



Clark County Annual Report



Fiscal Year 2007-2008

Table of Contents



Letter from Clark County Board of County Commissioners	4
Letter from County Manager, Virginia Valentine	7
Presenting the Budget-in-Brief	8
Bringing Government to You	10
Accessing On-Demand Board Meeting Broadcasts	10
Clark County Recorder	10
Clark County Clerk	10
Clark County Business License Department	10
Las Vegas Township Justice Court	11
Henderson, North Las Vegas and Outlying Justice Courts	11
Helping Citizens Exercise their Right to Vote	11
Guiding Growth and Development	11
Caring for Children	12
Collecting Support for Children	12
Keeping Children Safe through the Safekey Program	12
Helping Youth	12
Improving the Child Welfare System	13
Shift from Emphasis on Group Care to Emphasis on Community-Based Settings	13
Establishment of 24/7 Intake for Children	13
The Evolving Mission of Child Haven	13
Improvements to Adoption Processing	13
Improving Support for Child and Adolescent Health, Mental Health and Educational Well-Being	13
Responding to the Community's Needs	14
Building and Maintaining Parks and Recreational Facilities	14
Recreation Programming	15
Providing Medical Services through University Medical Center	15
Acting as a Safety Net for Citizens in Need of Medical Care	15
Assisting in the Effort to End Homelessness	16



Providing Services for the Elderly, Abused, Neglected, or Exploited	16
Using Specialty Courts to Help the Mentally Ill and DUI Offenders	17
Protecting the Community	18
Fighting Crime	18
Prosecuting Criminals	18
Court Administration	18
Addressing Public Complaints about Property and Animals	18
Providing Fire Services	19
Transporting Southern Nevada	20
Completing Public Works Projects	20
Improving Bruce Woodbury Beltway	20
Increasing Miles of Paved Roadways	20
Making McCarran Airport Even Better	21
Supporting a Healthy Environment	22
Improving Air Quality	22
Increasing the use of Alternative Fuels	22
Using Water Resources Wisely	23
Water Conscious Landscaping	23
Conserving Energy	24
Reducing Waste and Encouraging Recycling	24
Helping the Environment Through Changes in Aviation	24

Clark County Board of Commissioners

The Clark County Board of County Commissioners is pleased to present the 2007-2008 Annual Report. Every day the Clark County mission statement is brought to life through the responsiveness, accessibility and accountability that is provided by many dedicated employees. During this time of financial challenges for state and local governments across the country, Clark County still maintains performance at the highest standard. Clark County has continued an almost 100-year tradition of outstanding service delivery while implementing innovative policies addressing the needs of our citizens. This report acknowledges accomplishments achieved in areas such as sustainability and the environment, caring for children, transportation, public safety and justice.

We thank you for the opportunity to serve.



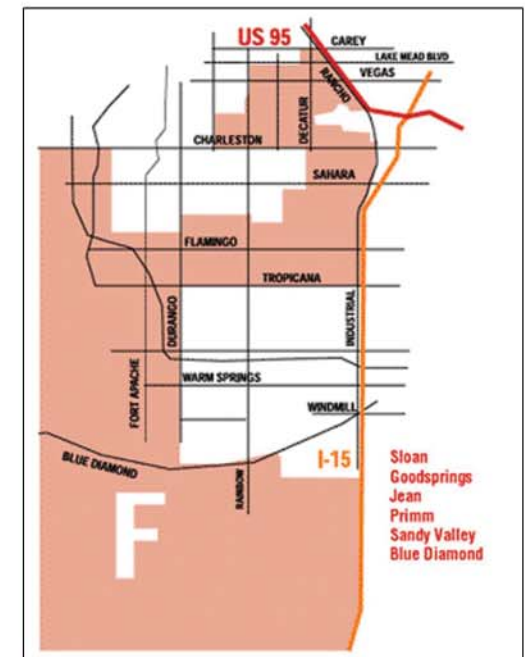
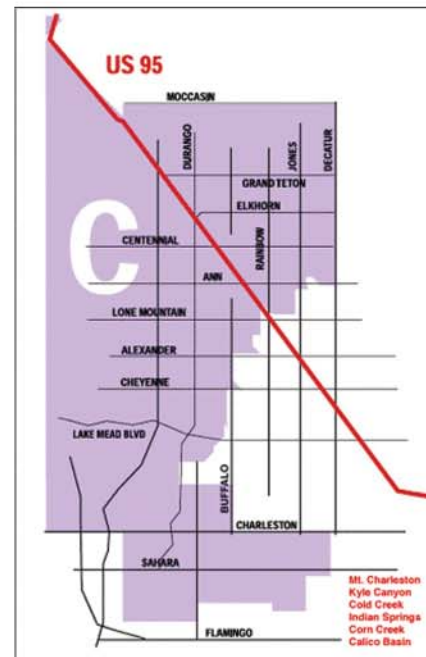
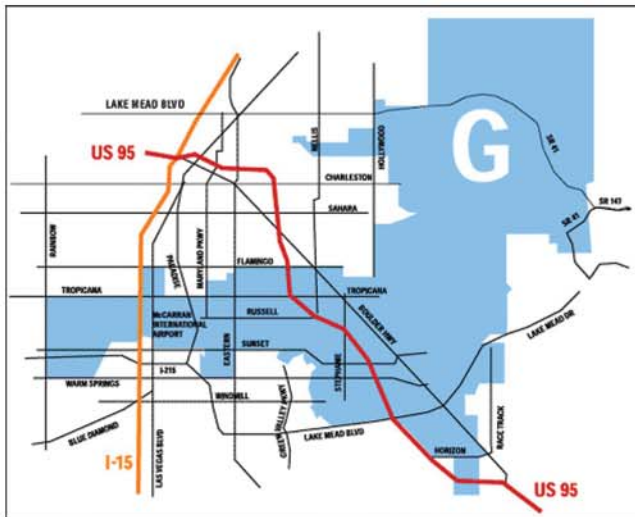
District G
Commissioner
Rory Reid, Chair



