

CLARK COUNTY ANNUAL REPORT

FISCAL YEAR 2008-2009



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Clark County Board of Commissioners

The Clark County Board of County Commissioners is pleased to present the Fiscal Year 2008-2009 Annual Report. As we celebrate 100 years of dedication and service to our citizens, the economic climate of our communities have resulted in some of the greatest challenges we've had to face in our history.

With ever-declining revenues, Clark County has made great strides in containing costs and maximizing the use of our funds. Even as our revenues have declined, we have felt a greater need to provide services to those that find themselves depending on us during these difficult times. The cost containment strategies that have been implemented allow Clark County to stretch our limited financial resources ensuring that we are able to continue to serve our citizens to the best of our ability.

While some forecasts are more optimistic than others, it is clear that this recession has had a tremendous impact on our communities and that recovery, when it begins, will take many years. The Board of County Commissioners recognizes that our citizens are depending on us for leadership and we will continue to provide exceptional service to our communities.



Listed from left to right: Commissioner Tom Collins (District B), Commissioner Larry Brown (District C), Commissioner Rory Reid (District G), Commissioner Susan Brager (District F), Commissioner Chris Giunchigliani (District E), Commissioner Lawrence Weekly (District D), and Commissioner Steve Sisolak (District A)

CLARK COUNTY MANAGER

The Fiscal Year 2008-2009 Annual Report brings with it the recognition that Clark County, like many other state, county and city governments across the country, has felt the effect of a weakening economy on its budget. Over the past year, Clark County has begun to make some very tough decisions about programming, services and staffing. Department cuts, voluntary furloughs, layoffs, hiring freezes, and wage concessions are among a few of the significant actions that we had to implement to address large projected budget shortfalls. Despite it all, Clark County has still achieved several milestones and managed to enjoy national recognition for the innovative programming we continue to offer.

Clark County recognizes that economic downturns tend to also bring with it opportunities that a resourceful organization can and should explore and implement. Clark County employees take pride in serving our citizenry, remaining fully engaged despite the economic demands on dwindling resources. We will continue to move forward in a thoughtful and strategic manner to ensure efficiency and value in all county services. Our goal is to prevail for the long run as we place a premium on providing high quality services complimented with outstanding customer service.

Clark County's annual report is published to keep our citizens informed about the county's performance, ensuring accountability and transparency in everything we do. Clark County is continually striving to improve the way we do business, by focusing on outcomes and by publishing this information. This year's annual report focuses on a summary of key results in various service categories. We hope you find the material contained within this report useful and informative.



Virginia Valentine, County Manager

BUDGET-IN-BRIEF

The Clark County Budget is a spending and management plan for the County's financial resources. These resources are used to provide traditional regional services such as courts, social services, and juvenile programs to all citizens of Clark County while also providing municipal services such as police, fire, public works, and recreational programs to residents in the unincorporated part of the County.

For more than two decades, Clark County has maintained conservative fiscal practices that have allowed it to adapt to the changing needs of its citizens as well as fluctuations in the economy. These fiscal practices include adopting policies and practices that are even more restrictive than those required by State of Nevada guidelines, including the adoption of a local Taxpayers' Bill of Rights and the implementation of cost containment policies.

This year has brought revenue declines at a time when access to services we provide is critical to our communities. The financial outlook for Clark County has been less desirable due primarily to a significant slowdown in Consolidated Tax and Property Tax collections, the County's two largest sources of revenue.

Clark County recognizes that the strict, prudent administration of its fiscal practices will ensure long-term financial stability during times of economic instability. In the short-term, we have implemented several cost containment policies and programs in order to shore up our revenue shortfalls and continue to provide the highest level of service possible to our citizens.

Unless funds are otherwise allocated to another fund, all financial resources and expenditures are accounted for in the General Fund, which accounts for 25% of the total Clark County budget. The General Fund is composed of the following revenue sources:

- Property Tax is the largest revenue source. It is anticipated that in FY 2009-2010 real property taxable values will decline 19.6 %. The direct effect to property tax collections will be a 12.8 % decline. Property tax values will essentially be reduced back to FY 2005-2006 levels. Property taxes provide revenue for the State of Nevada, the Clark County School District, cities, towns, and special districts, as well as the County.
- Intergovernmental Revenues are the second largest revenue source and are primarily made up of state shared revenues in the form of sales taxes.
- License and Permit Fees are collected for business, liquor, and gaming licenses, for marriage licenses, and from utilities in the form of franchise fees.
- Charges for Services are obtained from various Clark County departments including document-recording fees, building and zoning fees, court fees, and parks and recreation fees.
- Fines and Forfeits result from fines imposed by the courts and money collected from the forfeit of bail.

The Clark County Taxpayers' Bill of Rights provides that "deficit spending shall be avoided" and requires a certain percentage of the General Fund to remain unspent. For Fiscal Year 2009-2010 the General Fund Ending Fund Balance (Reserve) is 7.7% of the total expenditures. This Reserve represents less than one month's expenditures and is necessary to ensure that the County has sufficient cash on hand to meet all of its financial obligations in a timely manner and to ensure that essential services are not disrupted in times of fluctuating revenues.

