

*A Better Quality Of Life.
For All Nevadans.*



Council for a
Better Nevada ★

CBN

2009 ANNUAL REPORT



Mission

The Council for a Better Nevada is an organization of concerned citizens who seek to improve the quality of life in Nevada. Our intention is to identify and engage in community issues whose outcomes will greatly affect the lives of Nevadans. By bringing together talent, resources and leadership from private, public and non-profit sectors, our goal is to assist in developing solutions to issues which will create a sustainable, healthy and prosperous Nevada community.

2009 Platform

From the Chairman

From the Executive Director

Who We Are

Engagement Issues

Public Education

2009 State Legislative Session

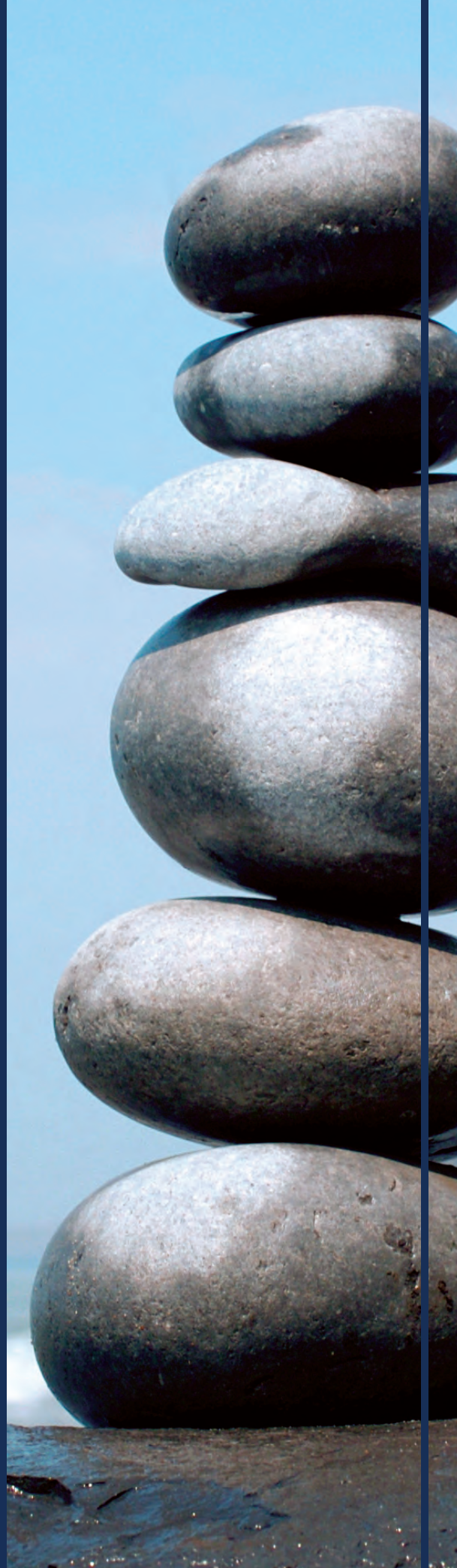
State Judicial Selection

Demographics

A Timeline of Evolution

Cover Image

Photographer: Jamey Stillings - sharpeonline.com; Design Team: HDR Engineering, Jacobs, and T.Y. Lin International; Contractors: Obayashi Corp. and PSM Construction USA, Inc.; Special thanks to the Federal Highway Administration - Central Federal Lands Division, Arizona Dept. of Transportation, Nevada Dept. of Transportation, Bureau of Reclamation, National Park Service - Lake Mead National Recreation Area and the Western Area Power Administration.



From the Chairman

Thank you for giving me the opportunity to Chair our organization over the past two years. I truly enjoyed the job function primarily because I sincerely believe in the mission of CBN and am confident that our Nevada community has and will continue to benefit from the individual and collective efforts of CBN members.

Our Executive Committee members, as well as our total membership, have shown a strong commitment to the goals and objectives of CBN which has made my job quite easy. Of course, what has really made the job as Chairman enjoyable is the consistent belief that we have an ability as a Council and as a community to improve ourselves. We have demonstrated an ability to come together in various forums to confront community issues on behalf of our collective affinity for Nevada. And we've made progress.

We obviously have numerous issues confronting our community but I am confident that all of my fellow CBN members are up for this challenge and are dedicated to doing their small (and sometimes large) part to improve the quality of life in Nevada.