District C
Commissioner
Chip Maxfield, Vice-Chair



District F
Commissioner
Susan Brager





District B
Commissioner
Tom Collins



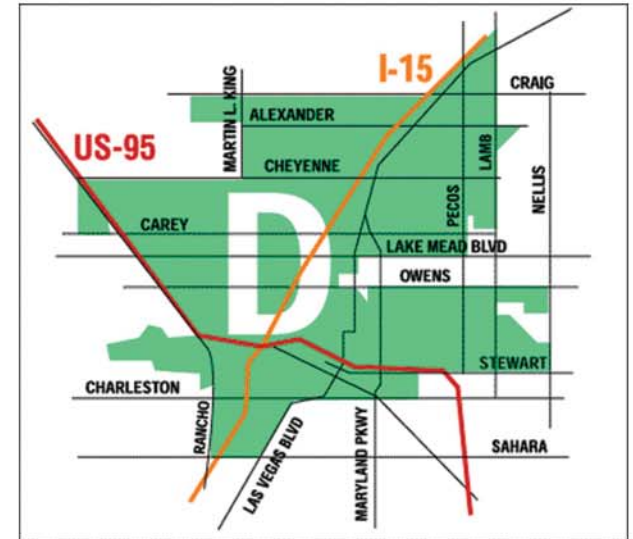
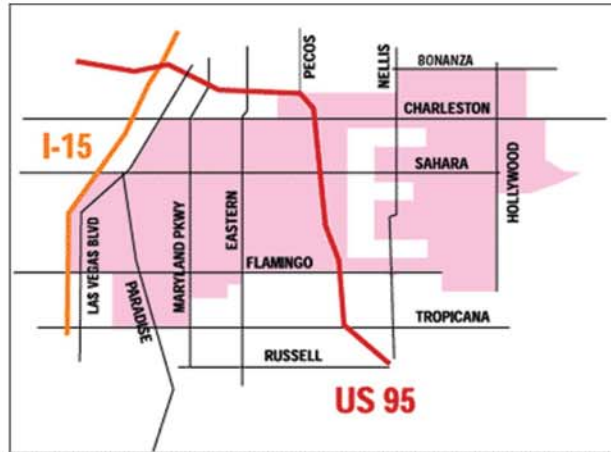
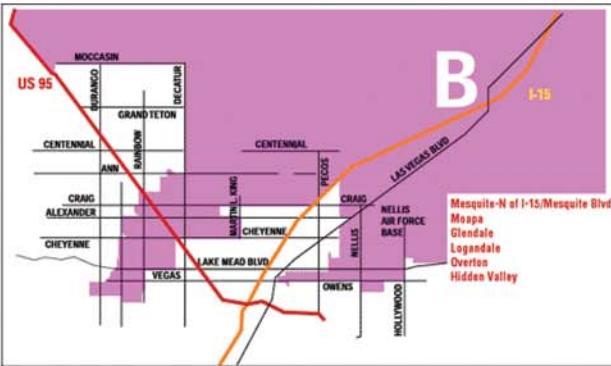
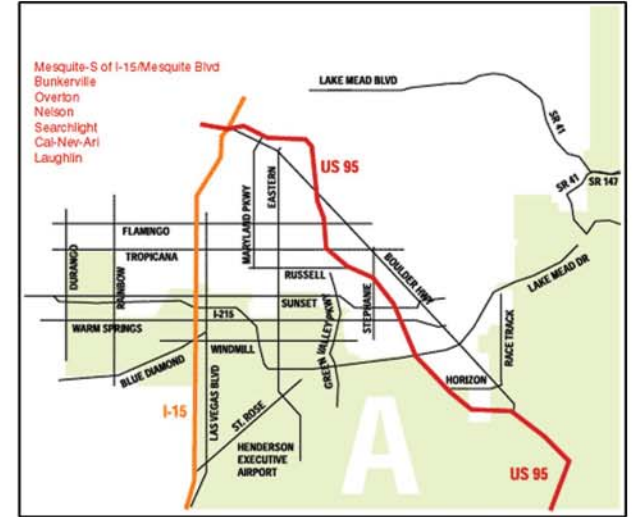
District E
Commissioner
Chris Giunchigliani



District D
Commissioner
Lawrence Weekly



District A
Commissioner
Bruce L. Woodbury





Clark County Manager



Message from the County Manager

Throughout the following pages, you will enjoy a report that highlights activities, programs, projects and events that have positively impacted the quality of life in our community. The 2007-2008 Annual Report serves as our vehicle to share with you how Clark County staff diligently works toward addressing the challenges of Southern Nevada. While our challenges are great, our organization consistently strives to meet needs and respond to increasing demands while being efficient with resources.

Clark County staff is grateful to the many volunteers who have dedicated numerous hours toward improving our community. It is this partnership that helps our community continue to thrive despite the obstacles that face us.

- Virginia Valentine



Presenting the 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.

The financial outlook for Clark County has been less desirable due primarily to a significant slowdown in Consolidated Tax collection, the County's largest source of revenue. However, Clark County recognizes that the strict, prudent administration of its fiscal practices will ensure long-term financial stability during times of economic instability.

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:

- Intergovernmental Revenues are a major revenue source and are primarily made up of state shared revenues in the form of sales taxes.
- Property Tax is the second largest revenue source. The 2007-08 taxable value for all real property in Clark County increased by 19% to a new total of over \$300.6 Billion. Of this amount, over \$16 Billion represented the value added from new construction, which is approximately 8% of the total growth in property taxes from both residential and commercial new construction. This amount is a reduction over the value of new construction for 2006-07 due, in part, to the residential construction slowdown. Property taxes provide revenue for the State of Nevada, the Clark County School Districts, towns, and special districts as well as the County.
- 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 2008-09, the General Fund Ending Fund Balance (Reserve) is 10% of the total expenditures. This Reserve represents about only 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.

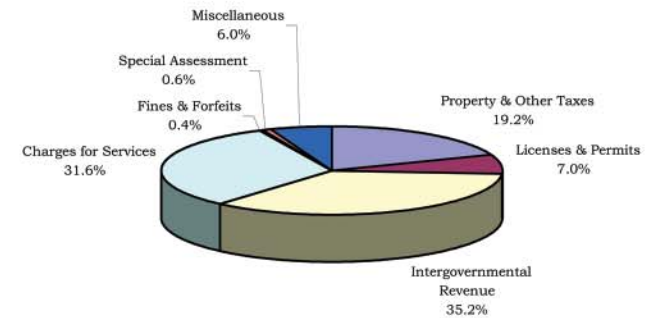


The following table summarizes the Clark County budget showing estimated amounts for FY 2007-08 and the approved budgeted amounts for FY 2008-09. The summary aggregates financial data for the General Fund along with two other categories of County Funds: Government Fund Types and Expendable Trust Funds, and Proprietary Funds. The financial data only includes departments and/or entities covered in this annual report.

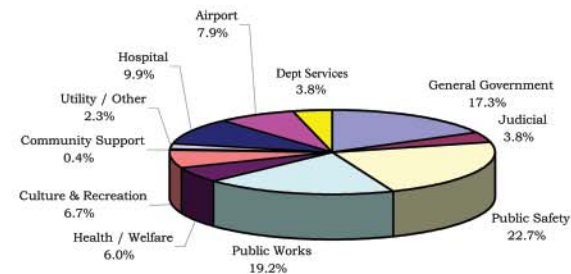
	Estimated FY 2007-08	Budgeted FY 2008-09
Beginning Fund Balance	\$5,501,886,322	\$5,574,169,547
Revenues:		
Property and Other Taxes	\$838,829,073	\$933,613,196
Licenses and Permits	345,146,477	338,366,442
Intergovernmental Revenues	1,488,603,661	1,712,452,498
Charges for Services	1,451,434,674	1,536,106,422
Fines and Forfeits	22,064,661	20,946,618
Special Assessment	29,940,790	29,389,700
Miscellaneous	349,765,009	290,134,785
Total Revenues	\$4,525,784,345	\$4,861,009,661
Expenditures*:		
General Government	\$664,546,876	\$1,082,117,507
Judicial	194,589,320	235,484,681
Public Safety	1,173,911,512	1,423,607,077
Public Works	568,918,972	1,203,907,653
Health/Welfare	330,784,833	375,037,960
Culture and Recreation	113,178,253	421,521,143
Community Support	15,468,876	24,439,425
Utility/Other	108,805,509	143,374,954
Hospital	597,210,732	619,756,306
Airport	452,337,354	495,288,166
Debt Service	304,793,883	237,320,788
Total Expenditures	\$4,524,546,120	\$6,261,855,660
Excess (deficiency) of Revenues over (under) Expenditures	1,238,225	(1,400,845,999)
Proceeds of Long-Term Debt	71,045,000	0
Operating Transfers In	1,509,261,762	1,322,964,883
Operating Transfers Out	(1,509,261,762)	(1,322,964,883)
Ending Fund Balance:	\$5,574,169,547	\$4,173,323,548

*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

2008-09 BUDGETED REVENUE (By Source)



2008-09 BUDGETED EXPENDITURES



Bringing Government to You

One of Clark County's primary goals is to make access to government easier and more user-friendly. By taking steps like opening branch offices throughout the valley, decreasing wait times, and offering services through the Internet, the County has made significant improvements to customer service.