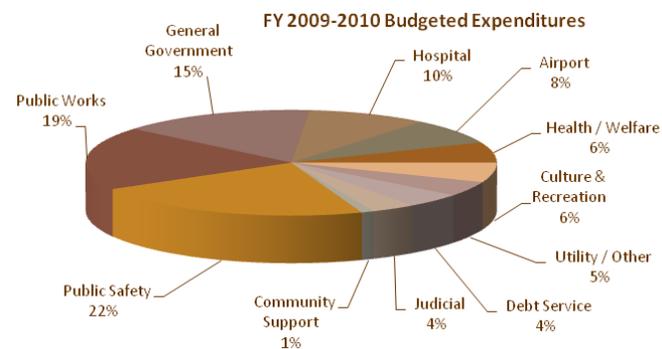
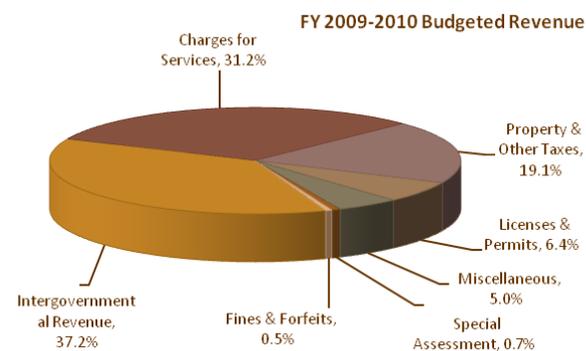
BUDGET-IN-BRIEF

The following table summarizes the Clark County budget showing estimated amounts for Fiscal Year 2008-2009 and the approved budgeted amounts for Fiscal Year 2009-2010. The summary aggregates financial data for the General Fund along with two other categories of County Funds: Government Fund Types and Expendable Trust Funds, and Proprietary Funds. The financial data only includes departments and/or entities covered in this annual report.

	FY 2008-09 ESTIMATE	FY 2009-10 BUDGET
BEGINNING FUND BALANCE	\$5,855,797,975	\$5,723,066,100
REVENUES		
Property & Other Taxes	928,398,644	891,584,582
Licenses & Permits	305,092,264	300,878,427
Intergovernmental Revenue	1,677,362,273	1,737,778,673
Charges for Services	1,293,033,019	1,456,789,998
Fines & Forfeits	23,566,645	24,041,000
Special Assessment	39,610,531	30,396,840
Miscellaneous	216,540,449	231,516,288
TOTAL REVENUES	4,483,603,825	4,672,985,808
EXPENDITURES		
General Government	602,873,276	990,479,141
Judicial	213,078,682	223,960,822
Public Safety	1,242,689,972	1,435,388,537
Public Works	655,251,756	1,252,042,009
Health/ Welfare	409,391,624	399,387,893
Culture & Recreation	102,163,369	392,842,604
Community Support	11,682,582	64,852,303
Utility / Other	114,055,516	293,084,597
Hospital	604,430,546	613,980,506
Airport	532,786,466	503,158,978
Debt Service	673,762,645	284,672,379
TOTAL EXPENDITURES	5,162,166,434	6,453,849,769
Excess (deficient) Revenues Over (under) Expenditures	(678,562,609)	(1,791,036,734)
Proceeds of Long-Term Debt	545,830,734	150,000,000
Operating Transfers In	1,293,528,764	1,131,160,271
Operating Transfers Out	(1,293,528,764)	(1,131,160,271)
ENDING FUND BALANCE	\$5,723,066,100	\$4,092,202,139

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 Licenses, and Real Property Management
- **Judicial:** Constable, District Attorney, District and Justice Courts, Public Defender, and Special Public Defender
- **Public Safety:** Police, Fire, Public Guardian, Public Administrator, Coroner, Juvenile Justice Services, and Family Services
- **Health/Welfare:** Social Service



BRINGING GOVERNMENT TO YOU

One of the primary goals of Clark County is to bring open and accessible government to our citizens. Through innovations and efficiencies, Clark County made great strides this year in improving customer service.

Clark County Recorder

The Clark County Recorder is the official recorder of documents such as deeds, marriage certificates, and homestead exemptions. The office is dedicated to promptly recording, preserving and providing access to public records in an accurate, efficient and professional manner.

Innovating To Improve Service

Clark County was honored to receive the 2009 Achievement Award from the National Association of Counties (NACO) for the implementation of a new queue management system called the Q-Matic Automated System. The system is a collaborative effort between the Assessor and Recorder offices that allows customers to move about freely instead of standing in line and gives the option of conducting business in both offices at once. The system reduced wait times by up to twenty minutes in the Assessor's office and had an even greater impact in the Recorder's office where wait times were reduced from a wait time of thirty minutes to four hours to initiate a transaction to just five to twenty minutes to complete an entire transaction.

Still in its infancy, the Office continues to see a steady increase in its e-recording as more individuals are taking advantage of this convenient feature.

In October 2007, the Recorder's Office, in a joint effort with the County Assessor, implemented the Q-Matic Automatic Queuing System, which has saved taxpayers approximately \$100,000. Both the Recorder and Assessor's Offices have greatly increased efficiencies in managing customer flow and providing the public with significantly reduced wait times.

In March 2009, the Recorder's Office unveiled an online system for ordering marriage certificates and other recorded documents. Instead of waiting in line, citizens can now use their credit card to order documents over the Internet. The department now averages approximately 100 online orders per day.

Helping Citizens Exercise Their Right To Vote

The Clark County Election Department is responsible for ensuring that all Clark County residents who want to vote in federal, state, and local elections are provided an opportunity to register and cast their ballots. In fiscal year 2008, Clark County administered two state/federal elections and two municipal elections.

The November 2008 Presidential Election brought unprecedented levels of interest, activity, and media coverage. The Department processed over 360,000 voter registration applications — 104,531 alone during the five weeks before the election.

To accommodate the growing number of people that find early voting more convenient, the County increased by 38% the number of early voting locations open on a daily basis. As a result, nearly 400,000 residents were able to cast their ballots by accessing an early voting location.

On November 4, 2008, 210,000 additional residents voted at their polling places. Adding in absentee ballots, a record 652,787 citizens cast ballots in the election, over 100,000 more than in any previous election conducted in Clark County. The number of ballots cast represents a voter turnout rate of 80.08%.

Thousands of pollwatchers from around the country came to Clark County to observe the election. Their reaction to what they saw is best summed up in the words of one observer from California who wrote, "This is how voting should take place everywhere."



BRINGING GOVERNMENT TO YOU

Encouraging Successful Resolution Through Mediation

The Neighborhood Justice Center provides no-cost information, referral and mediation services to Clark County residents, businesses and organizations. Mediation is a process that assists disputing parties to resolve their differences confidentially and reach a mutually satisfactory agreement with the help of a trained, neutral third party mediator.

