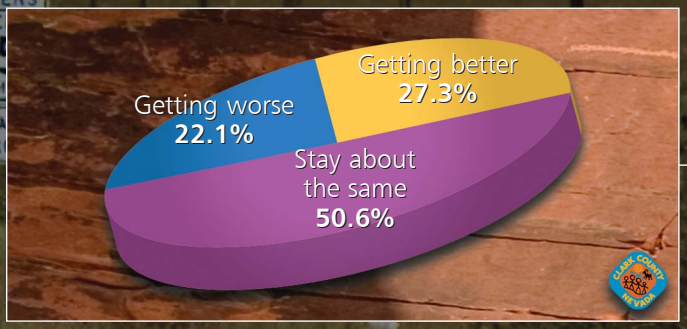
How are Business Conditions in Clark County?



How Do You Expect Clark County Business Conditions Will Change During the Next 12 Months?



How Has Your Economic Position Changed During the Past Year?



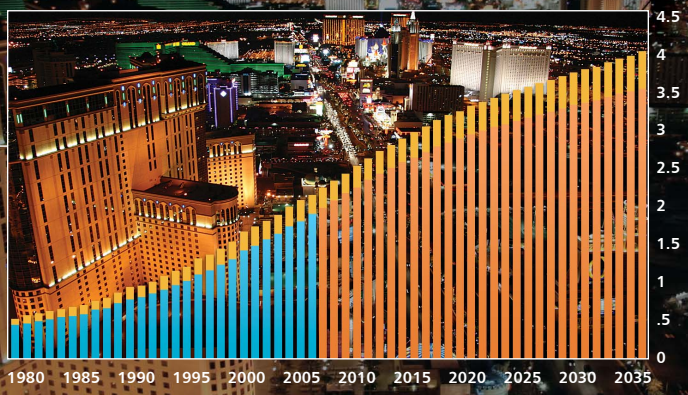
How Do You Expect Your Economic Condition Will Change During the Next 12 Months?

Leveraging **Resources** in the valley on any given day:

Clark County's explosive growth over the past two decades has helped it to fund a wide variety of services as well as billions of dollars in public infrastructure projects. Conversely, population growth at a rate of over 5,000 new residents a month since 1989 has created a unique set of challenges which has resulted in public revenues not keeping pace with public costs. Service provision is possible due to a combination of local, state and federal funding sources. Clark County leverages resources and provides certain services (e.g. public safety) beyond its boundaries through mutual aid and interlocal agreements with municipalities within the County, neighboring counties and neighboring states. Despite a strong tax base and generally favorable economic conditions, Clark County officials are continually challenged to find ways to leverage state and local funding sources, partner with the private sector and non-profit and volunteer organizations and look for greater operational efficiency and effectiveness so that local taxpayers receive the services they expect and deserve.

The graph below shows Clark County's resident and visitor populations have grown over the past two decades. Estimated projections for how they will grow over the next three decades:

Resident and visitor population on any given day in Clark County
1980 - 2035 (in Millions)

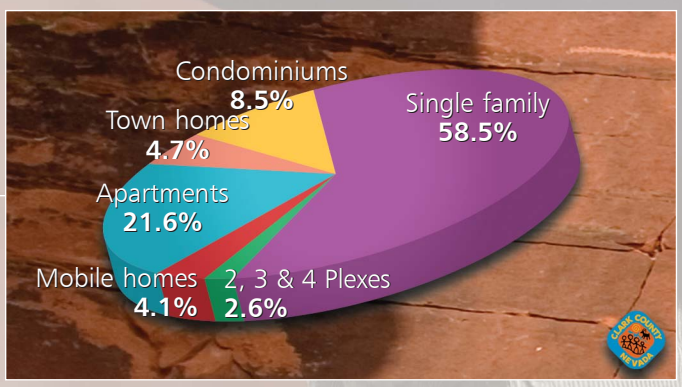


Clark County is a Great Place to

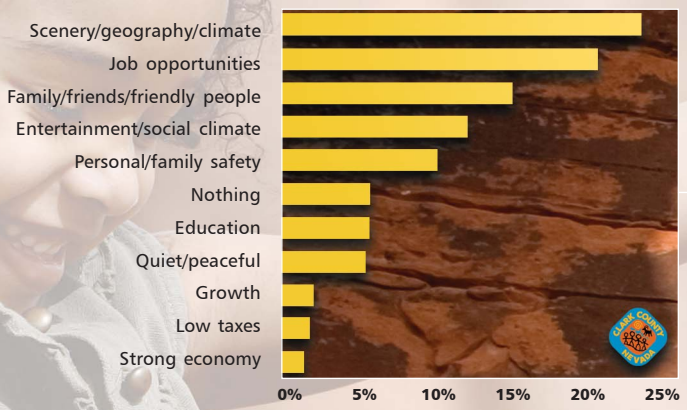
Clark County's Las Vegas Strip is a key part of the state's economic engine and its largest single source of employment. While it has long been a tourist place for many, it has evolved to become a multidimensional entertainment, shopping, restaurant, and convention destination. Moreover, the economy itself has evolved well beyond gaming and tourism, with jobs being performed in Southern Nevada's casino-hotels accounting for only 20 percent of local employment.

Indeed, our low tax rate, pro-business climate, great weather, friendly people and numerous recreational venues make Clark County an ideal full-time destinations for about 2 million residents. Southern Nevadans have access to a global entertainment destination as well as natural assets such as Lake Mead, Mt. Charleston, Red Rock Canyon, the Valley of Fire, rural communities and numerous parks, museums, galleries and other and cultural attractions.

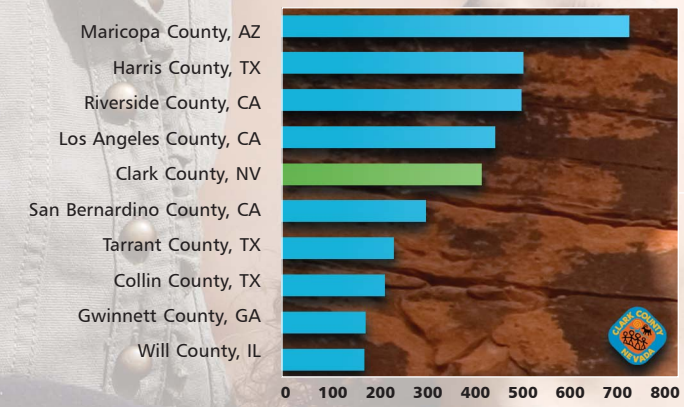
Clark County Distribution of Housing Stock – 2006



What Is the Most Important Factor Contributing to Your Quality of Life? – 2007



The Fastest Growing Counties in the Unites States – 2000-2006 (in Thousands)

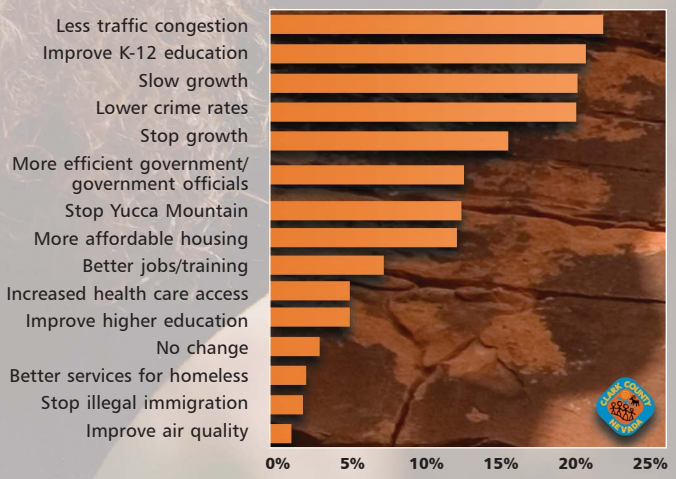


Clark County Income Distribution – 2005

Live, Work and Play

Most Common Leisure Activities for Clark County Residents – 2006

What One Change Could Most Improve Your Quality of Life? – 2007

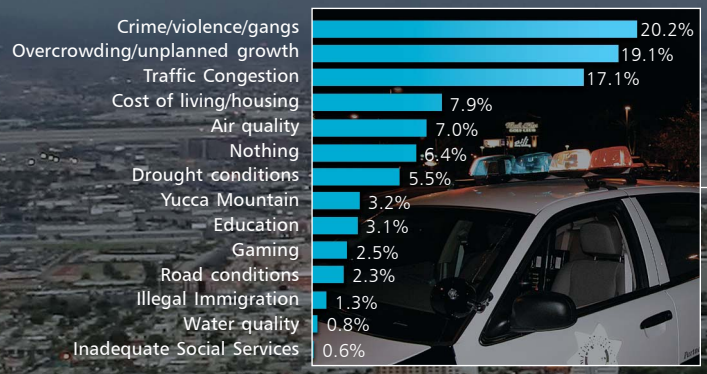


Clark County **Challenges**:

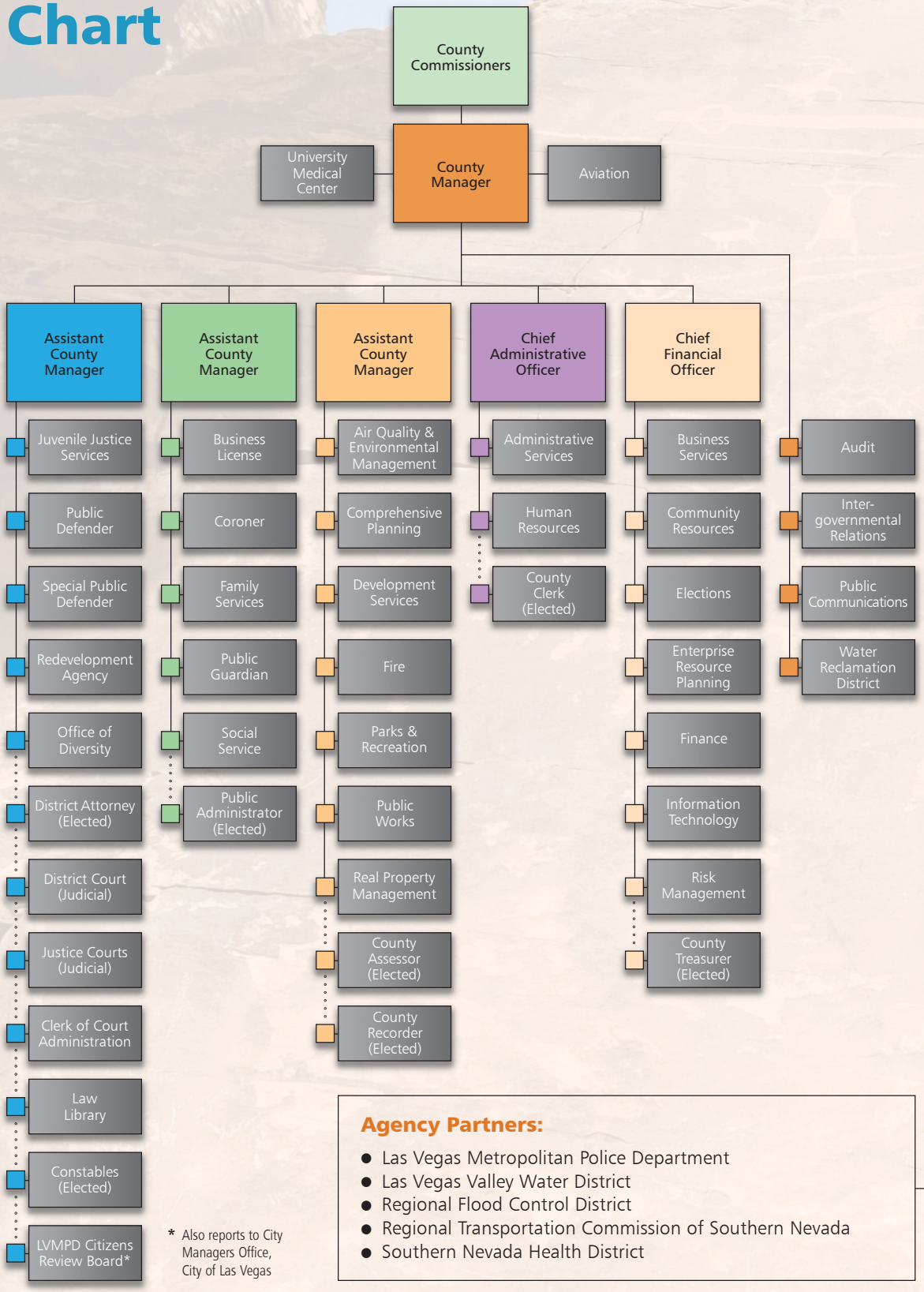
The fast-paced growth that fuels our economy can be a double-edged sword. While it creates economic opportunity, it also creates incremental demand for government services, and it is not always easy for the County to keep pace. You see it on our roads, in the need for affordable housing, in increasing child abuse and neglect caseloads and at the County hospital, where we have committed the resources to ensure that top-notch health care remains a priority.

The County is tackling these and other challenges head-on, working in tandem with partner agencies where appropriate, such as the Regional Transportation Commission on roads and state leaders and private interests on child welfare issues. Because society's most complex problems cannot be solved by government alone, the County is committed to working with the public, private and nonprofit sectors to effectively address the challenges of today and hopefully prevent some of those looming on tomorrow's horizon.

County Citizens Indicated the Greatest Negative Impacts on Quality of Life Are:



Clark County **Organization Chart**



* Also reports to City Managers Office, City of Las Vegas

Agency Partners:

- Las Vegas Metropolitan Police Department
- Las Vegas Valley Water District
- Regional Flood Control District
- Regional Transportation Commission of Southern Nevada
- Southern Nevada Health District

Clark County Provides a Broad Range of Services...

Clark County, Nevada, is home to a majority of the state of Nevada's population. It is also home to its largest economic engine, providing most of Nevada's personal income and tax receipts. The internationally famous "Las Vegas Strip" is located within Clark County's jurisdiction. Gaming revenues in southern Nevada generated more than $10.6 billion in 2006. Taxes generated from gaming spending as well as real and personal property taxes, sales tax, room tax and other tourism-related income generated within Clark County's boundaries fund state programs such as education, transportation and prisons. They are also used to fund the various programs listed at right.

As a jurisdiction, Clark County offers a unique combination of countywide (urban and rural) and regional services. These services are provided to all residents within both the unincorporated and incorporated portions of Clark County. In addition there are five municipalities located within Clark County's boundaries, which provide municipal-level services to residents only within their respective jurisdictions. Clark County also provides urban services to Clark County residents that individual municipalities traditionally provide, including water, wastewater treatment, fire and police services, as well as road construction and maintenance. Clark County is also a regional service provider for environmental programs such as air quality and endangered species protection. While much of the tax base and development activity within Clark County happens within its urbanized areas, Clark County is mostly rural (over 90 percent) in nature. Outlying areas such as Laughlin and Searchlight, Moapa and Moapa Valley, Indian Springs, and Mt. Charleston, are faced with their own unique challenges for maintaining their rural character while accommodating the pressures of growth and the infrastructure needs of each individual community. Such rural towns, which generally do not generate the same level of tax revenues as the urban areas, rely on the County for all of the same services required by residents in the more developed, urban areas such as water, sewer, public safety and public works.

Urban Services:

- Business License
- Fire
- Parks and Recreation
- Planning and Development Services
- Police
- Public Works
- Redevelopment Agency
- Town Services (13 towns)
- Water Reclamation District

Rural Services:

- Big Bend Water District
- Parks and Recreation
- Rural Fire
- Rural Police
- Town Services (6 towns)
- Water Reclamation District

Regional Services:

- Airports
- Air Quality and Environmental Management
- Animal Control
- Assessor
- Clerk
- Coroner
- Courts
- District Attorney and Public Defender
- Elections
- Emergency Management
- Family Services
- Juvenile Justice
- Public Administrator
- Public Guardian
- Recorder
- Social Services
- Southern Nevada Health District
- Treasurer
- University Medical Center of Southern Nevada

Regional Coordination:

- Regional Flood Control District
- Southern Nevada Homeless Coalition
- Southern Nevada Regional Planning Coalition
- Southern Nevada Regional Transportation Commission
- Southern Nevada Water Authority

Clark County Promotes Citizen Involvement...