Accessing On-Demand Board Meeting Broadcasts

Promoting open and transparent government and providing the public with more opportunities to get involved in their government have been long-standing goals of Clark County. This past year the County took another important step toward meeting those goals.

In September of 2007, the County implemented a system that enables the public to access and view "On-Demand" every meeting of the Board of County Commissioners and Planning Commission through the County's Internet website. The public can now access the County's website to view a video recording of each meeting and can access specific agenda items of interest to the viewer without having to view the entire meeting. The system also enables the public to access all supporting background materials related to each agenda item, even prior to the Board meeting. Finally, the system also provides a voting and action summary for each item on the Board's agenda.

Board meeting videos and related agenda materials can be accessed through http://www.accessclarkcounty.com/depts/public_communications/pages/agendas.aspx

Clark County Recorder

The Clark County Recorder is the official recorder of documents such as deeds, marriage certificates, and homestead exemptions. To expedite the recording process for homeowners and frequent customers, last year the County implemented electronic recording that allows for the scanning and sending of documents electronically. This process, known as eRecording, has been particularly popular with title companies. In just three months since the introduction of eRecording, the percentage of documents submitted electronically each month grew from 5% of documents in April 2008 to 18% of documents in June 2008. In the three months since introduction of eRecording, over 34,000 documents comprising over 203,000 pages were recorded electronically.

In addition to eRecording, the County also unveiled an online system for ordering marriage certificates and other recorded documents on the County's website. Instead of waiting in line, citizens can use their credit card to order the documents they need over the Internet.

By increasing the number of documents submitted or ordered online and opening branch offices in more convenient locations, the County aims to make the task of recording documents easier and faster for citizens who choose to record their documents in person. Since some of the citizens who would have had to wait in line now submit their documents online, the County has been able to reduce the average wait time for customers at the main office at the Clark County Government Center from 14 minutes to 4 minutes. The County has also opened new branch offices in Henderson and the northwest part of the valley. Previously, citizens could only record their official documents at the central location in downtown Las Vegas.



Clark County Clerk

The Clerk's Office launched a new service on the County's website to enable the public to research marriage records, fictitious firm names, and notary records online dating back to 1988. Since the inception of the new search service in March 2008, citizens accessed the search site almost 93,000 times.

Clark County Business License Department

The Business License Department continues to make strides towards the goal of getting businesses licensed and operating as quickly as possible while ensuring the businesses meet applicable requirements to keep the public safe. With Board of County Commissioners' approval and support, the Business License Department was able to use resources more efficiently and decrease the time it takes between the application for a business license and the issuance of the license. Average processing times for Privileged Licenses (i.e., liquor and gaming licenses) decreased from 120 working days to 84 working days, average processing times for Regulated Licenses (i.e., child care and second hand dealer licenses) decreased from 56 working days to 40 working days, and average processing times for General Licenses for all other activities decreased from 59 days to 40 days.





Las Vegas Township Justice Court

More than 220,000 traffic tickets are processed by the Las Vegas Township Justice Court annually. With the implementation of a new case management system, the creation of an on-line traffic ticket lookup and payment system, and the use of an Integrated Voice Response (IVR) system, more customers are choosing to handle their tickets without actually going to the Court. To find information on the status of a traffic ticket online or to pay the fine, go to www.clarkcountycourts.us. To access the IVR system, call 702-671-3444 or 877-455-1289.

With fewer customers waiting for assistance at traffic counters, the average wait to get to a counter window decreased last year. Before the addition of online traffic and fine services, it was not uncommon for citizens to wait over an hour for assistance. Partly because of these improvements, the average current wait for service is approximately 20 minutes. Additionally, citizens can access a judge who is scheduled for an on-call calendar upon request as an alternative in disputing traffic fines.

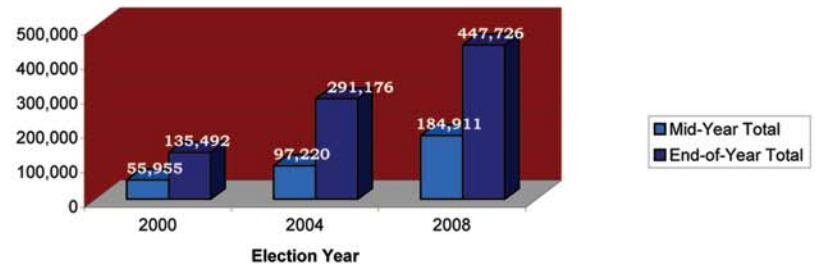
Henderson, North Las Vegas and Outlying Justice Courts

The collection of fines and fees from Justice Court defendants who have failed or refused to pay can be a time-consuming task for Courts with limited resources. During this past year, the Henderson and North Las Vegas Justice Courts and some of the outlying justice courts have implemented a system to collect outstanding fines and fees due to the County, some more than 5 years old. By the end of fiscal year 2008, more than \$1 Million was collected as a result of this effort, and 10% of open court cases were closed.

Helping Citizens Exercise their Right to Vote

The Clark County Election Department is responsible for ensuring that all Clark County residents that want to vote in federal, state, and local elections are provided an opportunity to register and cast their vote. The 2008 election cycle has experienced unprecedented levels of interest, activity and media coverage, which is partly evidenced by the number of residents registering to vote in the County during the first half of the year compared to prior general elections. The number of registered voters in midyear 2008 was 90% higher than the number of registered voters at the same point in 2004. The following chart illustrates this growth in registered voters, with a projected year-end registration total for 2008.

Voter Registration Applications Processed



To accommodate the varying schedules of residents in Southern Nevada and the growing number of people that find early voting more convenient, the County has increased the number of early voting locations that will be open on a daily basis from 16 in 2004 to 22 in 2008. The County is also preparing for a large turnout on General Election Day, November 4, 2008, at 339 polling places staffed by more than 4,000 trained poll workers.

Guiding Growth and Development

The Clark County Development Services Department is responsible for issuing all types of permits for commercial and residential projects, including building, electrical, plumbing, and mechanical projects. After seeing years of growth in the number of permits issued, Development Services experienced a 27% decline in the number of permits issued last year from approximately 74,000 permits to 54,000 permits. This decline in permits issued is primarily due to the downturn in the economy as evidenced by the slowing of the residential construction market.

As a result of both the decline in demand and implementation of process improvements, Development Services has been able to significantly improve processing times for plans reviews. In a comparison of plans reviews waiting for processing in the first week of July 2007 compared to July 2008, building plan reviews were taking an average of 30% less time, from an average of 24 days to an average of 17 days. Processing times for plans reviews for major projects zoning and civil engineering also declined over 44%, from an average of 22.7 days to an average of 12.6 days.