Due to the downturn in the economy coupled with the decline of the residential real estate market, this year the Neighborhood Justice Center saw an increase in landlord/tenant and financially-related cases leading to a record 973 cases mediated. This translates into a 27% increase over the previous year.

Fostering Customer Confidence Towards The Business Community

The Clark County Department of Business License is charged with licensing and regulating businesses in unincorporated Clark County. Currently, there are approximately 54,600 licensed businesses operating within the unincorporated boundaries of Clark County and, this fiscal year, close to 13,000 business license applications were received.

Supporting Our Business Community

Clark County works to provide education and bid opportunities for minority-owned businesses and small businesses, believing that these efforts strengthen our economy and build our communities. This year Clark County was honored to be nominated for the Supplier Diversity of the Year award from the Nevada Minority Supplier Development Council.

While applications for business licenses have remained relatively flat, the effect of the recession can be seen in the impact to Clark County businesses' bottom line. With the current state of our economy and business community, the revenue generated from business licenses has declined by 12%, from \$569,721,330 in 2008 to \$501,653,856 in 2009.

Ensuring Safe Development For Our Citizens And Visitors

The Clark County Department of Development Services is responsible for reviewing plans and construction documents, permitting, and inspecting the construction for all commercial and residential projects including building, electrical, plumbing, and mechanical projects in unincorporated Clark County.

After years of population and visitor growth, this year development significantly slowed due to the downturn in the economy. The impact is reflected in the value of construction permitted by Clark County, which has dropped by 60% from last year. In 2008, the number of permits totaled 10,069 and in 2009 the permits totaled 6,368.

Improving Business Processes

Clark County Development Services was selected out of hundreds of submissions to present at the 2009 Transforming Local Government Conference (TLG) on the new "In-Facility" Plan Review Program. This program assists large developments by providing on-site plan examination services, which substantially decreases the amount of time that transpires between plan submission and the issuance of permits to begin construction. This program also won the 2008 Achievement Award from the National Association of Counties (NACO).



CARING FOR CHILDREN

As our most valuable resource, Clark County continues to make strides in providing programs and services that have a positive impact on our children.

Collecting Support For Our Children

The District Attorney's Office Child Support Division establishes and enforces child support orders. In cases where custodial parents need assistance in collecting child support obligations, the District Attorney's office will pursue collection of the owed funds.

This year the Child Support Division was able to collect \$121.6 million in owed funds, a 7.2% increase over the previous year, to support our children and families. Child support collected by the District Attorney's Office helps provide custodial parents with the financial means to meet the daily needs of their children, including food, clothing, and medical assistance.

Changing The Way We Care For Our Children

The Clark County Department of Family Services has made numerous advancements over the last year to improve outcomes in the child welfare system, including a comprehensive redesign of all child welfare policies and procedures within the department and the creation of real-time data reports that allow supervisors and managers to monitor performance and set reasonable goals and expectations.

As a result, some of the measured improvements achieved included:

- Sharp reductions in wait times for citizens calling into the hotline with almost 85% of all calls to the hotline answered in five minutes or less,
- Decreases in the number of overdue investigations by 71%,
- Significant reductions in the number of children removed by Law Enforcement without a Child Protective Services consult,
- Improvements in the timely completion of safety assessments, and
- Increases in Department of Family Services Case Managers seeing children that are required to be seen at least once every 30 days from 77-89% last year to 87-94% this year.

Additionally, in the last year, a team dedicated to receiving displaced children and finding immediate placements was created and is currently housed at the Child Haven campus. This has improved placement of children by minimizing the time it takes for a displaced child to get back into a more normalized living situation.



Supporting Our Foster And Adoptive Families

A comprehensive campaign for the recruitment and retention of foster and adoptive homes in Clark County was developed and implemented this year. These efforts included establishing the Foster and Adoptive Parent Association. The campaign also included a dedicated advertising and recruitment campaign to attract new foster parent families.

As a result, in 2008 over 148 regular licensed foster homes were created which increasing the capacity to serve another 368 children in home-based foster care. Additionally, the number of licensed relative foster homes has increased by 118%.

The adoption process was also streamlined resulting in 341 finalized adoptions. For 2009, the Department is on track to finalize more than 400 adoptions.

CARING FOR CHILDREN

Child Haven

Over the past year, the function and mission of Child Haven evolved to improve placement of children in family-like settings, reduce the number of children kept in group settings, and improve family contact for those children currently in the foster care system.

The Clark County Department of Family Services developed new processes that allowed an average of 206 children per month who appear at the receiving center at Child Haven to be released directly to relatives or foster families in less than 24 hours. This minimizes disruption to the child and improves their long-term welfare.

As a result, there has also been a 72% reduction in the average daily population at Child Haven. Two years ago, the average daily population was 155 children; today it only has 44 children in residence.

The reduction in population at Child Haven has allowed staff and campus space to be redesigned to allow for the extended family visitation program.

As part of the program, an extended family visitation plan is developed for each child placed in protective custody. Visitation plans address components such as the parent's right to visit their children, the frequency and duration of visits, goals of visitation and those permitted to visit with the child or children. Frequent visitation supports improved functioning and stability of children as well as facilitating the rate of reunification with parents.



Helping Youth

The Clark County Department of Juvenile Justice Services performs more than the traditional juvenile court functions of probation and detention. The department also provides a catalyst for change in the lives of offenders by seeking cost effective programs and community corrections alternatives.

To that end, the Department actively integrates the strategies of the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). The purpose of JDAI is to demonstrate that jurisdictions can establish more effective and efficient systems to accomplish the purposes of juvenile detention without jeopardizing community safety.

Through ongoing efforts with community partners, Clark County has implemented systematic changes and created viable alternatives to detention. For example, the Detention Review and Release Program (DRRP) was developed to provide additional supervision for referred youth who otherwise would have been detained. Instead, these youth were released on House Arrest and/or GPS Monitoring.