The Board of County Commissioners makes it a priority to seek input from citizens and increase their voices in County government. One of the ways that we serve Clark County residents is through our Town & Liaison Services program. The thirteen urban and six rural towns within unincorporated (non-city) Clark County are represented by Town Advisory Boards (TABs) and Citizens Advisory Councils (CACs) which were created to assist the Board of County Commissioners in an advisory capacity with the decision-making process in supplying public services to the unincorporated areas of Clark County. Dedicated volunteer members help the County Commission to make informed decisions about zoning, land use, public works projects, County ordinances and plans and other issues affecting neighborhoods in the unincorporated areas of Clark County. (More information about TAB and CAC locations and contacts can be found on the following page of this report).

Citizen involvement can also occur through advisory task forces, committees and boards. Citizens can also be involved in Clark County government through the public hearing process, by making their voices heard on specific items or during the public comment period at meetings of town advisory boards, citizens advisory councils, the Planning Commission and the board of County Commissioners. Clark County also conducts a bi-annual community survey to gauge public opinion about the services and programs we provide. This survey is used to measure public opinion of the importance of our services and their opinion of our performance level. Some of those survey results can be found in this annual report. For the full results, visit the website at *www.monitoringprogram.com*.

County policy- and decision-makers rely on the public's knowledge, experience and opinion to help guide local policies and advise elected leaders in addressing with challenges we face each day. Working together, our community has been both resilient and resourceful in developing solutions and implementing innovate and effective plans that have and continue to better the quality of life of all County residents. For more information on how you can volunteer to participate on an advisory board, committee or task force, visit our website at *www.accessclarkcounty.com* or call (702) 455-3530 to request an application.

A Community that Works Together

Clark County is a community built on people serving others. This extends beyond governments services, as the community is home to a number of excellent nonprofit and charitable organizations. The list below provides the 10 largest southern Nevada nonprofits.

1. University of Nevada Las Vegas Foundation *(raising private funds to support UNLV)*
2. Alexander Dawson Foundation *(private school operator)*
3. Nevada HAND *(affordable homes for low income families)*
4. Las Vegas Events *(event management)*
5. University of Nevada School of Medicine *(medical school clinic)*
6. Westcare *(substance abuse treatment)*
7. Opportunity Village *(services for intellectually challenged)*
8. United Way of Southern Nevada *(fundraising for member charities)*
9. Catholic Charities of Southern Nevada *(religion, education, and social welfare)*
10. The Meadows School *(private school)*

Source: In Business Las Vegas Book of Lists, 2007

Clark County Town Advisory Board (TAB) & Citizen Advisory Council (CAC) Information

TOWN	STATUS	STAFF LIASON	TITLE	TELEPHONE	E-MAIL	MEETING LOCATION	MEETING TIME
Bunkerville	TAB	Matt LaCroix	Rural Towns Manager	(702) 397-6475	mlacroix@co.clark.nv.us	**Bunkerville TAB Room** (off Justice Court Facility, behind Comm. Ctr.) 1910 East Virgin St. Bunkerville, NV 89007	Regular: Thursdays preceding 1st Tuesdays Special Call: Thursdays preceding 3rd Tuesdays 7:00PM
Enterprise	TAB	Mike Shannon	Town Liason	(702) 455-8338	mds@co.clark.nv.us	**Enterprise Library** 25 E. Shelbourne Ave. Las Vegas, NV 89123	Wednesdays preceding 1st and 3rd Tuesdays 7:00PM
Goodsprings	CAC	Chris Munhall	Rural Towns Liason	(702) 455-0341	chrismun@co.clark.nv.us	**Goodsprings Comm. Ctr.** 375 W. San Pedro Ave. Goodsprings, NV 89109	Regular: Tuesdays preceding 1st Tuesdays Special Call: Tuesdays preceding 3rd Tuesdays 7:30PM
Indian Springs	TAB	Chris Munhall	Rural Towns Liason	(702) 455-0341	chrismun@co.clark.nv.us	**Indian Springs Civic Ctr.** 715 Gretta Lane P.O. Box 12 Indian Springs, NV 89018	Regular: Thursdays preceding 3rd Tuesdays Special Call: Thursdays preceding 1st Tuesdays 7:30PM
Laughlin	TAB	Jacquelne A. Brady	Lauglin Town Manager	(702) 298-0828	jab@co.clark.nv.us	**Regional Government Ctr.** 101 Civic Wy. Laughlin, NV 89029	Regular: 2nd Tuesday of every Month Special Call: Tuesdays preceeding 3rd Tuesdays 1:30PM
Lone Mountain	CAC	Kim Bush	Town Liason	(702) 455-1900	kbush@co.clark.nv.us	**Mt. Crest Neighborhood Services Ctr.** 4701 N. Durango Dr. Henderson, NV 89129	Tuesdays preceding 1st and 3rd Tuesdays 6:30PM
Lower Kyle Canyon	CAC	Kim Bush	Town Liason	(702) 455-1900	kbush@co.clark.nv.us	**Mt. Crest Neighborhood Services Ctr.** 4701 N. Durango Dr. Henderson, NV 89129	Tuesdays preceding 1st and 3rd Tuesdays 6:00PM
Moapa	TAB	Matt LaCroix	Rural Towns Manager	(702) 397-6475	mlacroix@co.clark.nv.us	**Marley P. Robinson Justice Court and Comm. Ctr.** 1340 E. Highway 168 Moapa, NV 89025	Regular: Thursdays preceeding 3rd Tuesdays Special Call: Thursdays preceding 1st Tuesdays 7:00PM
Moapa Valley	TAB	Matt LaCroix	Rural Towns Manager	(702) 397-6475	mlacroix@co.clark.nv.us	**Moapa Valley Comm. Ctr.** 320 N. Moapa Valley Blvd. Overton, NV 89040	Wednesdays preceding 1st and 3rd Tuesdays 7:00PM
Mt. Charleston	TAB	Chris Munhall	Rural Towns Liason	(702) 455-0341	chrismun@co.clark.nv.us	**Mt. Charleson Library** 1252 Aspen Ave. HCR 38, Box 269 Mt. Charleston, NV 89124	Regular: Mondays preceeding 3rd Tuesdays Special Call: Mondays preceding 1st Tuesdays 7:30PM
Moutain Springs	CAC	Chris Munhall	Rural Towns Liason	(702) 455-0341	chrismun@co.clark.nv.us	**Moutain Springs Fire Station** State Route 160 Las Vegas, NV 89124	Regular: Wednesdays preceding 3rd Tuesdays Special Call: Wednesdays preceeding 1st Tuesdays 7:00PM
Paradise	TAB	Dan Giraldo	Town Liason	(702) 455-7388	giraldod@co.clark.nv.us	**Paradise Park Comm. Ctr.** 4775 McLeod Las Vegas, NV 89121	Tuesdays preceding 1st and 3rd Tuesdays 7:00PM
Red Rock	CAC	Chris Munhall	Rural Towns Liason	(702) 455-0341	chrismun@co.clark.nv.us	**Blue Diamond Library** 14 Cottonwood Dr. P.O. Box 40 Blue Diamond, NV 89004	Regular: Wednesdays preceding 1st Tuesdays Special Call: Wednesdays preceding 3rd Tuesdays 7:00PM
Sandy Valley	CAC	Chris Munhall	Rural Towns Liason	(702) 455-0341	chrismun@co.clark.nv.us	**Sandy Valley Comm. Ctr.** 650 W. Quartz Ave. HCR 31, Box 377 Sandy Valley, NV 89019	Regular: Tuesdays preceding 3rd Tuesdays Special Call: Tuesdays preceding 1st Tuesdays 7:30PM
Searchlight	TAB	Jacquelne A. Brady	Lauglin Town Manager	(702) 298-0828	jab@co.clark.nv.us	**Searchlight Comm. Ctr.** 200 Michael Wendell Wy. Searchlight, NV 89046	Regular: Tuesdays preceding 3rd Tuesdays 7:00PM
Spring Valley	TAB	Mike Shannon	Town Liason	(702) 397-6475	mds@co.clark.nv.us	**West Flamingo Senior Ctr.** 6255 West Flamingo Rd. Las Vegas, NV 89103	Tuesdays preceding 1st and 3rd Tuesdays 6:30PM
Sunrise Manor	TAB	Dan Giraldo	Town Liason	(702) 455-7605	giraldod@co.clark.nv.us	**Hollywood Recreation Ctr.** 1650 S. Hollywood Blvd. Las Vegas, NV 89142	Thursdays preceding 1st and 3rd Tuesdays 7:00PM
Whitney	TAB	Blanca Vazquez	Town Liason	(702) 455-8531	bva@co.clark.nv.us	**Whitney Comm. Ctr.** 5712 Missouri Ave. Las Vegas, NV 89122	Thursdays preceding 1st and 3rd Tuesdays 7:00PM
Winchester	TAB	Dan Giraldo	Town Liason	(702) 455-7605	giraldod@co.clark.nv.us	**Winchester Comm. Ctr.** 3130 South McLeod Las Vegas, NV 89121	Wednesdays preceding 1st and 3rd Tuesdays 7:00PM

Service Area:
Air Quality & Environmental Management

Clark County's natural resources are a precious commodity we strive to both protect and enhance. Sound environmental management contributes to making our community and the ecosystems within it diverse, sustainable and economically productive. The various environmental management services provided through Clark County, and in collaboration with our community partners, ensure that we effectively maintain our natural resources while allowing for continued economic vitality.

Departments:

- Air Quality & Environmental Management (DAQEM)

Highlights & Achievements:

- **Desert Conservation Program:** The Desert Conservation Program implements the Endangered Species Act in Clark County with a Multiple Species Habitat Conservation Program and associate Incidental Take Permit. The County collects mitigation fees required by the Act and carries out mitigation and conservation measures. This year, DAQEM contracted with an independent consultant to review the program and recommend changes, and adopted 50 recommendations from that review. To address conflict of interest concerns, the Department restructured the Multiple Species Habitat Conservation Advisory Committee, conducted a comprehensive Ethics and Conflict of Interest training program for the committee and created business process improvement procedures to incorporate project and contract management best practices. These efforts streamlined the process for determining what actions are needed to maintain or improve wildlife and plant habitat while assuring the long-term economic viability of Clark County.

- **Ozone State Implementation Plan:** The Department finalized a number of key technical studies on ground level ozone and completed an initial draft of the Ozone State Implementation Plan. The studies used ground-breaking methods to research ozone characteristics, formation and transport in the Las Vegas Valley. For instance, DAQEM partnered with the Las Vegas Valley Soaring Association to measure patterns of ozone transport in the upper atmosphere using gliders and a fixed-wing motorized tow plane. The information from these studies will help ensure that Clark County meets federal health-based standards for ozone by the summer of 2009, improving air quality for all Clark County residents and visitors.

- **Air Quality Regulation Improvement Project:** In early 2006, the DAQEM finished revising the rules on permitting of major sources. By the end of the year, the Department had completed sections on minor source permitting rules, federal operating permit program rules, new source performance standards, hazardous pollutants, emissions inventory, reporting excess emissions, performance testing, visible emissions, confidentiality, affirmative defense and authorization to require monitoring. This is an ongoing effort; revisions to date have streamlined Department processes and procedures, updated the fee schedule, brought County regulations more in line with federal ones and made the rules clearer and easier to comply with. Field enforcement officers can now interpret and apply the rules more consistently, and regulated companies have a better understanding of how to comply.

- **Air Quality Monitoring Website:** The Air Quality Monitoring website makes real-time monitoring data available to the public 24 hours a day, 7 days a week. Being able to access the data from 21 monitoring stations located throughout Clark County in real time allows residents to check the quality of the air in

Regulated Pollutants and the Number of Days Recorded at Each Pollutant Level in 2006:

Regulated Pollutant	Number of Days per Level in 2006			
Carbon Monoxide	360	5	–	–
PM2.5	268	96	1	–
PM10	282	83	*1	–
Ozone	276	80	9	–
Pollutant Level	Good	Moderate	**Unhealthy	Unhealthy

*Anomalous data likely due to instrument malfunction. **Unhealthy for Sensitive Groups.

their neighborhood and understand what pollutants and pollens may be affecting their health. Site availability this year was 95 percent, and DAQEM is examining ways to increase that percentage in 2007.

■ **Air Quality Improvements in the Las Vegas Valley:** The Department works closely with community groups and the U.S. Environmental Protection Agency (EPA) to develop plans that ensure the County meets and maintains federal air quality standards. This year, Clark County completed its efforts to attain the federal dust standard. Even with the valley's phenomenal growth rate – one of the highest in the nation for more than two decades – Clark County continues to meet the national standards for levels of carbon monoxide, dust and ozone in the air. The air quality plans that the Department prepares and enforces ensure the County maintains these standards, and that air quality in the Las Vegas Valley continues to improve.

■ **Equestrian Trails Feasibility Study:** The Department awarded a contract to conduct scoping studies for four equestrian trail areas in the Las Vegas Valley, to be completed in April 2007. These studies will include a survey of area residents to determine the level of demand and best locations, fieldwork to identify the best trail alignments, public meetings for updates and feedback and a map of the final proposed trail system. The results will enable the Department to provide the best trail system possible, promoting alternative recreation modes while increasing the safety of trail users.

■ **Reservation of Lands for Public Purposes and Affordable Housing:** Under the Southern Nevada Public Lands Management Act, DAQEM is tasked with coordinating the nomination of Bureau of Land Management (BLM) land for public auction. The County can reserve a portion of this land for such public purposes as schools, fire stations, parks and trails, and can identify land for affordable housing. In 2006, the department reserved 191 acres of BLM land for public purposes and another 54 acres for affordable housing. The community benefits not only from the public services associated with these facilities, but also from the cost savings of obtaining the land for a much-reduced fee or for no fee at all.

■ **Compliance with National Discharge Permit:** DAQEM inspected 3,700 construction sites for compliance with federal stormwater regulations. These inspections decrease sedimentation and prevent contamination of stormwater runoff, which is discharged through the Las Vegas Wash into Lake Mead. Stormwater in the Las Vegas Valley is not treated, and the valley's drinking water comes from Lake Mead. Stormwater compliance inspections ensure that a higher quality of water enters Lake Mead, which in turn helps to ensure higher quality drinking water for Clark County residents.

■ **Multiple Species Habitat Conservation Plan and U.S. Fish & Wildlife Service Budget Approval:** Clark County is responsible for the Multiple Species Habitat Conservation Plan, which covers 78 local species of wildlife. The plan implements conservation measures to benefit these species, while still allowing for a vibrant local economy and appreciation of the County's natural resources. To showcase those resources, DAQEM constructed a desert tortoise habitat at the Government Center. In 2006, none of the species covered in the conservation plan were elevated in listing status under the Endangered Species Act. In another arena, the Fish & Wildlife Service approved DAQEM's biennial implementation plan and budget for conservation actions in Clark County. These two measures will contribute to the continued improvement of wildlife and plant habitat while assuring the long-term economic viability of Clark County.

Service Area: **Aviation**

The Clark County Department of Aviation owns and operates five southern Nevada airports including McCarran International, which served as the gateway for 46 percent of the Las Vegas Valley's 38.6 million visitors in 2006. Including local traffic, McCarran safely and efficiently handled more than 46 million arriving and departing passengers last year. Despite that high volume, the nation's sixth-busiest airport was once again recognized for its commitment to outstanding customer service. An ongoing $4-billion capital improvement plan will soon bring even more services and capacity to McCarran so that more travelers from around the world can easily access Clark County's varied attractions. In addition to McCarran, the Department of Aviation's regional airports serve general aviators and recreational pilots in Henderson, North Las Vegas, Jean and Overton. These airports relieve congestion at McCarran while offering residents and visitors a mixture of services, from world-class executive terminals and pilot training programs to Grand Canyon tours and skydiving excursions.