Although the total number of permits issued has fallen in the last two years, the value of the permitted construction has continued to increase due primarily to large commercial construction projects on the Las Vegas Strip. The total value of significant projects that the County permitted and inspected for safety issues during Fiscal Year 2007-08 exceeded \$16.9 Billion and included City Center, Echelon Place, Cosmopolitan, and the Palazzo, all on the Las Vegas Strip as well as the Nevada Cancer Institute.

Caring for Children

Collecting Support for Children

The District Attorney's Office, in accordance with federal and state law, assists in determining the parentage of children as well as collecting child support obligations. In the last year, the County instituted new and improved genetic testing procedures that resulted in determining the paternity for almost 72% of children born to non-married persons, an 8% increase over the prior year.

If a custodial parent needs assistance because child support is not voluntarily being paid, the District Attorney's Office will pursue collection of the support owed and unpaid. Last year, the District Attorney's Office collected over \$111 Million in child support obligations, an increase of more than \$7 Million over the prior year. 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.

Keeping Children Safe through the Safekey Program

The Clark County Parks and Recreation Department, in partnership with the Clark County School District, offers affordable before and after school recreational programs for children in kindergarten through the fifth grade and selected middle schools who might otherwise be left at home unsupervised. Last year, attendance at the Safekey program increased by 5.2% over the prior year, logging more than 435,000 attendance days in the before-school program as well as almost 395,000 attendance days in the after-school program.

Helping Youth

Over the past few years, the Clark County Department of Juvenile Justice Services has aggressively pursued the goal of appropriately placing troubled youth where they have the greatest chance of reform. For those youth that are best served by alternative programs, the County was able to make 748 placements last year in programs like in-home monitoring and electronic monitoring. At the same time, the youth continued to learn valuable lessons through payment of restitution to their victims. The County's Victim Assistance Program collected over \$252,000 in restitution in 2007, representing a 5% increase over collections in the prior year. Overall, the percentage of youth successfully completing probation hit the 90% mark.



As a result of focusing on appropriate placement, the County has seen a steady decrease in the average daily population in juvenile detention from 254 youth in 2002 to 202 youth in 2007, corresponding to a similar decline in the percentage of youth needing to be detained in secure facilities from 43% in 2002 to 39% in 2007. The average time that a juvenile spends in detention also declined from 22 days in 2006 to 19 days in 2007.

Clark County continues to focus on providing youth in our community with opportunities to channel their energy through innovative programs like Late Nite Solutions and Back on Track rather than turning to gang involvement or other criminal activities. Last year, over 7,000 youth participated in the Late Nite Solutions program, which allows participants to access educational offerings, music, games, sports, and cultural awareness. The Late Nite Solutions program operates on Thursday, Friday, and Saturday nights from 9 p.m. to 1 a.m., and recently expanded to include the Pearson Community Center in addition to the Cambridge and Walnut Community Centers. The Back on Track program, which provides youth with case management and educational involvement programs, doubled the number of youth served over the prior year to 160 youth. Of those, 48% of the participants in the Back on Track program attended school or GED classes, representing an increase of 8% over the prior year.



Improving the Child Welfare System

More changes and improvements have been made in the past year to ensure the safety and care of children under the custody and protection of Clark County than at any other time in the

history of the Department of Family Services. Many of these changes came as a result of a series of child fatalities, a lack of foster and adoptive families, and a rapidly growing number of children in need of emergency placement into foster families in the years leading up to 2005. Through a partnership between Clark County, state agencies, elected leaders, and child advocates, the County has been able to make a number of important improvements leading to better outcomes for children. While much progress is still to be made, the National Association of Counties awarded the 2008 Achievement Award to Clark County for its success at implementing its improvements to child welfare and the results to date.

Shift from Emphasis on Group Care to Emphasis on Community-Based Settings

Research shows that children in protective custody have better outcomes when they are placed in family-like settings rather than group settings and have a minimal number of changes in placement. Because of this, the County has worked to expand the number of foster care families within our community, recruiting 112 new regular licensed foster care homes in the last year, which represents a 32% increase over the prior year.

When possible, placement with relatives or a family friend is preferable to placement with a foster family the child does not know. As a result, the County has also made an effort to license 192 new relative foster care homes, representing a 35% increase over the prior year. Currently, 66% of children taken into protective custody can be placed with a relative or family friend. In order to train relatives seeking licensure through specialized kinship foster care courses, the County created the Kinship Care Liaison Program to provide additional mentoring and education to kin caregivers.

Establishment of 24/7 Intake for Children

In the last year, the County expanded the availability of child welfare services to ensure that children can be placed into protective custody at all hours, if necessary. As part of this improvement, the County instituted 24/7 Emergency Response Teams, which respond when law enforcement is called to a crime scene and believes that a child may be abused or neglected. As a result, removals of children by law



enforcement without the benefit of an assessment of abuse or neglect dropped from 39% in March 2007 to 20% in December 2007.

In order to be prepared to take children into protective custody at any time, the County established a 24/7 Receiving Team and Emergency Reception Center. When a child arrives, the 24/7 Receiving Team is responsible for tasks such as medical and clinical screenings as well as searching for and identifying immediate and long-term placements for children. Because the County also established a 24/7 background check and fingerprinting service for relatives, the County has been able to place children in homes almost immediately and reduce the overall disruption to the child.

The Evolving Mission of Child Haven

In response to research showing better outcomes for children in family-like settings as opposed to group settings, the 2007 Legislature issued several challenges to Clark County with respect to Child Haven. The County successfully met each challenge, first by achieving licensure for Child Haven on January 1, 2008. In part by shifting placement to family-like settings, the County has also successfully reduced the number of children in Child Haven from 230 children in June 2006 to 25 children in December 2007. Most importantly, the County eliminated the placement of children under age 2 into group settings like Child Haven, unless the child has a medical condition or is part of a large sibling group size that makes an alternative placement problematic. In February 2008, the County opened the Family Visitation Center at Child Haven, which provides a safe and friendly setting aimed at facilitating family reunification for both children and caregivers.

Improvements to Adoption Processing

Reducing the length of time it takes for a child to achieve a permanent home, whether returning to their biological parents, a relative, or being placed with a foster or adoptive family, is a goal of Clark County. In the last year, the County implemented an adoption tracking system to improve timely completion of adoptions. Adoptions finalized in less than 24 months from the time of removal increased from 32% in 2006 to 53% in 2007.

Improving Support for Child and Adolescent Health, Mental Health and Educational Well-Being

In November 2007, the County developed a new program to assist children with special medical needs while keeping them in familiar family-like settings. Since then, the program has served a total of 66 families with 92.5% of the children receiving services remaining in safe placements without needing hospitalization or experiencing placement disruption.

Responding to the Community's Needs



Responding to the needs of the community is a fundamental role of government. Whether it is providing a wide variety of recreational and open space opportunities or assistance to citizens who are sick or homeless, Clark County strives to provide services that enhance our community, take care of our citizens and improve the quality of life for all of our residents.

Building and Maintaining Parks and Recreational Facilities

Adequate natural and developed open space and recreational facilities are essential to the overall well-being of a community. A well-managed system that provides recreational opportunities is considered an indispensable community feature, one that should be available to all ages on a year-round basis.