In geographic areas of the county where the Department identified higher rates of referrals, two options were developed: the Youth Advocate Program (YAP) and the Evening Reporting Center (ERC). Both programs were implemented to provide structured educational and recreational activities for youth, while also providing officers with valuable performance reports to aid in evaluating the ability of the youth to safely remain in the community. In addition, the average length of time youth spend in detention has declined, which for FY 2008 was 19 days.

The Clark County Department of Juvenile Justice Services provides youth in the juvenile justice system and their families with fair, consistent, cost-effective, and productive interventions.

RESPONDING TO THE NEEDS OF OUR COMMUNITIES

One of the most important and basic functions of government is to respond to the needs of our communities whether it is the need for parks for our families to gather in or a helping hand extended to those in need.

Building and Maintaining Parks

Clark County is committed to providing well-maintained, natural and developed open spaces for the enjoyment of our citizens. In the past year, 174 acres of parks and open space were added increasing the park acreage available to the community to 1,638 acres. This is a 10% increase in park space from last year. New park projects within the past year included:

Parks And Recreation Recognition

The Nevada Recreation and Park Society bestowed the following distinctions:

- **Program Excellence/Outdoor Facility** – Clark County Challenge Course at Lee Canyon
- **Program Excellence/Special Event** – Parkdale Community Center
- **Program Excellence/Senior Center** – Cora Coleman Senior Center
- **Park Excellence/Special Feature** – Hollywood Skate Park

The Southern Nevada Water Authority (SNWA) also recognized Clark County for the Wetlands Park Duck Creek Trail and Habitat Enhancement Project with a Watersmart Landscape Award for Environmental Stewardship.

- **Old Spanish Trail Park**
8150 Tara Avenue near Sahara and Buffalo
- **Western Trails Equestrian Park**
7355 Rogers Street near Warm Springs and Decatur
- **Red Ridge Park**
9135 W. Maule Ave. near Fort Apache and Warm Springs
- **Shadow Rock Park Expansion**
2650 Los Feliz near Hollywood and Los Feliz
- **Pearson Park**
1625 W. Carey near Martin Luther King Jr. Blvd. and Carey
- **Dog Fancier's Area 4 Improvements**
5800 E. Flamingo Road near Flamingo and Stephanie
- **Mesa Park in Summerlin**
5401 Mesa Park Lane in Mesa Park Village
- **Spring Valley Park Phase II**
7600 W. Flamingo Rd. near Buffalo and Flamingo
- **Wetlands Park Expansion**
7050 Wetlands Park Lane near Tropicana Ave.

The above projects include a variety of different amenities at each location such as open space, ball fields, picnic areas, equestrian areas, a track facility, and tennis and basketball courts. Additionally, new partnerships and operational agreements help us provide services at senior centers and recreation centers throughout Clark County. Community Centers added in the

past year included the Robert E. 'Bob' Price Recreation Center, Sandy Valley Senior Center, and Moapa Valley Senior Center. Additional improvements within the park and recreation system during the past year included improvements at the Clark County Fairgrounds, shade structures at water parks and community centers, and safety surfacing for playgrounds.



Several special use facilities are being developed for Clark County residents. The Clark County Shooting Park, scheduled to open in late 2009/early 2010, received an EPA certificate for Best Management Practices for the operation of the facility. The Wetlands Park completed the Duck Creek Trail and Habitat Enhancement and constructed six seasonal and permanent ponds for waterfowl and migratory birds.

Recreation Programming

The Clark County Parks and Recreation Department maintains a strong partnership with the Clark County School District to offer affordable before and after school programs to children in kindergarten through the fifth grade and selected middle schools. These children might otherwise be left at home unsupervised. Although attendance decreased during the year, the Safekey program had 338,366 attendance days in both the morning and afternoon program with 221 days of program service.

The Department continues to enhance its recreational programming by offering sports leagues for youth and adults, recreational and education classes for all ages, fitness programs, activities geared to older adults, museum and gallery exhibits and special events. Since 2006, the Department has worked to simplify and improve the process of registering for classes and attending events. In the past year, 11,776 participants registered online for recreational events and activities, a 15% increase over the number of participants from the previous year.

Nevada Education Hall Of Fame

The Clark County Gang Intervention Unit was inducted into the Nevada Education Hall of Fame in March 2009. This award is given to individuals and organizations that have positively impacted Nevada through significant and lasting contributions to public education. The Gang Intervention Unit was recognized for helping keep kids in school or involved in work and for going above and beyond the call of duty while acting as an unbending advocate for the youth of Clark County.

RESPONDING TO THE NEEDS OF OUR COMMUNITIES

University Medical Center Performing Through Adversity

University Medical Center (UMC), the State's only public hospital for medical care, continues to face financial challenges. In 2009, the UMC Emergency Department, including the Trauma Center, cared for more than 115,000 patients. However, as the national and local economy headed into a recession, many potential patients chose to forego medical treatment and procedures. As a result, UMC experienced a 10.3% decrease in hospital admissions.

Unfortunately, important revenue streams upon which the hospital heavily relies were affected by State legislative actions, which will ultimately require a greater amount of financial support from the County general fund. UMC was severely impacted when the State reduced Medicaid reimbursements and swept away Indigent Accident and Supplemental Funds, shifting tens of millions in reimbursements from the State.

In 2008, UMC operated at a loss of \$56.3 million, and in 2009, the loss grew to approximately \$70 million, or an increase of about 20%. While the operating loss grew, so did the amount of uncompensated care UMC provided.

In 2009, UMC provided approximately \$143 million in uncompensated medical care to the uninsured, an increase of about 13.5% from the previous year. The continued downturn in the economy, increased costs of equipment and supplies, and the highest unemployment rate in Nevada's history resulting in loss of health insurance promise to further negatively impact UMC during FY 2010.



Even though UMC is facing tough times, the organization still works hard at supporting its core mission and commitment to quality care. UMC has made tremendous strides in finding additional ways to excel in patient care and be financially efficient. Consumers Checkbook, published by AARP Magazine named UMC as one of the country's Safest and Leading Hospitals.