Departments:

- Aviation

Highlights & Achievements:

- **J.D. Power and Associates Award:** Despite its status as the nation's sixth-busiest passenger airport, McCarran International ranked first in overall passenger satisfaction among large airports in the J.D. Power and Associates 2006 North America Airport Satisfaction Study. Eight factors were examined to determine overall customer satisfaction: airport accessibility, check-in/baggage check, security check, terminal facilities, food and beverage, retail services, baggage claim and immigration/customs control. In addition to ranking first overall, survey respondents ranked McCarran No. 1 in the check-in/baggage check, security check and terminal facilities categories. Results of the survey were based on responses from more than 9,800 travelers who took a flight between January and May of 2006.

- **AA- Credit Rating:** When it comes to good credit, few airports can compare with Clark County's McCarran International. San Francisco-based Fitch Ratings awarded McCarran its AA- rating based upon the airport's "large origination and destination passenger base and healthy airline market share diversity, which produce consistently high financial margins." Fitch also credited good management for producing excellent annual financial results. Moody's gave McCarran a stable Aa2 rating, while Standard & Poor's matched Fitch's AA- rating.

  The Clark County Department of Aviation has secured financing for approximately $3.8 billion in airport improvements over the next four years. Bond rating agencies typically review and assess an airport's strengths and weaknesses. McCarran's most recent ratings stated that its passenger market growth remains among the nation's best. Enplanement growth has been steady and strong, while economic and population growth in the region is expected to be good. McCarran also boasts a diverse set of air carriers, a healthy cash position and solid financial ratios.

- **Blue Ribbon Commission:** Southern Nevada's population and visitor base continues to rise, and that growth brings an increasing need for fuel. Clark County leaders recognized that fuel demand would soon surpass the capacity of the two pipelines from Southern California that carry nearly all of the gasoline, diesel and jet fuel used locally. To prevent shortages from occurring, the Blue Ribbon Commission to Improve the Reliability of Southern Nevada's Fuel Supply spent much of 2006 working to identify potential solutions. The 12-member panel of business and government representatives, led by Clark County Aviation Director Randall H. Walker, presented its final recommendations to the Board of County Commis-

sioners in November 2006. Among other proposals, it called for additional fuel pipelines linked to refineries in different states; a reduced number of fuel types shipped through the pipeline; increased local storage capacity; and tax incentives to promote pipeline development, the use of alternative fuels and fuel-efficient vehicles.

■ **Airport SpeedCheck Advance:** It is now easier than ever for travelers to check their bags when flying out of McCarran International Airport. In 2006, the Clark County Department of Aviation unveiled its off-airport baggage check-in service, Airport SpeedCheck Advance. For a small fee, passengers flying on participating airlines can securely drop off their bags and obtain airline boarding passes at The Venetian, Luxor, Las Vegas Convention Center or McCarran Rent-A-Car Center. Items can be left with airport-contracted agents up to 12 hours in advance of a flight's scheduled departure, allowing visitors more time to enjoy the community's offerings without the hassle of carrying their luggage. Additional airlines and hotel-casino partners will begin participating in Airport SpeedCheck Advance this year.

■ **Ivanpah EIS:** Passenger counts at McCarran International Airport have increased steadily in recent years, and additional air capacity will be required to fill the tens of thousands of new hotel rooms now planned or under way in southern Nevada. Preparations continued in 2006 toward the development of a major passenger airport in Ivanpah Valley, located approximately 30 miles southwest of the Las Vegas metropolitan area. At the request of the Clark County Department of Aviation, the Federal Aviation Administration, and BLM in 2006 began a formal study to determine if Ivanpah is a suitable site for an airport that would complement McCarran. County leaders hope this Environmental Impact Statement (EIS), will be finalized in early 2010 in time to open the new airport approximately seven years later. The Ivanpah Valley airport could eventually serve up to 35 million passengers per year.

■ **McCarran Rent-A-Car Center:** The Clark County Department of Aviation now offers a one-stop shopping opportunity for rental car customers arriving at McCarran International Airport. The $166.8-million McCarran Rent-A-Car Center has placed 11 different rental car companies under one roof in an off-airport site located just three miles south of McCarran's main terminal. The consolidated site, which opened in April 2007, eliminates the need for each car rental company to operate its own shuttle busses, greatly reducing congestion on roadways and at the pick-up and ticketing curbs. In addition, the Rent-A-Car Center's debut created room to develop much-needed airport public parking lots on property that had housed thousands of rental vehicles and their accompanying facilities.

■ **TSA Liquid Ban:** Travelers have grown accustomed to new airport security procedures in the aftermath of the September 11 terrorist hijackings. But few were prepared for the overnight changes that resulted when British police foiled another terror plot

on August 10, 2006. Authorities immediately banned travelers from carrying liquids, gels or aerosols onto aircraft when it was discovered that terrorists were planning to bring down passenger jets using liquid explosives. Workers at McCarran International Airport quickly responded to the new security conditions by creating signs, fliers and video messages that helped travelers and employees comply with the Transportation Security Administration's (TSA's) latest procedures. These visual method standards developed at McCarran were later adopted by TSA on a nationwide level.

■ **Noise Study:** In October 2006, the Board of County Commissioners received a presentation on the Department of Aviation's Federal Aviation Regulation Part 150 Noise Compatibility Study Update for McCarran International Airport. The FAA established this voluntary program to enable airport sponsors such as Clark County to become eligible for grants to implement approved airport noise programs. The latest Part 150 study included 11 public meeting groups, four open houses and one public hearing. It recommended 13 noise abatement measures and nine noise mitigation measures to limit complaints stemming from commercial aircraft that leave or enter Clark County.

■ **Henderson Executive Airport:** A $30-million renovation was completed at the Henderson Executive Airport. The Clark County Department of Aviation significantly improved the 37-year-old facility to make it more appealing to general aviation customers. Upgrades included a new control tower and 24,000-square-foot terminal with amenities designed to attract more high-end customers. Its features include a modern flight planning facility, free wireless Internet services, conference rooms and a pilots' lounge with flat-screen satellite television and private dressing rooms and showers. In addition, two parallel runways were built to meet the needs of virtually all general aviation aircraft. The improved Henderson airport will help relieve congestion at McCarran International Airport.

■ **North/South Runway Rehabilitation:** In 2006, the Clark County Department of Aviation significantly upgraded two critical pieces of McCarran International Airport's busy airfield. Deteriorating asphalt beneath the nearly 9,800-foot-long Runway 1R-19L was replaced with cement, a material better suited for Southern Nevada's climate and McCarran's heavy traffic. Crews also replaced the asphalt beneath McCarran's 9,600-foot-long Taxiway Delta, including runway and apron tie-ins. The nearly $58-million project was completed in January 2007.

Service Area: **Child Welfare**

There are numerous challenges that the community and County face as we address child welfare issues. Improved outcomes are dependent upon constant evaluation and changes in the service delivery system to address unmet needs, overcome barriers and limit duplication. The need to re-evaluate and restructure was most apparent after the completion of the legislated integration of State of Nevada and Clark County child welfare services – a move made in an effort to create an integrated approach to more efficient, family-friendly services.

In May 2006 nationally-renowned child welfare expert, Thomas Morton was appointed Director of the Department of Family Services (DFS), and he soon presented his "Safe Futures" plan to the County and community.

Safe Futures

Clark County DFS "Safe Futures" provides a set of strategies for improving the child welfare system based on the premise that the safety, permanency and well-being of children and families at risk of child maltreatment is a responsibility vested throughout the community and state. "Safe Futures" offers an architectural vision for change in DFS's approach to serving families that focuses on four specific priority areas and addresses the most critical issues facing DFS and Clark County's most vulnerable children.

PRIORITY AREA 1: A comprehensive, multi-disciplinary response to maltreatment reports and threats to child safety.

Initial work relative to Priority One focused on strengthening the intake and investigation processes in DFS. Since the announcement of Safe Futures DFS has:

- Conducted a quality assurance review of the Child Abuse & Neglect Hotline, resulting in a new agency policy regarding non-report related calls. Additionally, hotline capacity was increased by dedicating additional staff, leading to a reduction in wait times and abandoned calls (see tables on next page).

- Commissioned an administrative review of child abuse and neglect investigations. A team of independent consultants found areas of concern and need for improvement, including the timeliness of initiation of investigations and the first contact with the child; the sufficiency of information collected during investigations; and the accuracy of safety assessments.

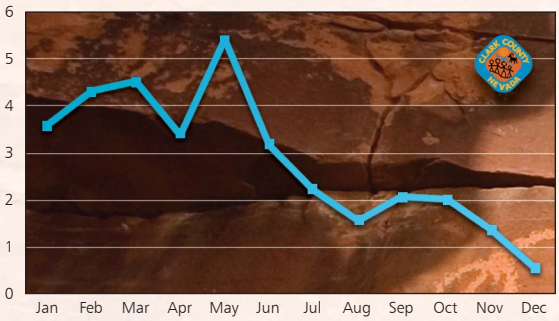
- Improved the Safety and Risk Assessment tool and protocols, and initiated specialized training for investigators to improve initial assessments.

- Contracted with a consultant to revise, clarify and improve maltreatment definitions used by the Hotline and CPS investigation, as well revising intake and investigative policies and procedures.

- Strengthened working relationships with law enforcement and the coroner's office, and developed guidelines for responding jointly to cases of child abuse and neglect.

2006 Clark County Child Abuse and Neglect Hotline:

Average Wait Time Before Answered (in minutes)



2006 Clark County Child Abuse and Neglect Hotline:

Month	Average Wait Time Before Answered (1)	Total Number of Calls	Total Number of Calls (2)	Total Number of Calls Answered	% of Total Calls Received / Answered	% of Total Calls Received / Answered (3)
January	3.56	3266	3027	2391	73%	79%
February	4.31	3245	2986	2353	73%	79%
March	4.53	3660	3352	2564	70%	76%
April	3.41	3015	2764	2196	73%	79%
May	5.4	3978	3619	2621	66%	72%
June	3.14	2883	2595	2150	75%	83%
July	2.23	2792	2423	1998	72%	82%
August	1.54	2789	2550	2202	79%	86%
September	2.09	2911	2712	2335	80%	86%
October	2.04	3036	2826	2477	82%	88%
November	1.38	2821	2660	2318	82%	87%
December	0.57	2124	2035	1873	88%	92%

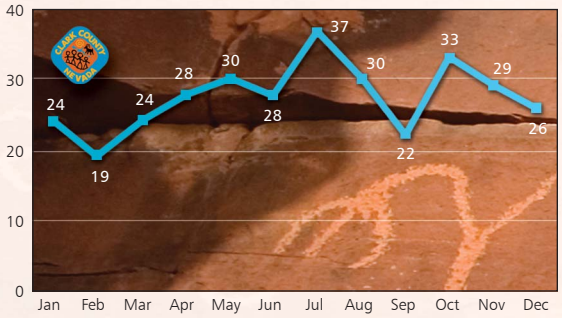
Notes: (1) In minutes. (2) Excluding calls abandoned in 1 minute or less. (3) When excluding calls abdoned in 1 minute or less.

PRIORITY AREA 2: An array of community-based services to meet the diverse needs of our children and families, including appropriate placements for children who cannot safely remain with their families.

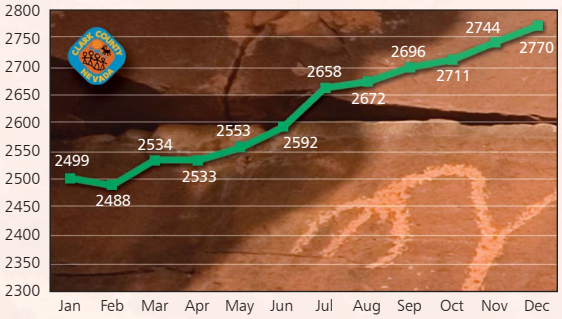
Clark County has a shortage of mission-critical services – the most desperately needed being substance abuse and mental health assessment and treatment services for children and adults. There are also a limited number of providers willing to accept Medicaid for children in DFS custody. Furthermore, DFS has less than half the number of foster families necessary. The following actions have been taken to implement strategies for the above priority area:

- Surveyed caseworkers, families and community stakeholders in a community-wide assessment of mission-critical services, specifically family-support and family-preservation services.
- Requested and received funding from the County for family preservation, mental health and substance abuse assessment and intensive outpatient counseling services.
- Added 25 positions to expand foster parent recruitment, licensing and training capacity to implement a new comprehensive community-focused Foster Home Recruitment Plan. (see foster licenses graph).
- Improved foster parent relations with the addition of a Foster Parent Retention Unit and by aiding in the re-establishment of a local Foster Parent Association.
- Implemented Foster Care Licensing Clinics and protocols to expedite licensing process for relative caregivers and foster parents within 30 days, and secured in the State Budget an increase in the rate of daily reimbursement to foster parents.

2006 New Foster Parent Licenses Issued Per Month



2006 Total Number of Foster Beds



PRIORITY AREA 3: Timely permanency for children.

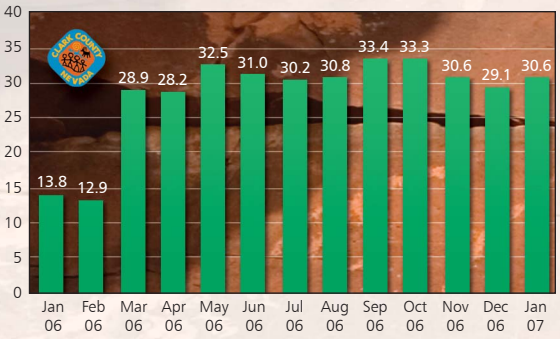
Clark County DFS has not routinely tracked the length of time it takes for a child to achieve permanency – a permanent home, whether it be a return to parents, relatives or a foster or adoptive family. Each move to a new home increases the likelihood that a child will remain in the child welfare system until they are eighteen years of age, often exiting without essential connections necessary for success as an adult. The following activities have occurred to achieve identified strategies for the above priority area:

- Secured the inclusion of 42 additional foster care case manager and support positions in the State Budget. Also secured the addition of 14 Family Support workers for existing units. Together these new additions will help reduce the number of cases carried by existing workers and better enable them to allot the time required to ensure the safety, permanency and well-being of children served.

- Implemented an Adoptions Database Tracking System to ensure reasonable efforts in achieving permanency through adoption, and contracted to complete backlog of social summaries on children with the goal of adoption.

- Secured the inclusion of four positions for Placement Stability Unit via State Budget.

Investigative Caseload Averages:
(Number of Investigations Per Worker)



PRIORITY AREA 4: Support for child and adolescent health, mental health and educational well-being.

For children in out-of-home care, the County assumes a role as parent under the principle of *parens patriae*, the public policy power of the state to assume the rights of the natural parent, legal guardian or informal caregiver, and to act as the parent of any child or individual who is in need of protection. As such, government entities assume a direct responsibility for children's critical well-being needs. In comparison to non-maltreated children, abused and neglected children are more likely to experience serious physical, mental health and educational needs. If these needs are not met, these children are more likely to experience greater problems as an adult. The following activities have occurred to achieve identified strategies for the above priority area:

- Implemented the Healthy Kids Care program to ensure all children placed in out-of-home care receive a medical screening within 72 hours of placement, as well as developing a tracking system for documenting children's physical health, mental health and educational needs, and creating a Medical Passport program – a process to ensure children's previous medical records are obtained upon placement.

- Engaged community-based resources, including expanding behavioral health networks and partnering with Child Focus to provide educational support to all children in DFS custody.

- Requested and received additional funding to expand intensive outpatient counseling services and purchase mental health and substance abuse assessments.

How to become a **Foster Parent**

Today, more than 2,000 children are in out-of-home placement because they are not safe at home. The County has a goal of gaining 400 more foster parents. With more foster parents, we can match individual children and families to minimize placement moves and add stability for children. **If you have an interest in becoming an adoptive or foster parent, please contact the Clark County Department of Family Services at 702-455-0181.**

Service Area:
Community Service

At Clark County, we strive to provide our residents with a local government that is open and responsive to their needs. Promptly recording, preserving and providing access to public records is one of the many ways the County demonstrates accessibility in governance. Keeping citizens informed, and actively encouraging citizen participation in decision making processes are just a few of the ways that Clark County works to foster a sense of community connectedness. Clark Clerk citizens act as change agents by volunteering, excercising their right to vote, serving on town boards and citizen advisory councils and participating in community outreach activities and public forums.