Due to the continued growth in Clark County, open space in and around Southern Nevada is being absorbed at a rapid rate. The continued need for public open space and recreational amenities are a key focus for Clark County. The County currently maintains 96 parks totaling 1,464 of developed park acreage. This is a 20% increase over the previous year, accounting for an additional 13 parks comprising 244 acres.

For citizens who enjoy outdoor activities, the County continues to maintain various parks and special facilities, including outdoor skate parks, playgrounds, dog parks, an equestrian park, trails, tennis and basketball courts, and picnic areas. In the last year, the County completed the following facility projects and parks:

- Dr. William U. Pearson Community Center (Martin Luther King Blvd. and Carey Ave.)
- Pebble Park (Eastern Ave. and Pebble Rd.)
- Searchlight Ball Field and Searchlight Skate Park Lighting Installation (Michael Wendell Way and East Cottonwood Cove Rd.)
- Mountain View Skate Park in Laughlin (Arie Ave. and Needles Hwy.)
- Blue Diamond Skate Park (Castalia St. and Diamond St.)
- Thomas Leavitt Memorial Park Basketball Court and Water Spray Feature in



Bunkerville (West Virgin St. and South Middle Ln.)

- Ron Lewis Park Water Spray Feature (Nevada Hwy. 168 and Sandy St.)
- 34 acres of development including an exercise trail, picnic pavilion, water play feature, restroom, multi-use turf, and a dog park at Spring Valley Community Park (Flamingo Rd. and Buffalo Dr.)
- 8.5 acres of development including two soccer fields, a children's play feature, and restroom facilities at McCarran Marketplace Park (Russell Rd. and Eastern Ave.)

The Southern Nevada Public Land Management Act (SNPLMA) directs funding from Bureau of Land Management public land sales in Southern Nevada to help fund local parks, trails, and open spaces. Utilizing these funds, last year the County completed the Flamingo Arroyo Trail and the Wetlands Park Nature Preserve. As part of the Wetlands Park Nature Preserve, the County developed a three-acre neighborhood park with a tot lot and small picnic area, three ponds with connecting streams, five miles of trails that connect with the existing 130 acre Nature Preserve, three restrooms, a maintenance facility, and a pedestrian bridge spanning 500 feet over the Las Vegas Wash that links to the Sunrise Trailhead and the Nature Preserve. In addition to these completed projects, the following projects are currently under construction with completion expected during the coming months:

- Duck Creek Habitat Restoration
- I-215 Beltway/Sahara to Charleston Trail
- NW/SW Equestrian Trail
- Wetlands Park Interpretive Facilities: interpretive exhibits for the 5,000 square foot interpretive gallery in the 30,000 square foot Nature Center



Recreation Programming

The Clark County Parks and Recreation Department continues to offer sports leagues for youth and adults, recreational and educational classes and workshops for all ages, fitness programs, activities geared to older adults, museum and gallery exhibits, and special events. Since 2006, the Parks and Recreation Department has worked to simplify and improve the process of registering for classes and attending events. Online registration has assisted the County in making services accessible to citizens who may not have considered participating previously. Last year, 9,981 participants registered online for recreational events and activities, almost double the number of participants that registered online in the previous year. Total enrollments in classes requiring registration were 140,483, an increase of 7,761 registrations over the prior year.

Providing Medical Services through University Medical Center

Clark County residents continue to choose the University Medical Center (UMC), one of the few public hospitals in the state, for medical care. As a result, UMC experienced a 2.8% increase in hospital admissions even though residents had a greater number of private hospitals from which to choose. Last year, the UMC Emergency Department, including the Trauma Center, cared for more than 115,000 patients, representing a 7.2% increase over the prior fiscal year. In addition, UMC Clinics saw more than 575,000 patients, representing a 9.9% increase in use over the prior year.

As always, quality patient care is the top priority at UMC. UMC delivers quality care through programs including the operation of 10 Quick Care/Primary Care clinics, as well as other outpatient clinics like the University Women's Center and the UMC Wellness Center, which give residents greater access to medical care and reduce 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 boasts the highest level of care in the region for adult and pediatric trauma programs, as well as the only kidney transplant program in Nevada.

While still supporting its core mission and commitment to quality patient care, UMC has made tremendous strides in the last year in reducing the amount of financial support it receives from the County. Last year, UMC operated at a loss of \$47.1 Million, which represents a 15.3% improvement over the operating loss of \$55.6 Million in the previous year. However, the improvement in UMC's bottom line of \$8.5 Million is slated to be significantly diminished by state cuts in Medicaid and other programs that will cost UMC an additional \$4.3 Million. Among the measures implemented by UMC to improve its financial efficiency were:

- Increasing cash collections by more than \$14.4 Million in part through the use of an uninsured discount program and a self-pay collection program
- Decreasing the number of inpatient days by 6.3% over the previous year
- Decreasing the length of hospital stay by 37% over the previous year

While improving its fiscal condition, UMC still faces challenges in continuing to provide services to residents of Clark County. Last year, UMC provided approximately \$106 Million in uncompensated medical care to the indigent and the uninsured, only slightly below the \$110.7 Million in uncompensated care provided in the prior year. The continued downturn in the economy, higher unemployment rates resulting in the loss of health insurance, increased costs of equipment and supplies and other operating expenses, cuts in state budget programs for medical services, and an increase in the number of patients transferred from other hospitals promise to further negatively impact UMC during the coming months.

Acting as a Safety Net for Citizens in Need of Medical Care

As a result of the downturn in the economy and the continued population growth, more citizens have had to turn to the Clark County Social Service Department. The services provided function 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. The County issued more than 78,000 medical cards to residents who met the County's eligibility criteria – an 18% increase over the 66,604 issued in the prior fiscal year – with most of the medical issues addressed through services provided through UMC.

Responding to the Community's Needs

Assisting in the Effort to End Homelessness

In partnership with other local jurisdictions and non-profit groups, Clark County helped develop a regional plan to assist individuals and families in achieving stable and sustainable lives known as Help Hope Home. This program received \$6.5 Million for housing through the federal Housing and Urban Development Continuum of Care Program – the most successful application for funds to date. With these funds, Help Hope Home has not only increased awareness of the issue of homelessness but has also produced the following solid outcomes during the last year:

- Implementation of a new, coordinated method to provide more than 20 health and safety interventions in homeless encampments with more than 50% of the homeless voluntarily relocated into shelter/housing programs.
- Movement of over 80 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.
- A 17.5% increase in the number of shelter beds, bringing the total number of beds to 1,990.
- A 17.2% increase in the number of permanent housing units, bringing the total number of permanent housing units to 1,008.
- Further development of the Inclement Weather Sheltering Program that resulted in a 32% decrease in the number of homeless deaths due to extreme heat, from 79 deaths in 2006 to 54 deaths in 2007.



- Expansion of the Project Homeless Connect Program, where the homeless can obtain various types of services at a single location, to twice a year. In the fall 2007 event, 2,692 individuals were served, marking a 27.6% increase over the number served at the same event in the previous year. Last year, a second Project Homeless Connect event was added in the spring, serving 2,388 individuals.