UMC delivers quality care through the operation of 10 Quick Care/Primary Care clinics, as well as other outpatient clinics like the UMC Wellness Center and the Lied Outpatient Center, which gives residents greater access to medical care and reduces overcrowding in hospital emergency rooms. UMC is also home to one of the best cardiac care programs, thanks to a collaborative effort among cardiologists, emergency room physicians, and UMC staff. UMC achieved the highest award by the American Heart Association for quality and outcomes. UMC also boasts the highest level of care in the region for adult and pediatric trauma programs, as well as the only transplant program and burn center in Nevada.

Setting the Gold Standard for Cardiac Care

University Medical Center's success in implementing a higher standard of cardiac care that effectively improves treatment of patients hospitalized with coronary artery disease was recently recognized by the American Heart Association. The Get With The Guidelines – Coronary Artery Disease Gold Performance Achievement Award is given to UMC for demonstrating that for twenty-four consecutive months at least 85 percent of its eligible coronary patients are discharged following the American Heart Association's recommended treatment.

Providing Opportunities For Dispute Resolution Within Clark County

The Office of the Ombudsman, Dispute Resolution was established in January of 2008 to address the concerns of individuals having difficulties with the Clark County Department of Family Services. The ombudsman allows for more accountability and follow-up by investigating complaints and procedural concerns regarding children and families utilizing the services of the Department.

To date, the Office has resolved over 300 inquiries and has experienced more than 4,000 "hits" on the Ombudsman website. The success of the program has made Clark County expand the Office to include Social Services complaints as well.

RESPONDING TO THE NEEDS OF OUR COMMUNITIES

Social Safety Net

The Clark County Department of Social Service serves as a safety net for citizens in need of financial and medical assistance who are not eligible for other federal, state, or local assistance programs.

It came as no surprise that the department experienced a year of unprecedented client demand in light of our current economic climate. Unusually long lines, extended wait times, multiple visits, and staffing limitations plagued every division of Social Service. The Department received over 150,000 requests for financial and medical assistance in Fiscal Year 2008-2009. During this same time period, over 44,000 clients were issued rental assistance, representing a 55% increase over the previous fiscal year. Additionally, the Department issued 33% more medical cards compared to the prior fiscal year in order for clients to access needed medical services.

Helping The Homeless

Help Hope Home is Southern Nevada's coordinated regional approach to assist individuals and families to achieve stable and sustainable lives. Clark County is an ardent supporter in this effort, which is monitored by the Southern Nevada Regional Planning Coalition's Committee on Homelessness (SNRPC-COH).

The State of Nevada Legislature awarded SNRPC-COH \$600,000 in 2008 to expand the capacity of Transitional Housing programs. These dollars assisted sixteen programs in funding the expansion of their transitional housing capacity.

The Federal Department of Housing and Urban Development (HUD) also awarded Continuum of Care Homeless Funds to Clark County in the amount of \$5.5 million to continue twelve programs and provided funding for three new programs that provided transitional and permanent housing and support services to our local homeless population.



This past year more than 45 health and safety interventions were performed in homeless encampments. As a result, more than 50% of the homeless individuals at the encampments voluntarily relocated into shelter/housing programs. The movement of 178 chronically homeless individuals into a housing program at an annual cost of \$12,000 per individual, compared to an estimated annual cost of \$50,000 for emergency services and medical care if the individual were living on the streets, saves taxpayer dollars and provides for improved quality of life for our local homeless population.

Clark County has also expanded sheltering programming. This year the County provided 1,266 year round emergency shelter beds. During the winter months, the county provided an additional 327 winter shelter beds, known as the Inclement Weather Sheltering Program. This program resulted in a decrease in deaths of homeless individuals. In 2008, 50 homeless individuals died while on the streets, a 37% decrease in deaths since 2006.

Project Homeless Connect, an event that allows homeless individuals to connect with a variety of services under one roof, was held twice in 2008. The spring event was held in April and served 2,388 individuals and families. The fall event held in October 2008 served 3,366 individuals and families. Homeless families and individuals were connected to essential services such as: meals, housing, jobs, medical services, haircuts, and warrant reductions.

In January 2009 Clark County held its bi-annual homeless census. The count provides a snapshot of the number of people on the street and in emergency shelters and transitional housing on a particular night. The most recent count estimated that approximately 13,338 people are homeless. This total represents an increase in the overall count of homeless persons by 1,921. However, the census also demonstrated a 20% reduction in homeless individuals living on our streets.

PROTECTING THE COMMUNITY

Public safety is one of our top priorities at Clark County. Our citizens depend on many of these services to ensure their safety and security.

Prosecuting Criminals

The District Attorney's Office plays a vital role in protecting our community through the prosecution of criminal offenders and protecting children from abuse and neglect. This year the Criminal Division of the Office saw a 13% increase in the number of misdemeanors, gross misdemeanors, and felony cases received for prosecution from law enforcement agencies.

Fighting Crime

The number of inmates in the Clark County Detention Center has remained stable over the past year. The annual average number of inmates in FY 2009 was 3,413, exceeding the detention center rated bed capacity of 2,984 by 14%. To address the issue of overcrowding at the Clark County Detention Center, construction of the new Low Level Offender Facility began in December 2007.

Due to the current budgetary challenges and the stable inmate population, the Sheriff has decided to delay the opening of the Low Level Offender Facility in order to save Clark County in excess of \$8 million in FY 2010.

The Sheriff and the Board of County Commissioners will review the status of inmate population and County finances on a quarterly basis to determine the appropriate time to open the Low Level Offender Facility.

Clark County Detention Center Accreditation

In FY 2009, the Clark County Detention Center and its contracted health care provider, NaphCare, successfully completed the accreditation process with the National Commission on Correctional Health Care (NCCHC). The accreditation was the fourth time the Detention Center was recognized by the commission for meeting nationally recognized health standards within a correctional facility. The Clark County Detention Center is one of only approximately 500 facilities nationally that have achieved NCCHC accreditation. The facilities sharing the achievement range from 20 beds to over 12,000 beds. NCCHC's Standards for Health Services are widely recognized by the medical profession, as well as the courts, as the benchmark standards for establishing or measuring a correctional facility's health services system.