Departments:

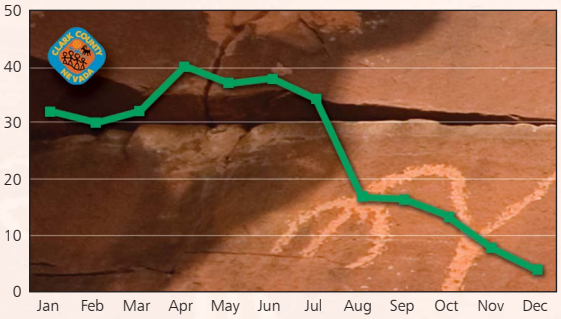
- Administrative Services-Code Enforcement and Town Services
- Assessor
- Business License
- Clerk
- Elections
- Recorder

Highlights & Achievements:

- **Code Enforcement Program:** In 2006, the Enforcement Division's service calls increased from 15,167 compared to 13,900 calls the previous year, yet they were able to reduce their average number of days to investigate code enforcement complaints from 7.9 days to 5.3 days.

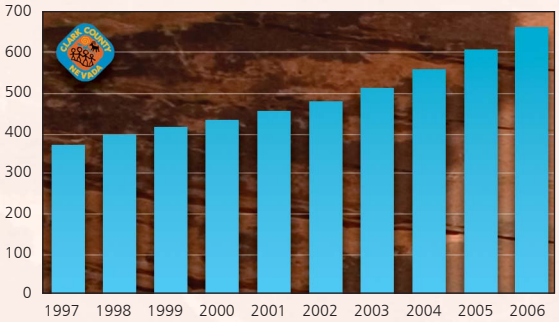
- **Turn-in-a-Tagger Graffiti Abatement Program:** The County's Turn-in-a-Tagger program resulted in 295 tips, 107 arrests and 45 tips currently under investigation. A Turn-in-a-Tagger message was placed on MySpace.com and had over 3.5 million hits. 60 bus stop shelters and numerous valley billboards carry the Turn-in-a-Tagger message, while 120 middle and high schools were all provided posters to heighten the program's awareness.

2006 Recordation Cycle Time:
Processing Time (in days)



Recordation cycle: The process time in which a document is presented, recorded, scanned, digitized, indexed and returned to the customer. The processing cycle time has been expedited through added technology.

Growth In Parcels:
Number of Parcels (in thousands)



Business Licensing Agenda Processes: The Business License Department, at the direction of the Board of County Commissioners (BCC), as well as the Liquor & Gaming Board have streamlined their business licensing and agenda process. Now business license and liquor and gaming items will be heard at the regularly scheduled BCC meetings held on the 1st and 3rd Tuesdays of each month. This redesign significantly reduces operational and staffing costs.

Unlicensed Business Program: The unlicensed Business Program was implemented by the Business License Department, and has been successful in achieving the goal to bring unlicensed businesses into compliance with public safety inspections and licensing requirements. The program is to seek out unlicensed businesses, and work with them to get licensed. As a result, the program generated over $1 million during its first year.

Recorder's Office Automation: During the past year, the Recorder's Office has made significant upgrades to improve document quality and customer service. The Department scanned nearly 7.1 million pages in 2006 and recently installed high-end scanners to increase the ability to digitize documents 175 percent faster and improve clarity and quality control. Other improvements have included the upgraded automated telephone system, which promptly services the nearly 80,000 phone calls that are received annually. The installation of the queue management system (Q-Matic) will ensure that each of the 360 daily walk-in customers will receive prompt, efficient and orderly customer service. Additionally, the Recorder's Office has been able to meet and maintain the high quality lab certification standards set by Kodak since 2005. In 2004, the Recorder's Office began digitizing recorded documents and is currently working on converting over 18,000 rolls of microfilm to digital format dating back to 1874. The digitization of the microfilm will be a significant time saver for the customer. The new telephone system, scanners and queue management system will accelerate the processing time and increase customer service.

Total Taxable Value: The 2006-2007 total taxable value of all real property in Clark County was $252,672,540,302. Of this amount, $18,989,401,545 represented the value added from new construction. These amounts include the value of all real property located within the City of Las Vegas, City of Henderson, City of North Las Vegas, City of Boulder City, City of Mesquite, as well as all of unincorporated Clark County.

Did You Know?

- The Assessor's Office webpage at *www.co.clark.nv.us/assessor/* includes on-line deeds for residential properties purchased on or after September 15, 1999.
- The Assessor's Office offers exemptions to veterans, blind, and surviving spouses.
- Aerial photographs linked to property records are updated twice a year and are available for viewing on the Assessor's web page.
- The Senior Citizen Tax Assistance program is available to residents 62 years of age or older, with a household income not to exceed $26,714.

Service Area:
Financial

Clark County takes great pride in our long-standing reputation for strong and consistent fiscal policies that have placed the organization in a noteworthy financial position. Our strong economy, coupled with high fiscal accountability measures, coordinated planning processes, prudent cash management and debt administration have sustained our ability to manage the demands of a growing community while continuing to provide quality services. The County continues to have a high general obligation bond rating which reflects a more limited debt burden on current and future tax payers.

Departments:

- Audit
- Finance
- Treasurer

Highlights & Achievements:

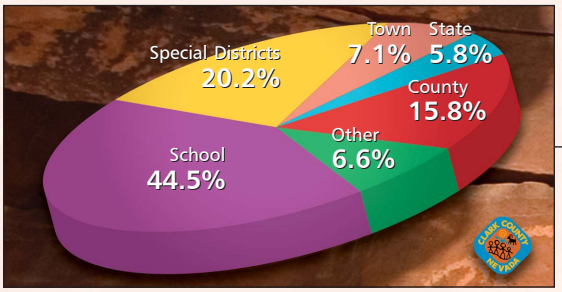
Audit Excellence: In 2006 the County's Audit Department received The Association of Local Government Auditors' highest rating in its annual review of the County's adherence to national audit practices and standards. This external review and findings assures citizens and the community that the Department follows and practices nationally recognized auditing standards. The Department has achieved this rating every three years beginning in 1994.

Audit Reviews and Savings: As part of the Taxpayer Bill of Rights, the County's Audit Department continues to meet the rigorous demands of auditing all County departments and agencies under its auspices every five years. These audits are significant as they ensure County compliance with local, state and federal mandates and policies as well as enhancing County services to the community. As an example, in 2006, the Audit Department reviewed University Medical Center's (UMC's) ACS contract and was able to save University Medical Center over $6.85 million dollars. These funds were then able to be used to address other critical needs of the state's only public hospital.

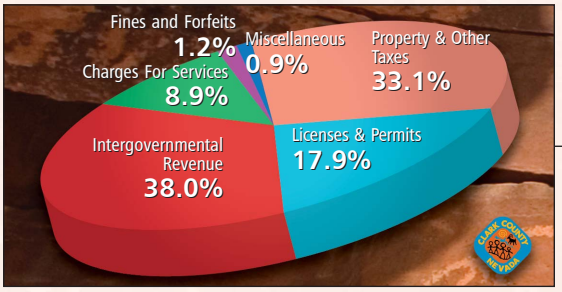
"Moody's assigns Aa1 rating to Clark County, Nevada's General Obligation, Limited Tax Bonds...The Aa1 rating reflects the assessment that although the county's economy has a high concentration in tourism, gaming and gaming-related activity, the economy has proven remarkably resilient over the last several years."

Moody's Investor Services,
Global Credit Research – May 2, 2007

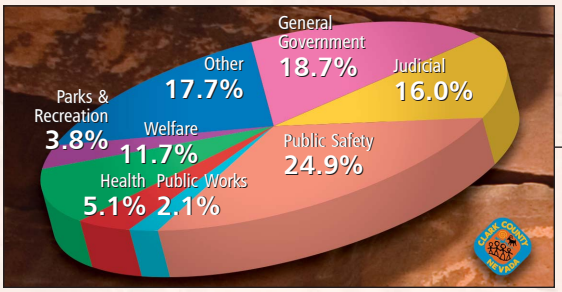
Where Your Property Tax Dollar Goes:



General Fund Revenues:
by Source – Fiscal Year 2006-07



General Fund Expenditures:
by Function – Fiscal Year 2006-07



Property Tax Rate Breakdown:		FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	% of Total
State:		**0.1700**	**0.1700**	**0.1700**	**5.80%**
County: (Operating & Debt)		**0.4710**	**0.4633**	**0.4624**	**15.79%**
Other:	Cooperative Extension	0.0100	0.0100	0.0100	
	Indigent	0.1150	0.1150	0.1150	
	County Capital	0.0500	0.0500	0.0500	
	Family Court	0.0192	0.0192	0.0192	
	Subtotal Other	**0.1942**	**0.1942**	**0.1942**	**6.63%**
School:		**1.3034**	**1.3034**	**1.3034**	**44.51%**
Special Districts:	Las Vegas / Clark County Library	0.0743	0.0743	0.0743	
	Las Vegas / Clark County Library Debt	0.0215	0.0123	0.0123	
	LVMPD Emergency 9-1-1	0.0050	0.0050	0.0050	
	LVMPD Manpower Supplement	0.2800	0.2800	0.2800	
	Clark County Fire District	0.2197	0.2197	0.2197	
	Artesian Basin	0.0016	0.0013	0.0009	
	Subtotal Special District	**0.6021**	**0.5926**	**0.5922**	**20.22%**
Town:		**0.2064**	**0.2064**	**0.2064**	**7.05%**
Total Tax Rate:		**2.9471**	**2.9299**	**2.9286**	**100.00%**

Note: Tax rates stated per $100 of assessed valuation.

THE GENERAL FUND IS THE GENERAL OPERATING FUND OF CLARK COUNTY: All tax revenues, other receipts, and other financing sources that are not allocated by law or contractual agreement to another fund are accounted for in this fund. The General Fund is typically the most important governmental fund.

General Fund Summary:		FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget
Beginning Fund Balance:		**$198,691,015**	**$265,609,638**	**$202,141,859**
Revenues:	Property & Other Taxes	237,128,773	266,403,593	298,154,938
	Licenses & Permits	159,868,130	188,210,332	161,080,000
	Intergovernmental Revenue	319,326,277	350,175,590	342,602,000
	Charges for Services	88,027,159	90,156,159	80,408,000
	Fines & Forfeits	12,916,684	14,666,431	10,720,000
	Special Assessment			
	Miscellaneous	14,936,081	20,308,448	8,439,000
Total Revenues:		**832,203,104**	**929,920,553**	**901,403,938**
Expenditures:	General Government	119,894,855	122,314,860	135,101,576
	Judicial	102,130,423	108,939,441	115,474,303
	Public Safety	155,264,446	174,669,074	180,026,710
	Public Works	13,612,688	13,481,338	15,485,099
	Health	19,900,651	34,606,571	37,087,120
	Welfare	59,479,322	68,273,896	84,711,179
	Culture & Recreation	30,371,153	25,661,598	27,809,684
	Other General Expenditures	63,596,194	73,674,989	128,353,814
Total Expenditures:		**564,249,732**	**621,621,767**	**724,049,485**
Excess (deficiency) of Revenues				
over (under) expenditures		267,953,372	308,298,786	177,354,453
Proceeds of Long-Term Debt		–	–	–
Operating Transfers in		219,794,772	245,843,588	263,523,748
Operating Transfers out		(420,829,521)	(511,829,290)	(491,286,479)
Prior Year Adjustments		–	–	–
Ending Fund Balance:		**$265,609,638**	**$307,922,722**	**$151,733,581**

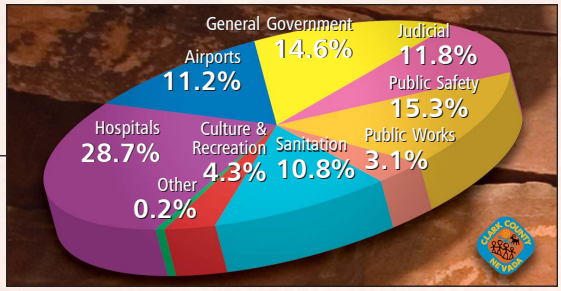
THE CLARK COUNTY BUDGET SUMMARY aggregates financial data for the three categories of County funds: the General Fund, Governmental Fund Types and Expendable Trust funds, and Proprietary funds.

Clark County Budget Summary:		FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget
Beginning Fund Balance:		$3,731,301,831	$4,222,156,527	$4,902,477,149
Revenues:	Property & Other Taxes	612,281,927	684,630,897	740,006,801
	Licenses & Permits	244,679,655	284,720,443	287,602,785
	Intergovernmental Revenue	1,257,807,818	1,604,535,097	1,773,874,879
	Charges for Services	1,491,279,424	1,184,543,722	1,827,914,181
	Fines & Forfeits	13,043,932	17,747,861	10,747,500
	Special Assessment	27,679,716	37,302,142	26,473,212
	Miscellaneous	294,575,109	380,616,152	159,923,086
	Total Revenues	**3,941,347,581**	**4,194,096,314**	**4,826,542,444**
Expenditures:	General Government	585,787,304	433,920,990	987,492,755
	Judicial	143,040,781	151,510,846	179,393,974
	Public Safety	895,234,424	842,383,020	1,103,229,563
	Public Works	519,101,651	608,364,022	1,174,809,410
	Health / Welfare	204,113,757	243,473,393	286,968,876
	Culture & Recreation	62,929,999	49,938,829	430,912,709
	Community Support	12,441,616	12,794,710	17,058,982
	Utility / Other	128,055,022	143,578,137	102,237,629
	Hospital	483,340,866	511,155,511	581,852,999
	Airport	312,200,904	341,290,958	395,848,689
	Debt Service	340,327,090	896,740,433	214,795,300
	Total Expenditures	**3,686,573,414**	**4,235,150,849**	**5,474,600,886**
Excess (deficiency) of Revenues over (under) expenditures		254,774,167	(41,054,535)	(648,058,442)
Proceeds of Long-Term Debt		236,080,530	721,375,159	–
Operating Transfers in		1,006,541,331	1,279,422,978	1,206,101,184
Operating Transfers out		(1,006,541,332)	(1,279,422,980)	(1,206,101,184)
Ending Fund Balance:		**$4,222,156,527**	**$4,902,477,149**	**$4,254,418,707**

***Note:** Data only includes departments and/or entities covered in this report.

Budgeted Full-Time Equivalents:

by Function* – Fiscal Year 2006-07



***County departments included in the various functions are as follows: General Government:** Commission/Manager, Office of Diversity, Audit, Finance, Elections, Assessor, Recorder, Clerk, Administrative Services, Human Resources, Comprehensive Planning, Information Technology, Business License, and Real Property Management. **Judicial:** Constable, District Attorney, District Court, Special Public Defender, Court Jury Services, Grand Jury, Justice Court, Public Defender, and Neighborhood Justice Center. **Public Safety:** Police, Fire, Public Guardian, Public Administrator, Coroner, Juvenile Justice Services, and Family Family Services. **Health / Welfare:** Emergency Services and Social Service.

Full-Time Equivalents:

	2004-05 Actual	2005-06 Actual	2006-07 Budget
General Government	1,772	1,762	1,879
Judicial	1,343	1,383	1,524
Public Safety	1,770	1,924	1,981
Public Works	386	396	402
Health / Welfare	1,211	1,344	1,399
Culture & Recreation	593	549	554
Community Support/Other	32	64	30
Subtotal General Govt.	**7,107**	**7,422**	**7,769**
Utilities			
Hospitals	3,529	3,720	3,716
Airports	1,138	1,307	1,449
Other			
TOTAL FTEs	**11,774**	**12,449**	**12,934**
Metro/Detention	4,705	5,009	5,035

Taxpayers Bill of Rights

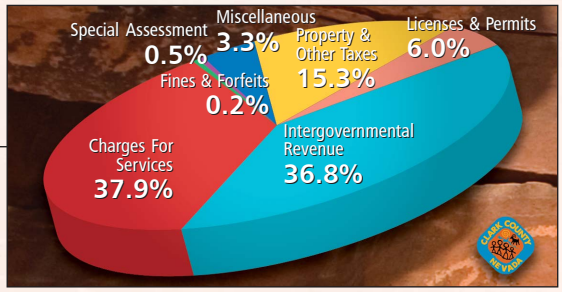
Clark County has long fostered its reputation for strong and consistent fiscal policies. Residents in unincorporated Clark County enjoy one of the lowest property tax rates in the nation. The County has accomplished this through nearly unprecedented reductions in the countywide tax rate over the past decade, coupled with conservative maintenance of town and special district rates, which are well below the limits allowed by state law. The County recognizes the need to maintain its application of strong measures designed to keep growth of government and spending under control. To address this need, the Board of County Commissioners adopted the Taxpayers' Bill of Rights Resolution in November 1993, and continues to use it as a guide for the County's financial management.