Clark County residents and visitors are quite generous to those in need. It is estimated that, on an annual basis, approximately \$24 Million is given to panhandlers throughout Southern Nevada. To better understand the impact of donating directly to individuals, Clark County conducted a panhandling study that was completed on August 7, 2007. The information gathered from the study will be used to initiate an education campaign encouraging residents to give to established programs designed to assist the homeless in getting off the streets rather than give to individual panhandlers.

Providing Services for the Elderly, Abused, Neglected or Exploited

Sometimes citizens are no longer able to care for themselves and have no family or friends willing or able to assist them. In other cases, individuals are the victim of abuse, neglect, or financial exploitation. The County Public Guardian's Office is responsible for investigating each referral for guardianship services – a process that is time and labor intensive – and for making recommendations on the least restrictive and least intrusive measures to be taken for the individual. If guardianship is warranted, the Public Guardian is entrusted by the Family Court to intervene but in a way that helps them manage their personal and financial affairs while keeping citizens safe, allowing them to maintain their independence, and preserving their dignity.

Last year, the Public Guardian assisted 647 referral requests, representing a 3.2% increase in the number of referral requests over the prior fiscal year. In addition, the Office assisted individuals by handling 478 guardianship cases that resulted in citizens, mostly seniors, attaining the best quality of life possible within their existing financial resources and also gaining access to additional health and assistance benefits for which they were eligible. The Public Guardian also assisted 644 representative payee cases that provided services to citizens who voluntarily requested assistance in managing their own monthly benefit checks so they could meet living expenses and remain independent rather than becoming homeless, dependent on the welfare system, or placed in an institution.

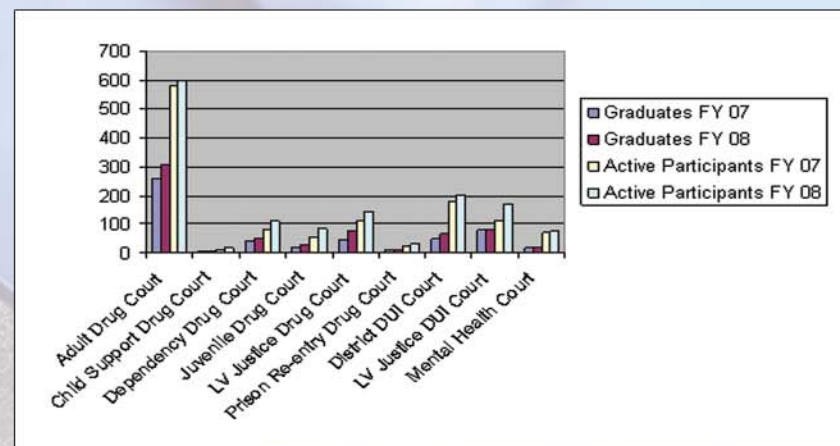
Using Specialty Courts to Help the Mentally Ill and DUI Offenders

A pioneer in the use of specialty courts, the Eighth Judicial District Court created the nation's fifth drug court in 1992. Since then, District Court has expanded the use of specialty courts to provide an alternative to incarceration for non-violent offenders with a goal of breaking the cycle of drug use and crime. Additionally, the Las Vegas Justice Court established its Drug Court program in 1996 to reduce the burden on the criminal justice system through the provision of an intensive substance abuse treatment program.



In 2003, the Las Vegas Justice Court created a DUI Court Program (formerly known as the Moderate Offender Program) aimed at targeting first and second time DUI offenders by providing a one-year substance abuse treatment program. In 2008, this program was expanded to a second court. In August 2007, the Felony DUI Court Program (established in 1998 as the Serious Offender Program) was formalized through state statute to provide an intensive three-year treatment program to multiple, serious offenders. These programs ensure compliance and eliminate recidivism by breaking the cycle of repeated abuse and developing a habit of abstinence. If a participant refuses to

comply or has a relapse, the judge has the ability to impose sanctions or terminate the individual from the program.



Since December 2003, the District Court's Mental Health Court has diverted offenders with serious mental illness into treatment programs. The goal is to reduce or eliminate offender recidivism by treating their mental illness through the specialty court model. The court links individuals with case managers to address treatment needs, provide help in managing medications, assistance in employment training and by offering appropriate counseling. These efforts have reduced the number of days these individuals spend in local jails, emergency rooms, or Southern Nevada's overcrowded mental health facilities.

Protecting the Community

Providing a safe environment for citizens and visitors is a critical function of Clark County government. Hundreds of civilian and uniformed professionals in Clark County provide a variety of vital public safety functions, including enforcing laws; safeguarding family and individual rights; prosecuting criminal offenders; encouraging property owners to become compliant with building codes; and providing responsive fire and emergency medical services.

Fighting Crime

Last year, Clark County experienced a 4% decrease in the overall crime rate. Calls for service to the Las Vegas Metropolitan Police Department have also decreased, which in turn resulted in fewer arrests and bookings. As a result, the number of inmates in the Clark County Detention Center (CCDC) declined to 3,512 in June of 2008, representing 195 fewer inmates since the peak population of 3,707 in September of 2006. Although the average daily population of 3,416 inmates represents an improvement in conditions at CCDC, it continues to exceed the facility's rated bed capacity of 2,957 beds. To address the issue of overcrowding at CCDC, a new Low Level Offender Facility is currently under construction. In order to create the new facility, Clark County entered into a public-private partnership agreement in August of 2007 for the construction and long-term leasing of 1,070 minimum/medium custody beds. Construction began in December of last year with substantial completion of construction scheduled for July of 2009. Once completed, the facility will open gradually with the first 500 beds beginning operations in December of 2009.

Prosecuting Criminals

The District Attorney's Office continues to play a significant role in improving public safety in Southern Nevada and in addressing the needs of victims of crimes. The increased presence of law enforcement personnel patrolling our streets coupled with the aggressive prosecution of cases by the District Attorney's Office have been major factors leading to the reduction of crime and arrests in Southern Nevada. The reduction in arrests has allowed law enforcement to dedicate more time to solving crimes and submitting cases for prosecution.



The result is that the District Attorney's Office has experienced an increase in the number of cases submitted and accepted for prosecution. In the last year the number of felony and gross misdemeanors accepted for prosecution increased by 10% to a total of over 27,000 cases.

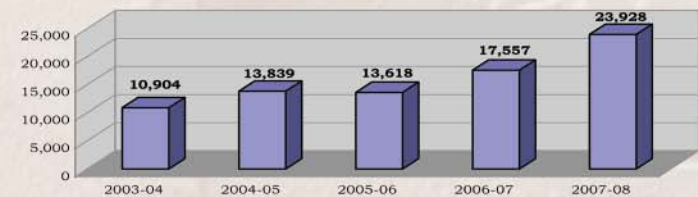
Court Administration

The Eighth Judicial District Court serving Clark County adjudicates nearly 70% of Nevada's total case filings, striving to provide fair and impartial justice effectively, efficiently, and professionally. Last year, each judge in the Eighth Judicial District Court carried an average caseload of 2,771 cases. More than 138,000 non-traffic cases were filed in the Las Vegas Township Justice Court, representing 87% of the total filings in Clark County and 62% of the total filings in the State of Nevada.