Preventing and Prosecuting Bad Check Fraud

The District Attorney's Office Bad Check Unit expedites the process of obtaining the value of checks written in bad faith. The Bad Check Unit collected \$3.8 million in funds last year, an increase of 15% from the previous year. When recommended by the District Attorney's Office, the bad check fraud case will be referred for criminal prosecution. For more information on prevention of Bad Check Fraud, visit the District Attorney's Office website at http://www.accessclarkcounty.com/depts/district_attorney/bcu/Pages/index.aspx.

Court Administration

The Eighth Judicial District Court presides over Clark County adjudicating over 70% of non-traffic cases in Nevada. As Nevada's largest general jurisdiction court, the Court is a forum for dispute resolution built on a foundation of personal integrity, equal and informed access and fairness, by a team committed to efficient, timely and innovative services for our community.

In 2009, 96,899 cases were filed with the Eighth Judicial District Court that includes criminal, civil, family and juvenile cases. This was a 6.5% increase in cases filed from the previous year.

The Las Vegas Township Justice Court processes over 58% of all traffic cases in the State of Nevada. This year the Justice Court implemented a Traffic Amnesty Program that allowed individuals to pay their traffic tickets without late fines or fees from November 14, 2008 through February 13, 2009. Close to 30,000 people took advantage of the program to pay their tickets, establish a payment plan, clear their tickets, or request a court date. The traffic tickets paid through this program amounted to close to \$5.5 million.



PROTECTING THE COMMUNITY

Specialty Courts

Since 1992, close to 4,000 people have graduated from the Eighth Judicial District Court's Adult Criminal Drug Court. The program is available as a sentencing option in cases where the defendant has a drug addiction and is willing to adhere to the program guidelines and remain sober. This year, the Adult Criminal Drug Court has expanded to three days a week from the previous two days a week. Other District Court Drug Courts include: Prison Re-Entry Drug Court, Juvenile Drug Court, Dependency Drug Court, Dependency Mother's Drug Court, and Child Support Drug Court.

Together, the ten specialty courts of the Eighth Judicial District Court and the Las Vegas Township Justice Court had 707 graduates and 1,369 new participants in 2009.

Maintaining Our Neighborhoods

One of the ways Clark County helps to preserve our neighborhoods is through Code Enforcement in the Public Response Office (PRO). PRO maintains a strong partnership with the community and works with citizens to resolve code violations. PRO has continued to work hard to address complaints regarding illegal storage of vehicles, unkempt properties, lot usage, trash and debris, graffiti, and illegal sign placement.

Unfortunately, because of the weakening economy and unprecedented levels of foreclosures in Southern Nevada, PRO has seen a 76.8% increase in code violations partially due to abandoned or unkempt properties. The additional workload caused by the economy and foreclosures has not been offset by additional resources.

One of the ways that PRO attempts to improve conditions is through working with citizens to address issues on their own property, which decreases the expenditure of taxpayer funds. In 2009, 44.9% of the violations received were

addressed by the citizen themselves, requiring no further County action or taxpayer expense.



Additionally, PRO addressed 19,594 graffiti complaints, representing an increase of 34.2% when compared to the prior year. By partnering with the Clark County Detention Center, the Clark County Department of Juvenile Justice Services, and local volunteer groups, Clark County was able to keep graffiti response times low with the addition of 5,677 hours of volunteer assistance. By leveraging volunteer hours, PRO is able to perform more graffiti abatements with fewer taxpayer dollars.

Animal Control

With over 60 years of service to the community, Clark County Animal Control promotes public safety, rabies control, and responsible pet ownership through education, service, and enforcement. Animal Control's continued efforts have contributed to a steady decrease in animals impounded over the last decade.

In 2009, Animal Control responded to 34,336 calls for service. As a result of those calls, Animal Control:

- Impounded 12,675 animals,
- Responded to 1,070 bites, and
- Declared 8 vicious and 9 dangerous animals.

Clark County Animal Control also operates the Nevada Animal Appreciation License Plate program, which was created as a means of assisting County efforts to reduce animal overpopulation and limit euthanasia by granting proceeds received from the sale of special license plates to nonprofit organizations involved in pet adoption and sterilization.

In 2008, using the license plate proceeds and impound fees, Clark County entered into a public-private partnership with Heaven Can Wait Sanctuary to open a low-cost sterilization clinic. Using these funds, Heaven Can Wait Sanctuary has made a commitment to provide 3,500 low cost sterilizations of animals brought in by members of the public and an additional 3,000 cat sterilizations for feral cats brought in by humane groups.

PROTECTING THE COMMUNITY

Providing Fire Services

The mission of the Clark County Fire Department is to provide optimum fire protection and prevention services to our residents and visitors. This year the Department improved emergency response services by:

- Opening Fire Station 66 at Mountain's Edge. This station was built and equipped through a cooperative agreement with Mountain's Edge.
- Breaking ground on Fire Station 32 that will be an on-site station at the MGM CityCenter. This station is being funded through a cooperative agreement with MGM Mirage Corporation.
- Beginning construction on Fire Station 33 located at Desert Inn and Swenson. This station is being built through a partnership with the Las Vegas Convention and Visitors Authority.
- Reopening Fire Station 15 located on South Valley View after it was recently rebuilt.
- Reopening Fire Station 19 after it was recently relocated to South Spencer Street.

The Department also successfully negotiated development agreements with six major projects resulting in total contributions of approximately \$6.1 million. Development agreements allow large developers to offset the costs of additional demand on emergency services by contributing directly to the provision of those services. Without development agreements, the larger taxpaying community would be required to shoulder the additional burden.

Whether it is a house fire or a car accident, seconds count in emergency response services. As a result, the Clark County Fire Department strives to continually improve its emergency service response times. The average response time for emergency assistance last year decreased by 3%, resulting in an average response time of 7 minutes and 40 seconds. Response time is the time calculated from receipt of call until the first unit arrives on the scene.