The Taxpayers' Bill of Rights consists of 10 policy points:

- The County shall set countywide and unincorporated town property tax rates at their current level or lower, unless otherwise mandated by a vote of the people or Legislative mandate.
- Deficit spending will be avoided and an unappropriated ending fund balance of between 8.3 percent and 10 percent of all expenditures will be maintained.
- Cumulative increases in budgeted expenditures for County operations and maintenance, excluding voter/legislative approved overrides and unfunded mandates, shall not exceed the growth in population and the consumer price index.
- The average salary and benefit increases for County employees will be comparable to the private sector.
- A meaningful public input process will be provided during the annual budget review.
- Regular meetings will be conducted with city counterparts through a joint committee of elected officials, known as the Southern Nevada Regional Planning Coalition, to identify potential areas for cost-effective consolidation of services.
- The County shall conduct independent performance evaluations for each County Department on at least a five year cycle.
- New leases of buildings will be avoided as the County endeavors to house all employees in the Government Center or other County-owned building.
- The County shall continue to integrate its capital improvement and master plan programs to ensure unified planning initiatives.
- The County Cost Containment Program will continue to safeguard against overspending.

Clark County Budget Summary:

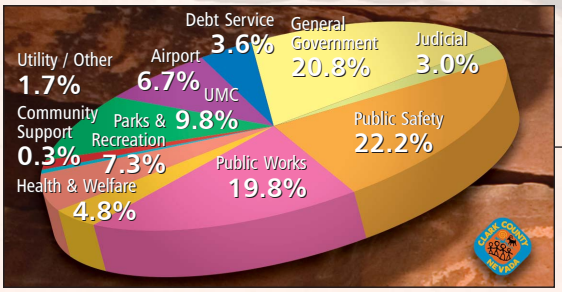
Budgeted Revenue:
by Source – Fiscal Year 2006-07



Source	Revenues ($Million)
Property & Other Taxes	$740.0
Licenses & Permits	287.6
Intergovernmental Revenue	1,773.9
Charges for Services	1,827.9
Fines & Forfeits	10.7
Special Assessment	26.5
Miscellaneous	159.9
Total Revenues / Transfers In*	**$4,826.5**

Note: *Amounts transferred from one fund to another.

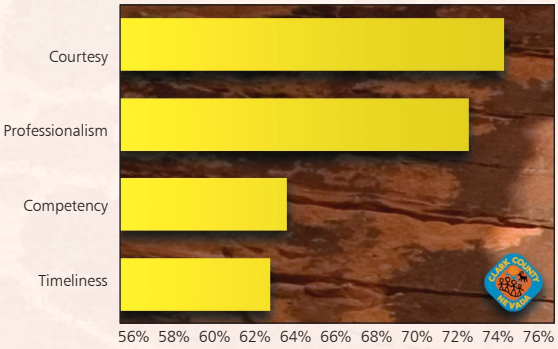
Budgeted Expendetures:
by Function – Fiscal Year 2006-07



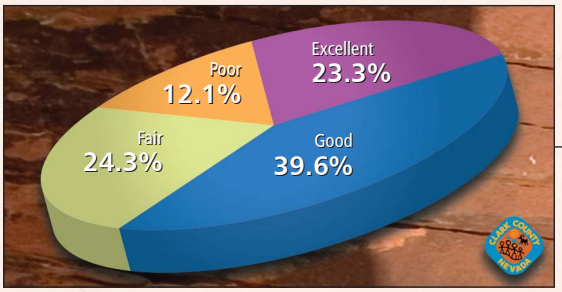
Function	Expenditures ($Million)
General Government	$1,237.5
Judicial	179.4
Public Safety	1,317.1
Public Works	1,174.8
Health / Welfare	287.0
Parks & Recreation	430.9
Community Support	17.1
Utility / Other	102.2
UMC	581.9
Airport	395.8
Debt Service	214.8
Total Expenditures / Transfers Out *	**$5,938.5**

Note: *Amounts transferred from one fund to another.

Share of County Employees as "Good" or Excellent in Major Service Proficiency Categories:



How Would You Rank the Quality of Clark County Employees?



States w/Highest & Lowest Share of Revenues Dedicated to Employee Wages & Salaries:

	Ranking	State	Local Government Revenue	Local Government Wages and Salaries	%
HIGHEST	1st	West Virginia	4,259,371	1,979,687	46.5%
	2nd	Montana	2,524,688	1,158,257	45.9%
	3rd	Vermont	1,889,184	861,306	45.6%
	4th	New Jersey	35,658,032	16,196,026	45.4%
	5th	Kentucky	10,238,109	4,645,382	45.4%
LOWEST	46th	Florida	71,778,260	25,075,413	34.9%
	47th	Nebraska	8,781,250	2,910,391	33.1%
	48th	Tennessee	22,920,792	7,500,912	32.7%
	49th	**Nevada**	**10,256,802**	**3,078,871**	**30.0%**
	50th	District of Columbia	8,828,582	2,204,197	25.0%

Service Area: **Growth & Development**

In keeping with the pace of the County's standing among the top three fastest-growing communities in the last 10 years, growth and development services are provided from a coordinated approach to assist residents and businesses in planning, permitting, licensing and regulatory requirements associated with their property and business needs. Innovative programming and on-line technology are employed throughout these functions to maximize efficiency and improve accessibility. By working collaboratively with other local governments, soliciting input from our citizens and utilizing proven planning tools and techniques, the County is able to effectively manage the demands of our growing community.

Departments:

- Comprehensive Planning
- Development Services
- Redevleopment Agency
- Water Reclamation District

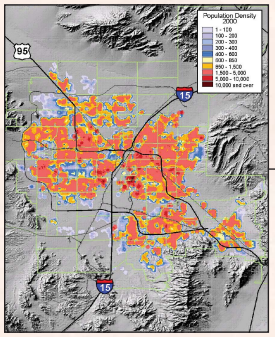
Highlights and Achievements:

- **Residential and Commercial Permitting:** As one of the fastest-growing jurisdictions in the nation, Clark County continued to process a large number of permit applications in 2006. While there was a decrease in residential permitting activity, commercial construction activity remained strong. Clark County is responsible for the permitting activities for construction activities within unincorporated Clark County that includes the "Strip," which continues to have very active development activity. The Department issued over 19,000 permits with a total valuation of over $4 billion for the 2006 calendar year. A review of the permits issued can be found online at: *http://dsnet.co.clark.nv.us/dsnetapps/pmtweekrep/bldgpermits.asp*.

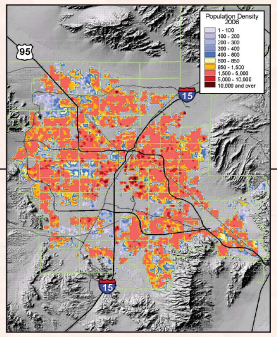
- **Land Use Policy and Implementation:** Clark County is geographically divided into 11 planning areas. To ensure the plans are current, a goal to complete a major update of all plans every five years has been established. County planners are on track to achieve this goal. This past year, the Northeast Land Use Plan Update was adopted to reflect the increased demand for developing the outlying communities in that planning area. The update plan process for Whitney and Laughlin began in 2006, and are on schedule for adoption in early 2007. This improved planning process increases predictability for both neighborhoods and developers, increases opportunities for public input and provides a stronger link between planning policy and plan implementation through the County's development code (Title 30).

- **Asian Design Overlay District Ordinance:** The Asian Design Overlay District Ordinance, adopted in 2006, is an example of how innovative projects can be successfully implemented by effectively linking planning policy to the development code to benefit residents at the neighborhood level. A design overlay district establishes architectural design standards for a specific area. Overlay districts like this can provide neighborhood protections and improvements, improve property values and increase the tax base. The ordinance provides for a cultural heritage program with interpretive signage, Asian gardens and pedestrian walkways to encourage foot traffic through the district. The additional design standards will preserve and expand the Asian character of existing and proposed tourist, gaming, commercial and residential developments. These measures will make Clark County's Asian District as much of a tourist attraction as those found in other major metropolitan areas and encourage economic development, to the benefit of the whole community. The general boundaries for the Asian District overlay are Valley View Boulevard to the east, Decatur Boulevard to the west, Pioneer Avenue to the north and Twain Avenue to the south.

Population Density Maps



2000



2006

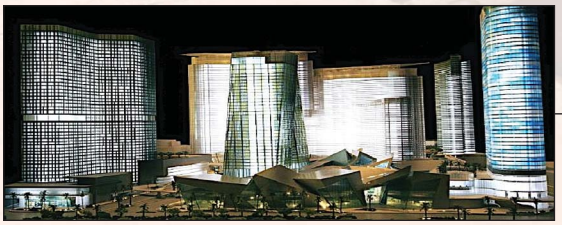
Mixed Use Developments: The Department of Comprehensive Planning has seen a steady annual increase in the number of mixed use-transit oriented development project applications since 2004. Mixed use projects are defined as those consisting of a combination of non-residential uses and residential uses of 16 or more dwelling units per acre. The County's Mixed Use Design Overlay District has helped to determine the location, height and density of mixed use projects throughout the urban valley. This has allowed the County to plan with other departments and agencies to further define areas and corridors in the valley which will support different transit modes. These projects demonstrate better links between land use, transportation and air quality initiatives to achieve community goals for reducing traffic and air pollution and increasing housing and transportation alternatives.

Scheduled to open in 2009, the largest mixed use project underway in Clark County, CityCenter, located on the Las Vegas Strip, is required under a development agreement with the county, to provide at a minimum:

- A fire station and maintenance, one fire engine and two rescue units.
- Operational funding for fire rescue and prevention personnel of approximately $2.7 million.
- Contribution of $330,000 towards a future Las Vegas Metropolitan Police substation.
- Two pedestrian bridges at Las Vegas Boulevard South and Harmon Avenue.

Public safety and other capital improvements acquired through the development agreement process reduce the burden on the local taxpayer to provide services and facilities for the new development. The CityCenter project will include approximately 7,800 rooms on 72 acres and has been designed with green technologies to make it one of the world's largest environmentally sustainable urban communities. This project will be the first on the Las Vegas Strip to pursue "Leadership in Energy and Environmental Design (LEED)" certification by the U.S. Green Building Council. During construction, CityCenter is expected to generate more than 8,000 construction jobs, and 12,000 additional jobs are expected by the project at full build-out.

South County Utility Corridor: The area known as "South County" which extends all the way to the California border is one of Clark County's highest growth areas. To better manage and respond to this anticipated demand for public services over the next decade, as part of the update to the South County Land Use Plan, an 800-foot corridor was preserved along Interstate 15. Preserving both transportation and utility right-of-way easements, located north of the public land disposal boundary with the city of Henderson, will allow for future planning and development in a coordinated fashion while at the same time providing access for required utility and transportation improvements as the area grows and develops. Maintaining access to utilities and preserving



rights-of-way translates to savings in taxpayer dollars. Protecting this corridor is also essential for future development of the Ivanpah Airport.

Clark County Monitoring Program Fully Implemented: The objective of the Monitoring Program (*www.monitoringprogram.com*) is to establish a measurable baseline to track community impacts over time, and from which impacts might be measured at a later date. This integrated community indicators program was developed to track, assess, and report over 2,500 data indicators related to economic, fiscal and social factors, public health and safety, community well-being, and environmental issues. During the past year, the site was expanded to help us achieve our goal to include all of the cities within Clark County in the monitoring program. Since the program was launched in late 2005, the website has received nearly 47,000 independent visits and recorded more than 479,000 page views (hits). Site users from nearly 30 countries and nearly 40 states have accessed the site to download data and reports. The total volume of activity on the site increased 19 percent over the previous period. Most of the funding for this project comes from Yucca Mountain federal oversight funds, providing a county-wide service at minimal cost to the taxpayer.

Affordable Housing: The County initiated in first affordable housing pilot project with an $18.5 million, 105-unit senior multifamily complex on 5 acres in early 2007 to provide the first affordable housing project enabled under the Southern Nevada Public Lands Management Act. The County has earmarked 60 additional parcels for future development under this landmark piece of legislation which allows up to a 90 percent discount in value on the land. This discount enables the County to facilitate home ownership for more low- to moderate- income families in the working class, to maintain and improve our regional economy. A second pilot project that consists of a 180-unit multifamily complex on 10 acres will begin construction in October of 2007.

Reliable Infrastructure to Keep Up With the Pace of Growth: As population continues to rise in Clark County, and more residents are moving to the rural areas, the Clark County Water Reclamation District continues to provide reliable infrastructure to keep pace with the growth. The rate at which the District renews or replaces wastewater treatment facilities and pumping systems and wastewater pipelines and collection systems is within the top quartile compared to national industry standards. The District also has an extensive five-year Capital Improvement Program (CIP) that will allow continuity of service to existing and new areas of

Clark County. Residents will be able to expect reliable wastewater treatment and enhanced water quality as part of this program.

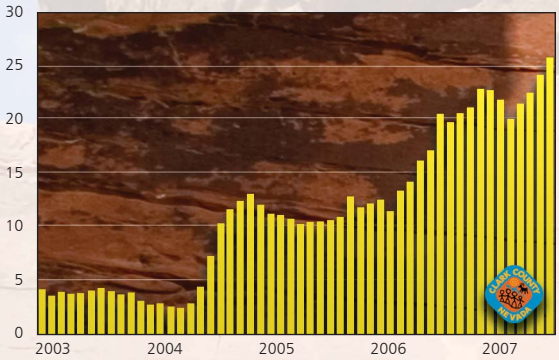
■ **Extensive Five Year Capital Improvement Program:** The District's five-year CIP addresses both Clark County's and the Water Reclamation District's commitment to accelerating the construction of infrastructure to meet the challenges of growth and development. The present program totals over $1.1 billion and reflects the various capital projects that are expected to be designed and constructed over the next five years in order to keep pace with growth, rehabilitate existing infrastructure and provide necessary facilities to meet federal and state water quality standards. The District plans to spend over $367 million on new projects, while over $361 million is estimated for replacement of existing facilities. The remaining $306 million represents plans for new construction, rehabilitation and expansion in the outlying areas of Clark County.

■ **District Expansion, Rehabilitation and New Construction Projects:** Notable projects in the five-year CIP include the new Enterprise Water Resource Facility that will be located in the southwest portion of Clark County. The facility will treat waste water from the fast-growing southwest areas such as Mountains Edge and Southern Highlands. Plant expansion and upgrades are planned in Indian Springs and Moapa Valley, as well as at the Central Waste Water Treatment Facility in Las Vegas. Pipeline rehabilitation efforts continue. Over 34 miles of pipeline have been relined. Approximately 20 more miles of pipeline will be rehabilitated in the next several years. In 2007, work will commence on rehabilitating and replacing the major pipelines that enter the waste water treatment facility. Extra pipeline will be installed so that as the growth continues, the District will be able meet the need of future growth. These projects will enable the District to provide reliable waste water treatment service to the residents and businesses in Clark County, while meeting federal and state water quality standards.