Addressing Public Complaints about Property and Animals

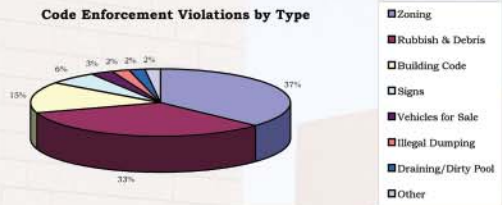
Addressing the concerns of the public about the illegal storage of vehicles, unkempt properties, lot usage, trash and debris, graffiti, and illegal sign placement continue to be a priority for the Clark County's Public Response Office. Complaints filed by citizens increased over 20% last year to a total of almost 24,000 cases.

Code Enforcement Complaints



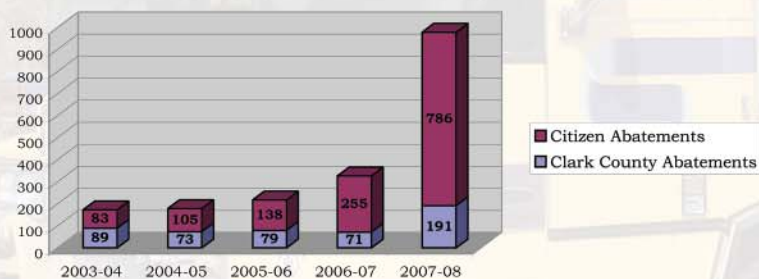
Types of violations handled by code enforcement officers in the Public Response Office are shown on the following chart. Zoning violations, such as improper storage of vehicles and operation of a business in a residential area, continue to comprise the largest group of violations at 37% of all violations. Rubbish and debris violations, including solid waste violations, comprise 33% of all violations.

Code Enforcement Violations by Type



Clark County appreciates a strong partnership with the community that allows the County to work with citizens to resolve code violations. When citizens are willing to address the problematic conditions on their property, they improve their neighborhoods while promoting efficient use of public resources. The following graph demonstrates this partnership with the community, which was responsible for over 80% of all abatements last year.

Clark County and Citizen Abatements



Last year the County responded to 14,755 graffiti complaints on private property, an increase of 34% from the prior year. Despite this growth in graffiti caseload, the average response time for graffiti case investigation decreased from 21 days in 2007 to 9.4 days last year. By partnering with the Clark County Detention Center, the Clark County Department of Juvenile Justice Services, and local volunteer groups, the County received over 2,100 additional hours of assistance in graffiti abatement last year.

Last year, Clark County Animal Control celebrated its 60th anniversary of proud service to Clark County citizens. One of the goals of Animal Control has been to reduce the stray pet population through proactive programs such as free or low-cost sterilizations.

Clark County is currently the only public entity providing free pet sterilizations to the public, having waged an annual pet sterilization campaign since 1999. Last year, 1,231 free or low-cost sterilizations were provided to the community through this program. In part as a result of increased efforts of sterilization, in recent years Clark County Animal Control has seen a steady decline in the number of stray animals impounded.

In addition to the annual pet sterilization campaign, Clark County Animal Control also operates the Nevada Animal Appreciation License Plate program. This program 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 adoption, spay and neuter programs. The program has been in place since May 2006 and has funded 2,019 sterilizations to date.

Providing Fire Services

The Clark County Fire Department continues to operate with a mission of providing optimum protection and prevention to our residents and visitors with integrity, commitment, teamwork and community involvement. Ensuring timely emergency service response in a rapidly growing region continues to be a challenge. The average response time for emergency assistance last year increased from 8:04 to 8:21 minutes for urban areas and from 8:26 to 8:27 minutes for suburban areas. Response time is the time calculated from receipt of call until the first unit arrives on the scene.

Through partnerships with the private sector that result in the development of additional fire stations, the County aims to reduce average response times. In particular, fire stations in the resort corridor are an example of how the County uses innovative collaborations to further meet resident and visitor needs. The County successfully negotiated development agreements with major developers, such as City Center, Echelon Place, Fontainebleau, Las Vegas Sands Expo, Potosi, Alexander Villas, Gemstone, Palazzo, and Hard Rock. These agreements provided a total contribution of approximately \$13.7 Million to be dedicated toward fire station construction as well as fire fighting apparatus and equipment.

In 2008, the County celebrated the opening of two new Fire Stations. Fire Station 29 located at 7530 Paradise Road, allows for quicker response and greater access to services for residents in the southeast area it serves. Serving the newly developed area of Mountain's Edge, Fire Station 66 located at 7929 Mountain's Edge Parkway in Las Vegas opened in August 2008.

Transporting Southern Nevada

Managing the transportation needs of Clark County's growing population continues to be a top priority. One of the biggest challenges Clark County faces is building and maintaining an effective transportation system that moves people, products, and needed services conveniently and with minimal delay. Major steps have been taken in the past year to improve transportation infrastructure and mobility throughout the County.

Completing Public Works Projects

The Clark County Public Works Department completed a total of 87 public work projects last year. Of those, 24 projects were completed utilizing private companies at a total cost of over \$115.8 Million. Another 21 projects completed last year were accomplished using County personnel. Still other projects were funded in partnership with the Regional Transportation Commission of Southern Nevada, including 26 new traffic signals and 9 school flashing beacons.

Improving Bruce Woodbury Beltway

The Bruce Woodbury Beltway is the largest and most visible transportation improvement project undertaken by Clark County. The Beltway is currently undergoing conversion of the initial 53-mile beltway to a full-freeway facility. The initial facility, completed at the end of 2003, included 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 with signalized intersections occurring only at interchanges. Although the number of lanes built will depend upon current and future anticipated traffic volumes in each of the beltway segments, a minimum of two lanes in each direction will be provided in all locations.

Last year, the County completed construction on upgrades to the western Beltway from Summerlin Parkway to Craig Road. Construction began in the fall of 2007 on the Lake Mead Interchange in the Summerlin/Sun City area, the widening of the Beltway in the southern area from the I-15 to Decatur Boulevard, and the Aliante Interchange in North Las Vegas.

Increasing Miles of Paved Roadways

In an effort to keep up with the pace of growth, the need to construct new paved roads in unincorporated Clark County has never been more important. Last year saw a 7% increase in standard lane miles available to motorists in Southern Nevada, bringing the total lane miles in unincorporated Clark County to 7,460 miles of paved roadway. This continuous increase in lane miles presents challenges in the form of roadway maintenance and pavement management.



Clark County's road maintenance management program sets as its primary goal 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 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, 54% of roads were rated excellent, down from 67% of those rated excellent in 2006. In 2007, 29% of roads were rated good, up from 21% rated good in 2006. Those roads rated in fair condition increased from 9% in 2006 to 10% in 2007, and those roads rated poor increased from 3% in 2006 to 7% in 2007. 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.

While meeting the demands of growth through road construction projects is important to our residents, the most important goal of the Public Works Department is to help 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 an 18% decrease in traffic fatalities — 163 fatalities in 2006 compared to 133 fatalities in 2007. The number of traffic collisions also decreased slightly from 31,079 in 2006 to 30,526 in 2007. 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.