TRANSPORTING SOUTHERN NEVADA

Improvements to transportation in Clark County directly impact quality of life for our citizens. This year a number of transportation system projects were completed.

Countywide Public Works Projects

The need to construct new paved roads in unincorporated Clark County continues to be an important function of the Clark County Department of Public Works. Last year saw a 2% increase in standard lane miles available to motorists in Southern Nevada, bringing the total lane miles in unincorporated Clark County to 7,637 miles of paved roadway.

Clark County's road maintenance management program's primary focus is extending pavement life, which saves taxpayer dollars while improving road serviceability and quality for motorists. One of the best measures of our performance in this area is road ratings.

The Clark County Department of Public Works rates all roads in Clark County on a four-year cycle. Criteria for the County's road ratings include such measures as ride quality and visual appearance of the roadways. The scale of ratings ranges from excellent to poor.

Last year, 46% of roads were rated excellent, down from 54% of those rated excellent in 2007. In 2008, 22% of roads were rated good, down from 29% rated good in 2007. Those roads rated in fair condition increased from 10 in 2007 to 15% in 2008, and those roads rated poor increased from 7% in 2007 to 17% in 2008. Fluctuations in road quality can be caused by the selection of roads rated in any given year as well as normal wear and tear on aging infrastructure.



The Department strives to make our roads safer through effective traffic control and design management, such as traffic signals and speed limits.

According to the Las Vegas Metropolitan Police Department, the County saw a 15% decrease in traffic fatalities - 133 fatalities in 2007 compared to 113 fatalities in 2008. The number of traffic collisions also decreased slightly from 30,526 in 2007 to 28,095 in 2008.

Transportation Project Of The Year (\$5 million to \$10 million value)

Awarded by the American Public Works Association (APWA) - Nevada Chapter for Paradise Road / Harmon Avenue to Desert Inn Road – Phase II Traffic Capacity Improvements.

One of the contributing factors to this decrease was the creation of the State's Joining Forces program, which allowed traffic enforcement officers to better enforce the State's seatbelt, DUI, and speeding laws. Another contributing factor to this decrease in collisions could have been the fact that the County experienced fewer vehicles trying to occupy the same location at the same point in time.

Completing Public Works Projects

The Clark County Department of Public Works completed thirty-three public work projects last year. Four projects were completed utilizing private companies at a total cost of over \$75 million and the remaining twenty-nine projects were completed using County personnel. Other projects funded in partnership with the Regional Transportation Commission of Southern Nevada included sixteen new traffic signals and twenty-five school flashing beacons.

Las Vegas "Strip" Enhancements

One of the foremost attractions in Clark County is the Welcome to Las Vegas Sign. Visitors flock to the sign to capture unforgettable memories of their trip to the entertainment capital of the world. A newly constructed parking lot now features ten standard parking spaces, two large spaces for buses or limousines and the inclusion of two handicapped spaces offering access for the first time to our disabled guests.

TRANSPORTING SOUTHERN NEVADA

The Bruce Woodbury Beltway

The Bruce Woodbury Beltway is the largest and most visible transportation improvement project ever undertaken by Clark County. The Beltway is currently undergoing conversion of the initial 53-mile beltway to a full-freeway facility. Upon completion, commuters will enjoy travel, free of traffic signals, from U.S. Highway 93/95 to Lone Mountain Road.

The County completed a Beltway build-out project, which widened the Beltway to three travel lanes in each direction between Decatur Boulevard and I-15 in the valley's southern region. As part of this project, two bridge structures were also widened to accommodate the Beltway's additional traffic capacity. This project eliminated one of the Beltway's "bottlenecks" and greatly enhanced traffic flow.

Last year, the Clark County Department of Public Works was hard at work on multiple sections of the western Beltway. From Hualapai Way to Charleston Boulevard, this stretch of road saw the addition of one lane in each direction, sound walls and a new non-motorized trail between Sahara Avenue and Charleston Boulevard.

Currently, the western most part of the Beltway between Charleston Boulevard and Summerlin Parkway is under construction to widen the roadway to six lanes with a partial interchange at Summerlin Parkway and full interchanges at Far Hills Avenue and Lake Mead Boulevard.

The Beltway's Decatur Boulevard to North 5th Street Phase 1 project (northern region) was recently completed. This project featured the construction of the Aliante Parkway interchange as well as improvements to the Beltway's mainline travel lanes and the future North 5th Street interchange.

Limited and declining funding for the Beltway and other capital projects has forced the re-evaluation of how and where available project monies will be spent.

Providing Easy Access To Las Vegas

McCarran International Airport celebrated its 60th anniversary in December 2008.

McCarran has come a long way from its

origins, when four airlines operated only a dozen total flights each day. Now several hundred aircraft come and go on a daily basis, making McCarran the nation's seventh-busiest airport in the nation and the gateway for nearly half of all Southern Nevada visitors.

In 2008, McCarran smoothly handled more than 44 million passengers, a feat enabled by the more than \$1 billion the Clark County Department of Aviation spent over the past decade on capital improvements. That commitment continued in 2008 with additional improvements that included:

- A pedestrian bridge linking the A, B, and C Concourses,
- The new 12-lane C Checkpoint Annex, which increased McCarran's security lanes from 32 to 44,
- A new northwest wing of McCarran's D Concourse,
- Additional shops, restaurants, and restrooms, and
- Two new public parking lots.

Work also continues on Terminal 3, a 14-gate addition with its own parking garage, ticketing counters, security checkpoints and baggage claim.

The construction has not dampened customers' appreciation for McCarran, which finished tied for second-place in J.D. Power and Associates' 2008 North America Airport Satisfaction Study. McCarran has repeatedly fared well in this prestigious customer survey, receiving first-place honors in 2006.



SUPPORTING A HEALTHY ENVIRONMENT

Our natural resources in Clark County are vital, yet limited, which is why we must do whatever we can to conserve and protect them.