■ **Protecting the Community from Health and Environmental Hazards:** As population increases and water quality standards get enhanced, the Water Reclamation District strives to protect the community from health and environmental hazards. The District has worked towards reducing the number of sanitary sewer overflows in the County, as well treating the wastewater to meet or exceed environmental standards, thus releasing better quality of water into Lake Mead. In 2006, the District was ranked in the top quartile in an industry survey for the number of sanitary sewer overflows per 100 miles. The District has over 2,000 miles of collection piping, and 81 sanitary sewer overflows occurred last year. Efforts are underway to reduce the number of sanitary sewer overflows in the public streets by having meetings with engineers and contractors on best management practices during construction. Also, a large public outreach program was initiated and a website was developed (*www.paininthedrain.com*) in order to target the proper management of cooking grease.

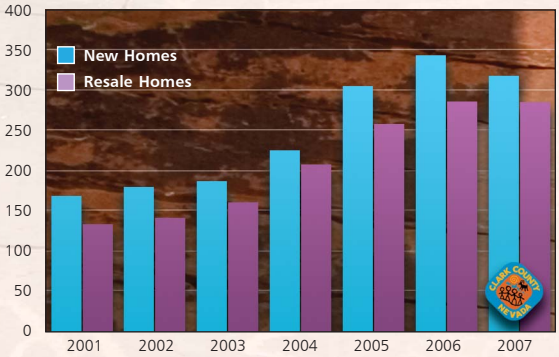
No. of Resale Homes for Sale in Clark County

2003-2007 YTD (in Thousands)



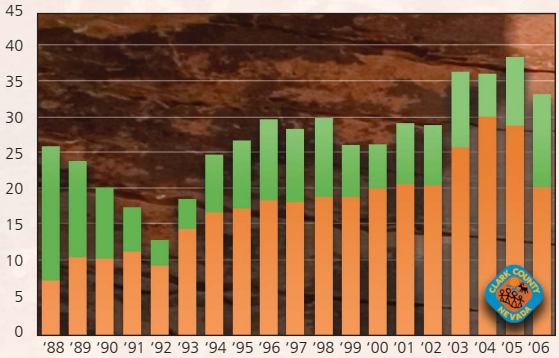
Median Price of New & Resale Homes in Clark County

2001-2007 YTD ($ in Thousands)



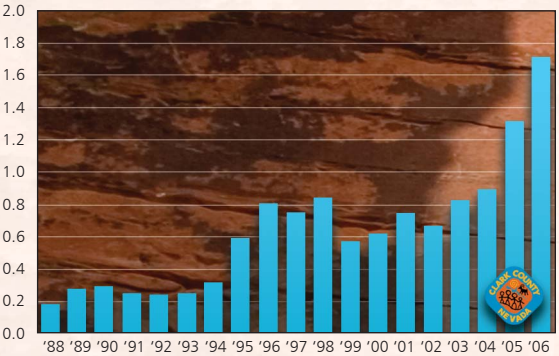
Clark County Residential Permitting Activity*

1988-2006 (Units in Thousands)



Clark County Commercial Permitting Activity*

1988-2006 ($ In Billions)



*Includes all jurisdictions within Clark County

Service Area: **Health & Human Services**

Ensuring a comprehensive, integrated system of health and social services for our community is a top priority for Clark County. The quality of life for our residents and visitors is directly affected by how well we respond to the many health and social issues that occur throughout the valley. The incredible population growth, increasing demands for service and expanding geographic service areas have challenged Clark County to develop new and innovative programs and approaches to provide efficient and effective services.

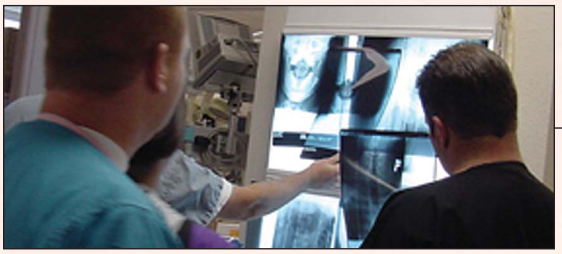
Departments:

- Coroner
- Public Administrator
- Public Guardian
- Social Service
- University Medical Center

Highlights and Achievements:

Drinking Under the Influence (DUI) Program: The Coroner's DUI Program is a court-offered class taught by the County's Medicolegal Death Investigators. This class is for adults (age 21 and older) who have been arrested for a DUI offense. This program's focus is to help prevent future irresponsible behavior by exposing DUI offenders to the consequences of their actions. The number of attendees is expected to increase by 300+ persons per month as the program gains momentum.

Cold Case Program: In 2003, the Clark County Coroner's Office created a task force named the Cold Case Unit. Since its establishment, 27 unidentified people, also called John and Jane Does, have been identified – 12 as a direct result of this web site (*http://www.accessclarkcounty.com/coroner/unidentified/unid.htm*). Today, the Office has 156 active John and Jane Doe cases dating back to 1967. The Cold Case Unit is composed of two components. The first is this web site. In 2006 the Office expanded its services to the local, national and international public with the goal of identifying previously unidentified persons. The second aspect of the Cold Case Unit is a group of staff



members who consistently search cases and work with law enforcement and the public, in hopes of positively identifying a decedent and notifying next-of-kin.

Medical Assistance Program: Social Service provides medical assistance for Clark County residents who lack the income or resources to pay for such services, as well as those persons who fall ill in the County and incur inpatient medical bills that they cannot pay. In 2006, 767 cases were certified indigent for catastrophic (bill in excess of $25,000) medical bill payment. The payment of these hospital bills prevented households from filing for bankruptcy and the need for extended financial support.

Personal Property Program: With Family Court oversight, the Public Guardian's Office intervenes on behalf of its wards to ensure all daily living needs are met by appropriately managing their finances. Maintaining the best quality of life possible may at times require liquidation of personal property assets. To increase the potential to obtain the best financial gain possible for the ward when liquidating estates, an innovative pilot program was launched in 2006 to significantly broaden the marketplace for sale of personal property. Along with local public auction, most commonly used for sale of personal property, the Public Guardian's Office has expanded its resources to include eBay. The addition of eBay has introduced the ward's assets to a worldwide market of prospective buyers increasing the potential for a higher selling price on items identified as having interest to traders such as collectibles, antiques and home accessories.

University Medical Center: Recent events at UMC have created critical attention regarding the financial status of Nevada's only public hospital. UMC, with the support of Clark County's administration, is developing a financial plan that supports UMC's core mission and commitment to quality patient care.

Lewin Group Report: A recently completed report presented to the Board of County Commissioners from the Lewin Group outlined several options for financial viability of the hospital. UMC is reviewing

these options and addressing financial concerns with the support of County administration. The report suggests that opportunities for improvement may include improved revenue generation in collections and Medicare. In addition, the report provides various options for oversight of the hospital. UMC's strategic planning initiatives include an analysis of this report to make a timely recommendation to the Board.

Looking to the future: UMC's strategic planning process is focusing on defining product lines based on UMC's core mission, building alliances in the community, developing employee resources, improving operational effectiveness and efficiencies and stabilizing UMC's financial future. As part of this effort, UMC must consider the viability of providing services that otherwise may be better supported by the community through private interests.

Challenges: As a dynamic institution, UMC faces many outside influences which require constant review and adjustment. As an example:

- The cost of malpractice coverage continues to be an issue for physicians with privileges at UMC.
- The cap on liability claims as a public hospital places additional burdens on physicians who are not covered by the same cap.
- Professional fees continue to increase, which places additional burdens on UMC's budget and translate to higher costs to the public.
- The community's continuing increase in uninsured patients who seek services at UMC also must be addressed.
- Congress is considering changes to the Medicaid rules that could limit Medicaid payment to government medical facilities. These proposed changes would significantly impact the nation's safety net (e.g., urban and rural public hospitals, state university hospitals and long-term care facilities). As a public hospital, UMC would be subject to these changes and potentially experience reductions in future Medicaid payments.

While financial issues are being addressed, UMC has not lost sight of the importance of quality patient care. Through a strategic planning process, UMC is considering services offered by the hospital to ensure quality of care continues to serve as a top priority. UMC is proud of the care provided to its patients and the safe environment in which they are served.

North East Tower: The North East Tower was completed in April 2007. The new tower includes 56 private patient rooms and an expanded Burn Care Center. In addition, the tower includes Hyperbaric, Dietary, Cafeteria, Medical Records, Medical Staff, Facilities and Performance Improvement. A two story building is also constructed including a new main entrance to the hospital making it easier for visitors to access services.

UMC and the University of Nevada School of Medicine:

- Emergency Medicine Residency Program – Through a unique cooperative partnership between the University of Nevada School of Medicine (UNSOM), Emergency Physicians' Medical Group (EPMG) and UMC, the American Board of Emergency Medicine approved accreditation of the only state Emergency Medicine Residency Program. This collective cooperative agreement draws from UNSOM as the academic and scholarly development and oversight, EPMG for the daily teaching and supervision of the residents as well as the operation of the Emergency Medicine Residency program, and UMC for the clinical education resource and financial support of the residents through federal CMS funding. Nevada joins California, Arizona and Utah as the only western states with an Emergency Medicine Residency Program.
- Through recent discussions with the School of Medicine, UMC has agreed to work closely with the school to set strategic planning goals aligned to enhance the relationship and continue the partnership to provide quality patient care.

Awards: Celebrating 75 years of service to the community in 2006, UMC was recognized by several organizations for the quality of service and care provided by the hospital.

- The Southern Nevada Human Resources Association has voted UMC to the 2006 list of best places to work.
- The Rapid Responder's team providing quick, pointed patient assessments was recognized during National Patient Safety Week for their increased efficiency, reduced response time and positive patient outcomes. UMC is now mentoring other valley hospitals in creating their own teams.
- UMC is a member of the Organ Donation Breakthrough Collaborative, in partnership with the Nevada Donor Network. The U.S. Department of Health and Human Services placed UMC on the national honor roll for increasing the hospital's organ conservation rate – a distinction achieved by fewer than 300 hospitals nationwide.
- The National Research Corporation (NRC) awarded UMC with the Corporation's Consumer Choice Award based on quality of doctors, nurses, image, reputation and overall quality of services. Consumer rates are provided by the NRC for more than 3,000 hospitals.
- In a national study of inpatient coding performance (reviewing medical records and extracting pertinent data to determine payment), sponsored by the American Health Information Management Association, UMC was identified as a "top performer" in its peer group. The top 50 hospitals in each peer group were recognized.
- Nevada Vascular Access Network presented the first Community Commendation Award to UMC's Children's Center Pediatric Union for excellence in intravenous care.
- The American Heart Association honored UMC's Trauma Center with the Heart of the Community Award for outstanding care provided to Roy Horn, following his October 2003 tiger bite onstage at the Mirage Hotel.
- UMC's Cancer Center was re-accredited by the American College of Surgeons Commission on Cancer. This designation has been held since 1983.
- United Way of Southern Nevada recognized UMC as a top contributor for an organization with over 400 employees.

UMC Pride: UMC is the only public, non-profit hospital in Clark County and operates the state's only Burn Care Center and Level 1 Trauma Center.

- **Level 1 Trauma** – UMC is home to the highest level trauma care in Nevada, and the only free-standing American College of Surgeons-verified Level 1 Trauma Center west of the Mississippi River. With an emphasis on both care and prevention, our 18,000 square-foot Trauma Center treats more than 12,000 patients each year – some of them flown in from as far away as California, Utah and Arizona. For patients who have sustained serious injuries, UMC remains the foremost provider of critical, life-safing treatment.
- **UMC Lions Burn Care Unit** – UMC provides the only dedicated Burn Care Center in Nevada, and has since 1968. As such, inpatient and outpatient care is provided to patients on a regional basis. Continual emphasis is placed on technological innovation – from the addition of a 12-person hyperbaric chamber to the latest in treatment and care.
- **Patient Placement Center** – UMC opened the Patient Placement Center in 2005 to operate as the "brains" of the hospital, ensuring that individuals are placed in the proper treatment area in a way that is both timely and safe. The Center is staffed 24 hours a day with registered nurses and office technicians who are dedicated to making bed assignments and ensuring the safe transport of patients from one area to another. The Center not only coordinates patient movement in the hospital, but also ensures appropriate registration, maintains close communication with departments as it relates to patient flow, coordinates admissions and discharges and identifies patients eligible to share rooms with other patients.

Units of Service	
Emergency Room Registrations	66,052
Pediatric Emergency Registrations	30,878
Trauma Emergency Registrations	10,531
Quick Care Registrations	273,759
Primary Care Registrations	62,313
Pediatric Outpatient Services Registrations	23,543
Cast Room Registrations	2,219
Chest Pain Center Registrations	8,121
Outpatient Clinic Registrations	68,706
Women's Center Registrations	35,219
Wellness Center Registrations	11,475
Oncology Ancillary Registrations	43,655
Endocrinology Clinic Registrations	2,069

Service Area: **Justice**

Courts and legal services ensure that Clark County's citizens and visitors are provided equal and informed access to the judicial system for the resolution of civil, criminal, family and juvenile legal matters. A dedicated effort to protect the rights of both victims and offenders through due process often includes the administration of decedent services, the confinement of those considered dangerous to our community and the collection of fines, fees and restitution.

Departments:

- Citizen Review Board
- Constable
- District Attorney
- Law Library
- Public Defender
- Special Public Defender
- District Court
- Justice Court Henderson
- Justice Court Las Vegas
- Justice Court North Las Vegas
- Justice Court Rural

Highlights & Achievements:

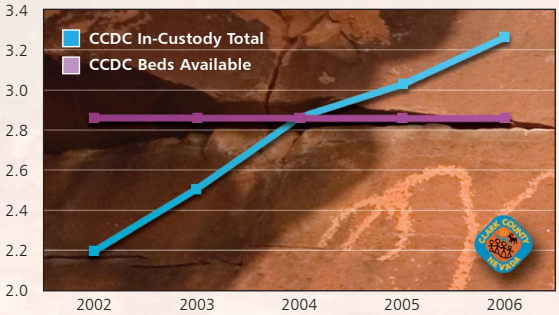
Public Defender's Office: The following statistics highlight some of the successes obtained for Public Defender clients in 2006. Deputy Public Defenders work diligently on behalf of their clients to provide vigorous representation to ensure all constitutional rights and statutory mandates are adhered to. The Public Defender's Office was assigned approximately 29,000 new cases in 2006, which is an increase of 10 percent from 2005. The office also experienced the following in 2006:

- 105 Trials
- 24 Acquittals
- 103 Appeals
- 48 Partial Acquittals
- 16 Trials resulting in better result than offered
- 218 Cases settled during trial or after calendar call
- 32 Cases won/resolved at Preliminary Hearing
- 66 Cases dismissed on motion or writ

Detention Services: The Clark County Detention Center (CCDC) continues to suffer from serious overcrowding. While CCDC's capacity is approximately 2,800 beds, the population spiked to over 3,700 inmates several times during the last year. CCDC staff has done a phenomenal job of screening inmates through the booking system. Those that are deemed to be of lower risk are put on house arrest or other monitoring programs. Those inmates that pose a higher safety and flight risk are kept in custody. Due to overcrowding, CCDC was forced to make the unprecedented move to rent beds in Lincoln County for a number of inmates. The County, in conjunction with CCDC and Las Vegas Metropolitan Police Department staff, are in the process of developing a low-level offender facility. Upon completion, this facility will house up to 1,000 low-level offenders. This would provide more room for higher risk inmates at CCDC.