Making McCarran Airport Even Better

McCarran International Airport, the nation's seventh-busiest airport, has become the gateway for nearly half of all visitors to Southern Nevada. The County regularly welcomes travelers from all over the world using an airport that mirrors the endless array of exciting attractions that define Las Vegas. Last year was the busiest in the airport's 59-year history, with nearly 48 million passengers arriving or departing through its gates. Because the airport provides both the first and last impression for millions of visitors, the Clark County Department of Aviation has invested more than \$1 Billion over the past decade to improve existing facilities and services. The investment in capital improvements and improvement in customer service continued in the last year to include:

- Expansion of SpeedCheck Advance to four additional airlines, making this off-airport baggage check-in service available to two-thirds of outbound passengers. SpeedCheck Advance minimizes customer wait time and maximizes terminal space efficiency by bringing the airport to the customer.
- Construction of a pedestrian skybridge that will link the A, B, and C Concourses, the Concourse C Checkpoint Annex, and the northwest wing of the D Concourse.
- Improvements to Terminal 3 that include a 14-gate addition with its own parking garage, ticketing counters, security checkpoints, and baggage claim.





Sustained population growth in Southern Nevada has brought many challenges to protecting the environment. Whether it is improving the quality of the air we breathe, maintaining the quality of water that is discharged into Lake Mead, promoting water conservation in the community, or reducing our energy consumption, the County continues to advance its commitment to supporting a healthy environment in Southern Nevada.

Improving Air Quality

Growth translates to an increased number of vehicles on our streets, and continued construction activity in the community, both of which are sources of air pollution. The Clark County Department of Air Quality and Environmental Management is responsible for monitoring our air quality, developing proper control measures to improve air quality, and educating the public on how they can assist in keeping our air clean. Over the last year, Clark County has aggressively pursued a number of air quality improvement measures in order to achieve air quality standards set by the U.S. Environmental Protection Agency (EPA).

As a result of the County's efforts, air quality in Southern Nevada has improved significantly over the past several years. In 2007, there were only 6 days where the ozone level exceeded the permissible level set by the EPA, down from 8 days in 2006. In 2007, there was only 1 day where the suspended particulate matter level (also known as the dust level) exceeded the permissible level set by the EPA. Additionally, there were no days where the permissible levels set by the EPA for other pollutants were exceeded.

In further recognition of the County's achievements in improving air quality in Southern Nevada, in April of 2008 the County received recognition at the U.S. Environmental Protection Agency's 10th annual Environmental Awards Program. The Awards Program acknowledged commitment and significant contributions to the environment in Nevada, California, Arizona, Hawaii, Tribal Lands, and the Pacific Islands.

Increasing the use of Alternative Fuels

Since 1993, the County has made a concerted effort to improve our air quality by increasing our utilization of alternate fuel vehicles. The County's Alternative Fuel Strategy is designed to improve air quality by using compressed natural gas (CNG) as a clean-burning alternative motor vehicle fuel. Alternative fuel usage in County operated vehicles has grown to include propane, bio-diesel blends, and hybrid electric vehicles.



In 2008, 81% of the County's vehicle fleet was comprised of alternate fuel vehicles, up from 70% of the fleet in 2007. Reducing emissions through a greater use of alternate fuel vehicles is not only environmentally friendly, but is also an important step toward reducing our consumption of and reliance on fossil fuels.

Using Water Resources Wisely

Approximately 90% of Southern Nevada Water System's drinking water 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.

Last year, the County treated over 37.2 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 102 Million gallons a day of water was highly treated and recycled for reuse on golf courses or returned to Lake Mead.

Clark County had 100% compliance with treatment quality standards and effluent quality standards during this time period. This perfect compliance score was achieved because wastewater treated by the County met or exceeded the water quality standards set by the Nevada Division of Environmental Management for all four quarters of the year. The County's perfect score – a 4% improvement from the prior year – puts the County in the top quartile in an industry survey for wastewater treatment effectiveness rates.

The Clark County Water Reclamation District has also worked effectively to reduce the number of times the sewer overflows in the County. As a result, the County experienced approximately 2 overflows per 1,000 miles of pipeline, which is almost a 40% 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.



Water Conscious Landscaping

Another critical aspect of water resource management is water conservation. The County continues to implement its Water Conservation Action Plan which focuses on reducing outdoor water use in Clark County parks, medians, and building landscapes. Last year, two additional baseball fields at Shadow Rock Park were designed and constructed utilizing over 200,000 square feet of synthetic turf. Another new ten-acre park at Old Spanish Trail was designed and constructed to utilize native and drought resistant plants, allowing for a reduction in the amount of turf as well as native appeal. Two other areas, including Blue Diamond Park and Sandy Valley, saw the removal of high-water turf.



Conserving Energy

The buildings in which we work protect us from nature's extremes, yet they also affect our environment in countless ways. As the environmental impact of buildings becomes more apparent, it is becoming increasingly more important to manage buildings to mitigate those impacts and reduce energy consumption.

This past year the County completed several long-term energy conservation projects that will result in an annual estimated savings to taxpayers in excess of \$150,000. Additionally, annual savings attributed to energy conservation measures that have been implemented since late 2004 now approach on average \$1 Million per year. The projects completed last year include replacement of over 500 light fixtures to energy efficient fluorescent lighting fixtures at the Clark County parking garage located downtown, conversion of three inefficient lighting systems in Laughlin to energy efficient systems, completion of a solar power project at the Spring Mountain Youth Camp that will generate solar power averaging 138 kWh per day, a significant savings on energy usage, and lighting upgrades to energy efficient products and/or systems at ten County facilities.

FY 2008 Energy Conservation Measures reduced the County's carbon footprint caused by energy usage by an estimated 882 tons. Since 2003 Energy Conservation Measures have reduced the County's carbon footprint caused by energy usage by an estimated 5,872 tons per year.

Reducing Waste and Encouraging Recycling

Clark County's quality of life largely depends upon the availability and use of natural resources. Many of these resources are renewable but our consumption may outpace nature's ability to replenish them. Waste reduction and recycling efforts focus on ways to achieve a balance between resource consumption and renewal and ensures the highest end use for our resources. Efforts completed or currently underway in Clark County departments include:

- Aggressive recycling of paper, plastic, aluminum, corrugated cardboard, books, newsprint, magazines, discarded computers and monitors, surplus furnishings and supplies, wood pallets, brass, copper, and miscellaneous metals.
- Grinding and recycling existing asphalt on older, more deteriorated streets as part of the Department of Public Works' "Pulverize and Pave" program. In this program, existing asphalt on older more deteriorated streets is reused as a high-quality base for a new layer of asphalt paving. In 2007, over 44,685 square yards of asphalt were recycled. Nearly 3 Million square yards of roadway have been recycled to date.
- Recycling by McCarran International Airport of more than 15,800 square feet of carpet – enough to cover nearly seven football fields.



Helping the Environment Through Changes in Aviation

Last year, the Department of Aviation expanded its long-standing commitment to reduce air pollution at its airports. Among the initiatives pursued include implementing a fleet of common-use, clean-burning biodiesel, low-sulfur fuel buses to transport passengers between McCarran International Airport and the 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 have been reduced. In addition, the Department of Aviation continues to require all commercial vehicle operators using McCarran International Airport to shut down their engines upon parking, loading or unloading customers. By providing infrastructure for an underground fuel hydrant system, the Department of Aviation has been able to lessen emissions during aircraft fueling operations.

Finally, by utilizing an Automated Vehicle Identification System that identifies incoming aircraft, the Department of Aviation has decreased congestion on airport roadways and prevented commercial vehicles from needlessly circling the facility. The occurrence of less congestion and circling of vehicles results in fewer emissions into the environment.



Design by: **Tony Suarez**
Clark County Central Services



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