Using Water Resources Wisely

Southern Nevada relies upon three sources for its drinking water supply. Approximately 90% comes from the Colorado River and Lake Mead, while 10% of the drinking water comes from wells.

Because much of the water used in Southern Nevada is returned to Lake Mead to be used again by residents, maintaining the highest quality of this water is

critical to our community and the environment. To that end, the Clark County Water Reclamation District's job is to treat, disinfect, and reclaim wastewater in order to make it clean again so we can safely return it to the environment.

During FY 2009, the County treated over 30.6 billion gallons of wastewater at the

Central Plant, the Laughlin Water Reclamation Facility and the Desert Breeze Water Resource Center. This means an average of over 100 million gallons a day of water was highly treated and recycled for reuse on golf courses or returned to Lake Mead.

The Clark County Water Reclamation District, using an aggressive maintenance and cleaning program, effectively reduced the number of times the sewer overflows in the County. As a result, the County experienced approximately 1.35 overflows per 1,000 miles of pipeline, which is almost a 32% reduction from the previous year. This high level of performance puts the County in the top quartile of all sewer operators, according to an industry survey.

Monitoring Our Air Quality

Clark County continues to monitor and regulate air quality in Southern Nevada. While overall air quality remained the same from previous years, changes in standards caused an increase in ozone exceedances.

American Society of Civil Engineers Project of the Year for the State of Nevada

Clark County received this award for the Flamingo Road sewer line rehabilitation and replacement project, which included the largest sewer bypass pumping operation in the Southwest United States.



In May of 2008, the Environmental Protection Agency (EPA) strengthened their ozone standards by

lowering the amount of ozone that is needed to be present in the air for ozone to be considered an exceedance. Ground-level ozone is formed when certain pollutants commonly found in urban areas are exposed to sunlight.

With the new standard and the advent of increased sunlight hours in the valley due to summer, Clark County did experience ozone exceedances this year though air quality was not diminished.

Fortunately, there were no other exceedances for pollutants. To receive air quality alerts via e-mail or text message, sign up for EnviroFlash by visiting the Air Quality, Outreach and education site at www.accessclarkcounty.com.

Making Strides In The Area Of Energy Conservation

This year Clark County's Energy Program installed several small lighting conversion projects, designed major mechanical retrofits and submitted to the US Department of Energy the County's application to receive \$7.663 million in American Recovery and Reinvestment Act funds through the Energy Efficiency and Conservation Block Grant program.

Energy projects completed this year focused on small investments that replaced inefficient lighting systems with more efficient lighting systems at Desert Breeze Aquatics Park, Laughlin Government Center and several buildings in Searchlight.

It is estimated that these projects, once completed, will reduce energy costs by \$100,000 per year. FY 2009 Energy Conservation Measures reduced the County's carbon footprint caused by energy usage by an estimated 738 tons.

SUPPORTING A HEALTHY ENVIRONMENT

Maximizing The Use Of Alternative Fuels

For 16 years, the County has made great strides in improving Southern Nevada's air quality and reducing our resource consumption by increasing our utilization of alternate fuel vehicles. This year the County reached a milestone with 100% of the County Fleet operating on alternative fuels such as compressed natural gas (CNG), propane, bio-diesel blends, and reformulated gasoline (RFG) or consisting of hybrid vehicles. The current fleet of hybrid vehicles totals 3,082. Through a greater use of alternate fuel vehicles, the County is reducing consumption of precious resources and reducing our reliance on expensive and environmentally-harmful fossil fuels.

Supporting A Healthy Environment Through Public Works

The road to green is about minimizing the long-term impacts of the County's operations on the environment. Investment in our common future is renewed by the exploration and expansion of sustainable management of this community's infrastructure. Below are just a few examples of how the Clark County Department of Public Works maintains this commitment.

- Investing in alternate fuel sources such as reformulated gas and bio-diesel fuel for our fleet,
- Retrofitting public infrastructure with more energy-efficient equipment such as light emitting diodes (LED's) on our signals and streetlights and using solar-powered school zone beacons and red flashers,
- Recycling materials such as asphalt grindings and concrete for reuse on our road rehabilitation projects,
- Replacing all public landscaped medians with turf, drought tolerant plants and decorative rock,
- Designing multi-use flood control detention basins that also serve as neighborhood recreational areas,
- Revitalizing washes and channels throughout the valley into pedestrian and bicycle trails,



- Preserving and restoring Wetlands Park with natural habitat, native re-vegetation and trail enhancements, and
- Ongoing research of sustainable opportunities like the use of rubberized asphalt and recycling street sweeper waste into compost for community parks.

Reducing Our Carbon Footprint At McCarran Airport

The Clark County Department of Aviation is committed to recycling, minimizing energy usage and reducing air pollution at its airports. Over the past year, McCarran Airport has greatly expanded its inter-terminal recycling efforts, adding 50 collection bins at various areas within the airport.

McCarran Airport has also taken steps to reduce its energy consumption by providing central power and air conditioning units for aircrafts at gates, upgrading escalators and moving walkways with energy efficient equipment, and upgrading airfield lighting with lower-energy consuming LED technology.

Recent changes in vehicle traffic and fuel systems contribute to fewer greenhouse gas emissions at McCarran Airport. In order to reduce air pollution, McCarran also uses a fleet of common-use, clean-burning biodiesel, low-sulfur fuel buses to transport passengers between the airport and its off-site Rent-A-Car Center. Because individual car rental company shuttles no longer pick-up or drop-off customers at McCarran's terminals, roadway congestion and vehicle emissions were reduced. The Department also requires commercial vehicle operators to shut down their engines upon parking, loading or unloading customers at McCarran further reducing emissions. By providing infrastructure for an underground fuel hydrant system, the Department has been able to lessen emissions during aircraft fueling operations. Lastly, by utilizing an Automated Vehicle Identification System that identifies incoming taxis, limousines and buses, McCarran has decreased congestion on airport roadways and prevented commercial vehicles from needlessly circling and generating unnecessary exhaust emissions.

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