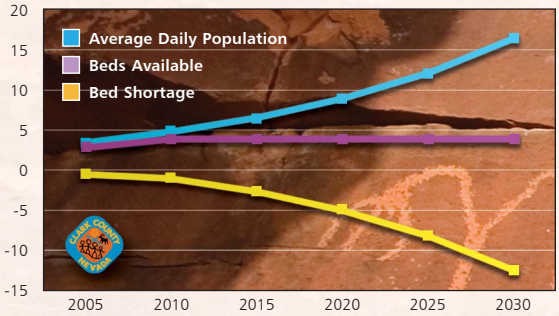
Detention Services Division Beds Available:

2002–2006 / Average Daily Population (in Thousands)



Detention Services Division Bed Shortage:

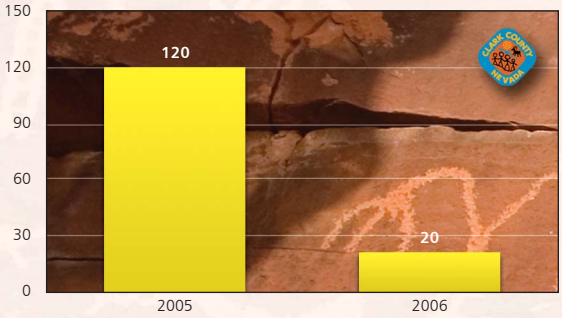
2005–2030 / Beds (in Thousands)



Traffic Court: In 2006, Las Vegas Justice Court re-engineered business practices in the traffic division with the goal of increasing efficiency, customer convenience and collected revenue. The transformation involved the installation of a new case management system and automated phone and web payment system. Procedural changes including the elimination of multiple bail schedules also resulted in increased efficiency. The traffic division is supported by roughly one employee for every 10,000 citations filed. In 2005, the Court had a backlog of 10-12 weeks of citations. Citations are now entered in approximately 72 hours and are outsourced for data entry. The results of our efforts have been simply remarkable. Traffic counter wait times exceeded two hours at times in 2005. This has been reduced to approximately 20 minutes as a result of information technology enhancements and business practice re-engineering.

Traffic Counter Wait Time:

(In Minutes)

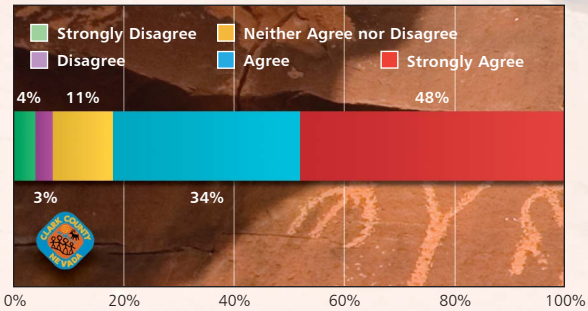


District Court Trials: The graphic below illustrates the trend of trials in our civil/criminal division. The total number of trials held in District Court increased 39 percent from 2002 to 2006. Judges had 1,851 days in trial in 2006. Continual increases in case filings result in crowded court calendars and the need for innovative programs designed to resolve pending cases.

District Court Civil/Criminal Trials:

Family Court Survey: A survey of Family Court customers resulted in the most valuable feedback for the Court. As indicated below, 82 percent of survey respondents agreed or strongly agreed the Court provided equal and informed access to justice. The Court uses the information provided by our customers to enhance our overall effectiveness.

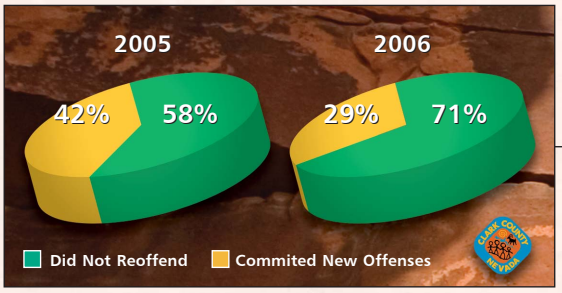
The Family Court Provides Equal and Informed Access To Justice:



Mental Health Court: The recidivism rate, or the rate at which Mental Health Court participants commit new offenses, is an important indicator of success. In 2005, 42 percent of participants committed new crimes. This was reduced to 29 percent in 2006. Mental Health Court targets the chronic, severely mentally ill that directly impact the Nevada prison system and Clark County detention facilities. Mental Health Court received the National Association of Counties (NACo) award for innovative programs in 2006, an achievement for which District Court is most proud.

Mental Health Court Participants:

2005 and 2006



Truancy Court: The Truancy Diversion Program (TDP) is an optional program for at-risk middle school students who are experiencing truancy and absenteeism problems. Court sessions are held weekly at the school with a judge who evaluates the youths' attendance records, teachers' reports and weekly grades. The judge is part of a team consisting of a Family Advocate and school personnel. Students participating in this program must be accompanied by a parent or guardian. Additional services are provided such as tutoring and referrals to community resources. TDP actively rewards school success with incentives and field trips. For those students who successfully complete the 10-week program, there is a graduation ceremony. In the 2005-2006 school year, the Truancy Diversion Program was held in nine middle schools with 180 students participating. University of Nevada-Las Vegas (UNLV) social work student interns were used to augment the services of the Family Advocates and a professor from UNLV assisted in standardizing all the TDP forms.

JUSTICE CONTINUED BOTTOM PAGE 41 »

Service Area: **Parks**

Southern Nevada's 320 annual days of sunshine provide County residents with a variety of recreational and community opportunities. Clark County continues to offer award-winning recreational and leisure programs and events that attract national attention. With the goal of developing and implementing innovative recreation and leisure programs for young and old alike, the Parks and Recreation programs give residents many options for participation in cultural and recreational activities and events.

Departments:

- Parks & Recreation

Highlights & Achievements:

- **National and Local Awards:** The County's Parks and Recreation department takes pride in maintaining its national accreditation and in ensuring its parks and programs are among the nation's best. Awards and accolades received during 2006 include:

  - The National Recreation and Parks Society's (NRPS), Elmer Anderson Excellence Award for park design for Clark County Western Trails Park.

  - The NRPS Program Excellence Awards for Dog Daze at Desert Breeze Aquatics, Let's Just Play at SafeKey and Camp Bristlecone Therapeutic Camp.

  - Southern Nevada Water Authority's Hero Award for the Sunset Park turf replacement intiatives.

  - The Las Vegas Review-Journal Reader's Choice Awards for Best Park, Best Softball Field and Best Tennis Courts at Sunset Park; with Best Place to Skateboard at Desert Breeze Park.

  - National Association of County Park and Recreation Officials (NACPRO) presented awards for Zap! Mural Project, Western Trails Park and Sunset Lake Fishing Line Recovery Stations.

- **Park Programming Highlights:** The County's Parks and Recreation staff work hard to provide affordable leisure activities and rich cultural experiences to County residents and visitors. During 2006, 1,505 classes and 245 programs were offered at the County's parks, recreational and cultural facilities. Over 870,360 individuals attended various programmed activities. These venues include outdoor skate parks; playgrounds; dog parks; equestrian park; and trails; tennis and basketball courts; picnic areas; County fairgrounds; museums; Wetlands Park Visitor Center and Trails; art gallery; Sunset Park bird watching; jog, walk, and bike trails; water spray features; fitness courses; disc golf course; archery range; BMX facility; Camp Potosi and Camp Lee Canyon; and remote-controlled boat locations, car tracks and airplane fields.

Innovative programs have been designed to establish working relationships with various organizations and businesses within the community. For example, the Gang Intervention program is offered in two centers located in at-risk areas and offers recreational, social, needs-based and non-traditional programming. This program served approximately 7,500 at-risk youth during 2006.

In addition to providing healthy activities as alternatives to street gang activities for at-risk youth, the Department offers affordable alternatives to daycare before and after school for children who would otherwise be unsupervised during those times through its SafeKey program. During 2006, SafeKey served 712,811 children at 61 sites.

With over 31,000 cars and approximately 140,000 people passing through during 2006, Gift of Lights was named by AOL/MSN as one of the top 10 outdoor holiday events in the United States for the second year in 2006.

During 2006, the Department added the convenience of the availability to both register and pay by credit card for classes and events on-line at *www.accessclarkcounty.com/parks*, making it easier than ever for residents to become involved.

Park Development: Lone Mountain Children's Discovery Park was completed and opened in 2006; in addition, the Wetlands Powerline Bridge was completed. The County also continues the development of a world-class shooting facility that will take full advantage of a 2,900-acre site. This facility, once completed, will draw competitive shooters from around the world, provide for law enforcement training needs and provide a safe and affordable place for Nevada's recreational shooters to shoot. In addition, the Clark County Parks and Recreation Department began a 20,000-square feet expansion to Desert Breeze Park's facility. Construction also began on Cora Coleman Senior Center's expansion where there will be a pool, exercise room and many other amenities. New parks are also underway at Mountains Edge Exploration Peak; Doc Pearson Center; Wetlands Sunrise Trailhead; Silverado Ranch – Phase II; McCarran Market Place; Cal Nev Ari Community Center; and Hollywood Park's Skateboard Park.

Park Safety: The County has over 100 urban and rural parks. A critical component and responsibility of providing parks, and recreation services to the community is park safety. In 2006, the County's Parks and Recreation Department created three specialized Park Police units to address growing issues throughout the County's parks and recreation system. A Gang Unit was created to address gang-related issues; a Graffiti

Investigation Unit in cooperation with the County's Public Response Office was created to address vandalism and graffiti incidents; and a Park Police Community Liaison Position was created to foster and strengthen relationships with park neighbors and other community special interest groups.

Water Conservation: In 2006 large turf reduction projects were completed at Sunset Park, Desert Breeze Park and Desert Breeze Soccer Park in conjunction with the County's overall Water Conservation Plan. Over 402,000 square feet of turf area was removed from Sunset Park. Drought-resistant landscape materials were planted to replace turf along with state-of-the- art irrigation systems. Five large landscape areas along major streets underwent turf reduction, totaling over 288,000 square feet of turf removal. Both Desert Breeze baseball complex and Paul Meyer baseball facility were refurbished with synthetic turf. Over 1,477,000 square feet of turf was removed from parks and medians within Clark County in an effort to conserve water. As a result, the County received $613,440 in rebates from the Las Vegas Valley Water District.

Justice

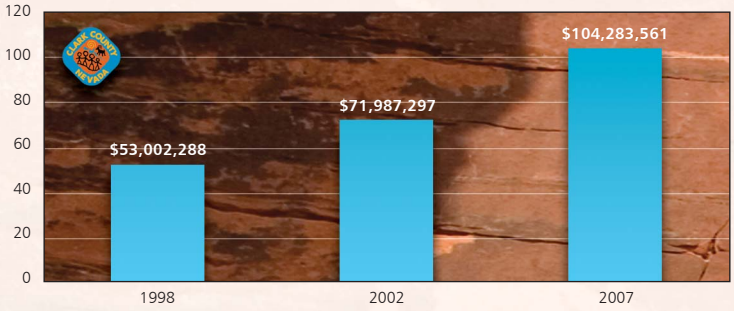
CONTINUED FROM PAGE 39

The Clark County District Attorney prosecutes all felonies and gross misdemeanors that occur in the County, which includes violent crimes such as murder, armed robbery and sexual assault; residential burglary and car thefts; and open and gross lewdness and conspiracy. The District Attorney also prosecutes all misdemeanors that occur in the unincorporated areas of Clark County such as batteries constituting domestic violence and DUIs. Law enforcement throughout the County submitted 31,024 felony and gross misdemeanor cases to be prosecuted by our office in 2006 as well as 36,303 misdemeanor cases. The office actually approved 24,591 felony and gross misdemeanor cases and 26,521 misdemeanor cases.

The Juvenile Division handles both delinquency and child welfare cases. The 11,852 juvenile delinquency cases filed in 2006 included 99 juveniles who were certified to stand trial as adults. The Division continued its active involvement with the Juvenile Detention Alternatives Initiative (to reduce recidivism through enhanced non-detained services) and continued efforts, along with our justice community partners, to fund a safe house for juvenile prostitutes to protect them from pimps and panderers and to reestablish healthy and meaningful lives. The Division filed 2,028 child welfare cases in 2006, including providing legal assistance to establish 342 guardianships and initiated 341 termination of parental rights cases.

The Family Support Division pursues child support-owed custodians. The year 2006 marked a banner year for the Division as it surpassed the $100-million mark in collections (more than the states of Alaska, Delaware, Hawaii, Montana, New Mexico, North and South Dakota, Rhode Island, Vermont and Wyoming). Nearly $1-million was collected through the sale or refinancing of real property and over $350,000 was collected in court hearings.

Child Support Enforcement Fiscal Year Collections:



Service Area:
Public Safety

There is no more important function performed by Clark County government than providing a safe environment for our citizens and visitors. Some of the many public safety services provided by hundreds of civilian and uniformed professionals in Clark County include ensuring that laws are consistently and equally enforced; family and individual rights are safeguarded; delinquent youth are provided with programs offering rehabilitation, guidance and supervision; matters of homeland security are identified and attended to; and citizens and visitors are provided responsive fire and emergency medical services.

Departments:

- Administrative Services-Office of Emergency Management
- Fire
- Juvenile Justice

Highlights & Achievements:

- **Youth Detention:** The County believes in using the least restrictive means of youth supervision as possible while at the same time assuring public safety. In 2006, the County undertook a number of strategies to more accurately identify youth that need to be confined to minimize risks to the community, to protect public safety and effect positive change in the lives of youth. An objective evaluation standards and admissions criterion was developed to help ensure the most appropriate detention services are being provided. The following graph illustrates the percentage of youth in 2006 that were brought to detention and met the criteria to actually be detained in secure detention. This number was 39 percent of all bookings, a decrease of 2 percent from the previous year.

DJJS Percent Detained:

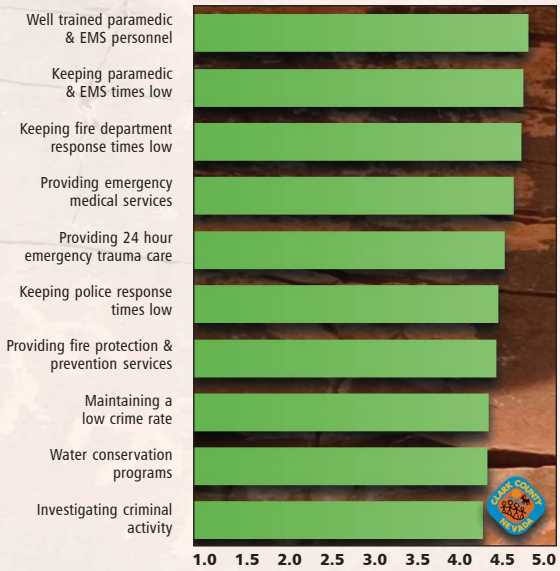
Year	2002	2003	2004	2005	2006
Detained	43%	45%	42%	41%	39%

The following graph illustrates the Department of Juvenile Justice's success in reducing the average daily population of Detention by 4 percent in 2006.

DJJS Average Daily Population:

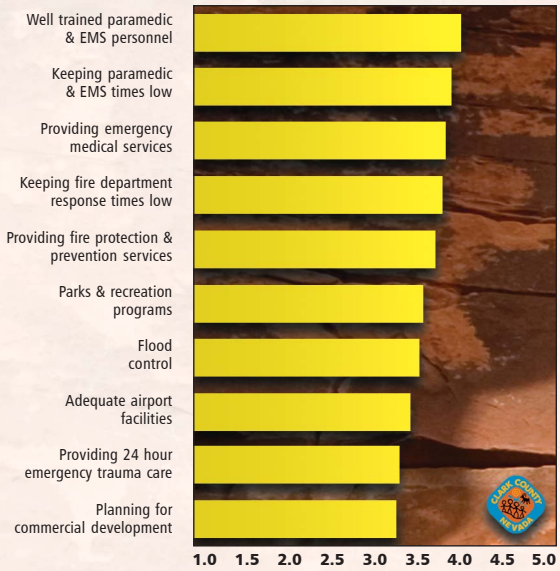
Year	2002	2003	2004	2005	2006
Avg. Pop.	254	265	238	222	213

Activities Assigned the Greatest Importance by Residents – 2007



Five Point Scale Where "5" Is Most Important

Activities With the Highest Performance Ratings – 2007

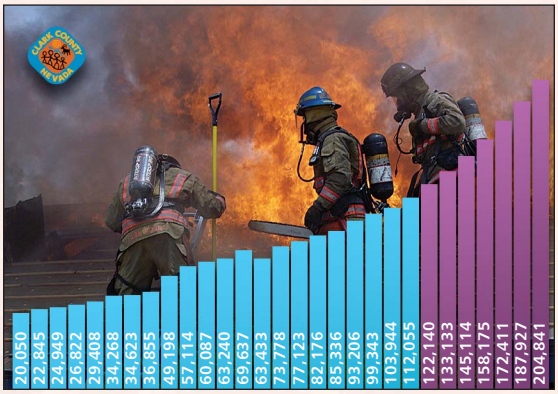


Five Point Scale Where "5" Is Most Important

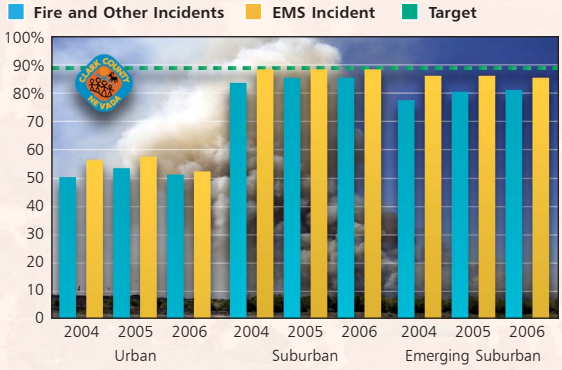
Incidents, Response & Plans:

Clark County Fire Department Total Incidents:

1985–2013
(9% increase based on 22-year average)

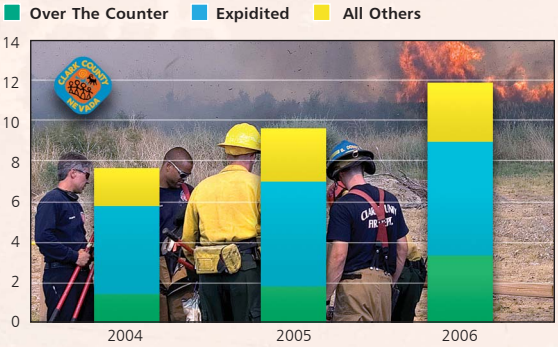


Response Time:

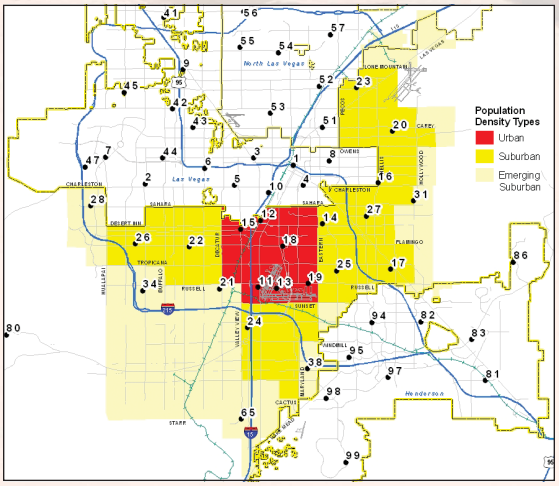


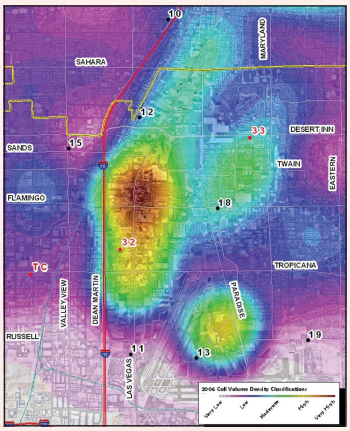
Total Reviewed Plans:

2004-2006 (in Thousands)



Population Density Types:



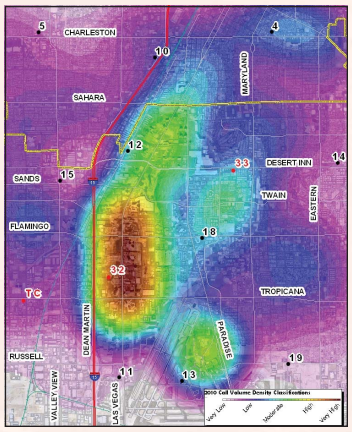


Call Volume Density 2006

- Very Low
- Low
- Moderate
- High
- Very High

Call Volume Density 2010

- Very Low
- Low
- Moderate
- High
- Very High



2004-2006 Average Response Times:

		2004	2005	2006
Urban – 7 minutes	Fire and Other	50%	53%	51%
	EMS	56%	57%	52%
Suburban – 10 minutes	Fire and Other	83%	85%	85%
	EMS	88%	89%	88%
Emerging Suburban – 13 minutes	Fire and Other	77%	80%	81%
	EMS	86%	86%	85%

Service Area: Transportation & Infrastructure

Managing the transportation needs of Clark County's growing population continues to be a top priority. One of the biggest challenges the County faces is building and maintaining an effective transportation system that moves people, products and needed services conveniently and with minimal delay. Accelerating the construction of needed transportation projects, developing partnerships, maximizing resources and innovative problem solving helps provide residents with an effective public transportation network.

Departments:

- Public Works

Highlights & Achievements:

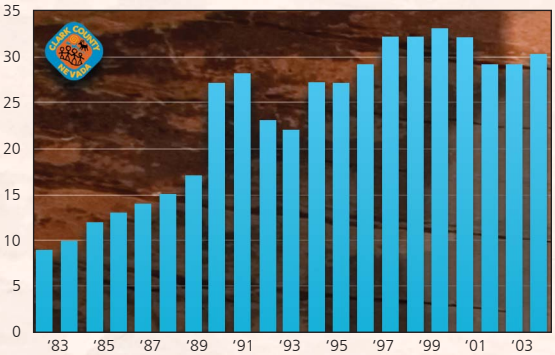
- **Traffic volumes** on local roadways continue to grow with the increase in valley population. Traffic control is necessary for the safety of the traveling public, including motorists, pedestrians and bicyclists. The average cost per traffic signal is approximately $450,000. Currently there are 463 existing traffic signals in unincorporated Clark County and 143 existing flashing signals including those in fire stations, warning beacons and school flashers. In 2006, 25 new traffic signals were activated and three new school flashing signals were installed. Nine existing signal systems were modified.

- **The Bruce Woodbury Beltway**, known before March 2004 as the Las Vegas Beltway, continues to gain national and local recognition for the unique, proactive measures employed to provide for transportation mobility in one of the fastest-growing metropolitan areas of the United States. The American Public Works Association-Nevada Chapter honored Clark County with an award in 2006 for the Alta Drive Bridge on the beltway.

- **Beltway Status:** After completing the entire initial Bruce Woodbury Beltway at the end of 2003, Clark County Public Works began the conversion of the initial beltway to a full-freeway facility. The initial facility includes frontage roads, partial freeway configurations, and an expandable four-lane highway. The full-freeway facility will consist of a divided highway with grade-separated interchanges and cross streets. Signalized intersections will occur only at interchanges. The number of lanes built will depend upon current and future anticipated traffic volumes in each of the segments; however, a minimum of four lanes – two lanes in each direction will be provided in all locations.

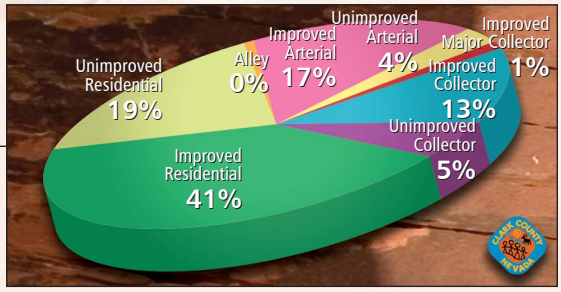
- **Upgrade of the remaining beltway** to full-freeway facility will continue segment-by-segment. This accelerated approach was started in 1996 due to the valley's population explosion and the need to more quickly build the beltway. Instead of a projected completion date of 2025, the accelerated full-freeway facility is estimated to be finished by the end of 2013. During the past year, however, construction costs have risen at an alarming rate. Increased fuel costs, coupled by an overabundance of workload in the local industry have resulted in bids being well over original budget. Clark County Public Works is monitoring this issue, has scaled back certain projects and has searched for other innovative methods to build projects in a timely manner.

Average Annual Hours of Delay Per Capita
1983-2003

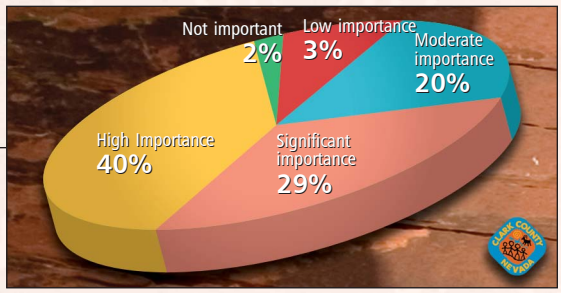


*Latest data available from the Texas Transportation Institute Urban Mobility Study.

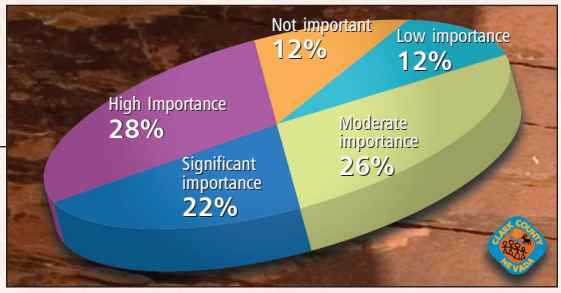
Distribution of Lane Miles Covered by Clark County's Pavement Management System
2007



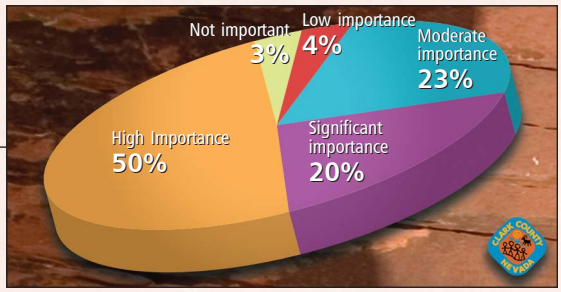
How Important is Improving Conditions on Clark County's Roads and Streets?
2007



How Important is Mass Transit?
2007



How Important is Maintaining Clark County's Roads and Streets?
2007



■ **In 2006**, construction was completed on upgrades to the southern beltway from Pecos Road to Stephanie Street. One additional travel lane and an auxiliary lane between interchanges were provided in each direction. Full-freeway improvements were also completed during the year on two beltway segments in the south-

western area; from Buffalo Drive to Sunset Road and from Sunset Road to Hualapai Way. The community applauded these improvements, as they could now travel the beltway from I-515 (US93/95) in Henderson to Far Hills Avenue in Summerlin without being stopped by a traffic signal.

■ **Construction started** during 2006 on full-freeway beltway upgrades from north of Summerlin Parkway to Craig Road. Improvements include a bridge structure at Cheyenne Avenue and sound walls in select locations. In 2007, construction work will also commence on building the full-freeway facilities in two segments on the western beltway, and two segments on the northern beltway. Construction is scheduled to begin to expand bridges and add an additional lane in each direction to the southern beltway from Decatur Boulevard to I-15. All of these projects will provide much-needed additional capacity to the ever-expanding valley.

CONTINUED NEXT PAGE »

Did You Know?

- In 2006, 47 public works projects were completed with a value of over $197 million.
- There are 463 traffic signals in unincorportated Clark County.
- There are 143 flashing signals in Clark County.
- There are 120,000 streetlights in unincorporated Clark County.
- There are 3,700 electrical service points within unincorporated Clark County.
- Clark County replaced 3,042 lamps in 2006.
- In 2006, 132 accident-damaged poles and four corroded light poles had to be replaced in Clark County.
- There are 6,800 lane-miles of pavement markings in uncorporated Clark County.
- In 2006, Clark County fabricated 1,120 street name signs in-house.

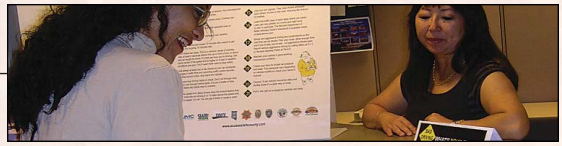
Current & Future Challenges:

During the past year, we have experienced some alarming increases in construction costs brought on by several factors: cost increases for oil, steel, concrete and labor coupled with the overabundance of available contract work in the Southern Nevada area. Inflation of these costs will eventually affect our ability to get all our projects done with the same expected future revenues. By the end of 2006, we were forced to scale back several of the beltway projects currently under design to meet our available funding. Our expedited completion date for the beltway's full-freeway facilities is still 2013; however, future adjustments may need to occur if the construction costs continue at such inflated rates.

IN 2006, TRAFFIC SIGNAL PLANNING, construction, activation continued to be a priority. Twenty five traffic signals were activated and additional twenty six are under construction for completion in 2007.

2006 Traffic Signal Activation:

Location	District
Beltway CC215 & Losee	B
Beltway CC215 & Lamb	B
Beltway CC215 & Pecos	B
Cactus and Southern Highlands/Decatur	F
Valley View and Southern Highlands/Decatur	F
Cabana & Flamingo	E
Cabana & Vegas Valley	E
Durango & Lone Mountain	C
Jones & Russell	G
Las Vegas Blvd. & LeBaron	A
Maryland & Pyle	A
Tree Line & Sahara	E
Tenaya & Spring Mountain	F
Nellis & Hacienda	G
Nellis & Russell	G
Bermuda & Pyle	A
Spencer & Pyle	A
Spring Mountain & Cimarron	F
El Capitan & Spring Mountain	C
Lindell & Hacienda	G
Torrey Pines & Hacienda	G
Durango & Blue Diamond	A,F
Grand Canyon & Desert Inn	C
Hacienda & Arville	G
Gilespie & Warm Springs	A



2007 Traffic Signal Construction*:

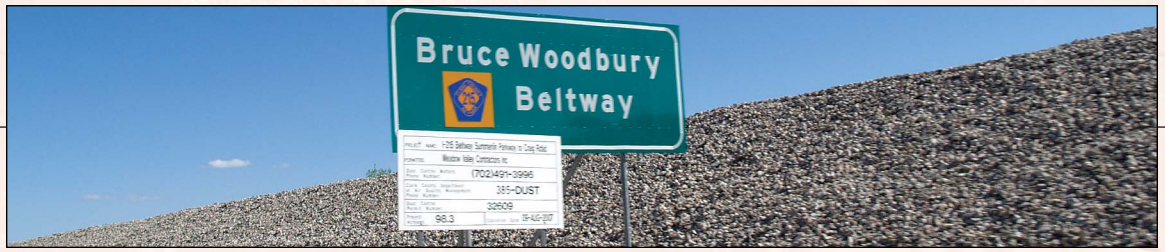
Location	District
Hualapai & Flamingo	F
Hualapai & Count Diero	C,F
Palos Verdes & Twain	E
Paradise & Naples	E
Valley View & Sunset	A,G
Fort Apache & Peace	F
Durango & Craig	C
South Point & Silverado Ranch	A
I-15 & Silverado Ranch	A,F
Dean Martin & Silverado Ranch	A,F
Buffalo & Blue Diamond	A,F
Durango & Robindale	A, F
Rainbow & Sunset	A,G
Decatur & Post	G
Jones & Sunset	G
Fort Apache & Russell	F
Jones & Warm Springs	A,G
Grand Canyon & Tropicana	F
Jones & Badura	G
Fort Apache & Hacienda	F
Hollywood & Bonanza	E, G
Hollywood & Owens	B, G
Jones & Blue Diamond	A,F
Gilespie & Hidden Well	A
Gilespie & George Crockett	A
Cabana & Desert Inn	E

***Note:** Information is provided as of December 2006. Other additional traffic signals may be added to the list throughout the year if they meet warrants. See Public Works webpages for more information.

Bruce Woodbury Beltway

Entire initial facilities complete and open

This map is not a planning document.
It is intended for informational purposes only and is not drawn to scale.
City boundaries are also not drawn to scale.
(Revised July 2007)



2006/2007 CLARK COUNTY ANNUAL REPORT

2007

Board of County Commissioners:

Rory Reid, Chair | Chip Maxfield, Vice Chairman | Susan Brager | Tom Collins
Chris Giunchigliani | Lawrence Weekly | Bruce L. Woodbury

County Manager:

Virginia Valentine

Assistant County Managers:

Darryl Martin | Elizabeth Macias Quillin | Phil Rosenquist