Terry Wright - *Chairman*





From the Executive Director

2009 has been a year marked most vividly by the fact that we have learned to **live with less**.

In a time when we see so many struggle in unimaginable ways and work harder just to have a chance at staying even, it is important that we acknowledge we live in a defining time in which the old answers no longer fit the new questions when planning for how we best create a sustainable and prosperous Nevada.

Great adversity creates great opportunity. Oftentimes it's the simple notion of reestablishing common ground by 'getting back to the basics.' **What is our personal obligation toward the civility of others in our community?** More simply, what are the basic quality of life standards we owe each other and should be able to provide to every citizen as we seek to reinvent this unique and fantastical enterprise called Nevada?

Nearly five years ago at the first annual retreat of our group, founding director Phil Satre asked a simple yet invaluable question: **"What makes a state great?"** Is it successful schools, safe and efficient transportation infrastructure, responsive public safety and a meaningful healthcare system? Or is it simply a low/no tax state for all citizens and the vast majority of all business enterprise, most often offered up to others as the primary reason to be in Nevada? The answer to that question is not simple, and depends on what one receives from the community for coming to a state where at one time, and for a long time, it was possible to get a lot for less, or none at all. The recently announced Brookings Institute has some very good ideas of what creates a sustainable and prosperous community based on their studies of many other sister states who are much older, more complex and significantly larger than Nevada. We welcome their entrance to our community and their voice to such important dialogue.

In the 'it isn't so bad' category, there are a few bright spots to follow as we look for the light at the end of the economic tunnel we all walk in today. Public education reform continues through the ever-expanding empowerment system, judicial reform has now passed the legislature twice and will come before the voters of Nevada on the 2010 ballot and an imperfect but bi-partisan supported package was passed that enabled the state to maintain the most vital services through a collaboration of spending cuts, fiscal policy reform and revenue enhancements. If only for a short time. The next 12 months will be focused on a review of Nevada's priorities and associated revenue structure through legislation that requires the participation of citizens at all levels of government, business and community, begging the question **"what do we want to be when we grow up?"** We know our history. We are living our present. What do we want for our future? Nevada is one state that still has an opportunity to define this last sentiment.

The report presented in the following pages will reveal where we have sought new ideas to tackle common community threads of interest—beginning with looking to our state's unique history for perspective to revisiting the newly minted 'teachable moments' our economy of the past 18 months has provided us about how we should run our businesses and our state. In between, you will receive a glimpse of the Council's work this past year to make sense of it all and maintain forward movement on critical issues during a time when the old rules simply no longer apply.

We look forward to 2010, knowing things sometimes get a little worse before they get better. We offer the following conviction to the broader community as we together deliberate our state's future: **When others fail, Nevada won't.** High expectations create high outcomes. Many fellow states will struggle for decades, unable to free themselves from the severe economic and social malaise before us all today. If we seize our future by acting today, we need not be one of them.

Maureen Peckman - *Executive Director*

Who We Are

Officers



Duncan Lee
Secretary
RDL Investments
President
Education Committee of
The Meadows School
Trustee & Chairman



Michael Saltman
Treasurer
Vista Group
President & CEO



Terry Wright
Chairman
Nevada Title Company
Owner & Chairman of
the Board

Administration



Maureen Peckman
Executive Director
Keep Memory Alive & Cleveland Clinic Nevada
CEO

Board of Directors



In Memory of Dan Towbin
Towbin Motorcars
Principal



John R. Bailey
Bailey Kennedy Law Firm
Founder & Managing Partner



Carol Cline-Ong
MDL Group
President



Randy Garcia
Investment Counsel Company
CEO



Dr. Ikram Khan
Quality Care Consultants
President



Robert Lewis
Lewis Operating Corporation
President



Bill Martin
Service 1st Bank of Nevada
Vice Chairman & CEO



T.J. Matthews
CEO & Chairman of the Board
International Gaming Technologies



Curtis Myles
Las Vegas Monorail
President & CEO



Phillip C. Peckman
Peckman Companies
CEO

Board of Directors



John Ritter
Focus Property Group
CEO



Larry Ruvo
Southern Wine & Spirits of Nevada
Senior Managing Director



Keith Smith
Boyd Gaming Corporation
President & CEO



Don Snyder
Las Vegas Performing Arts Center
Chairman of the Board



Peter Thomas
Thomas & Mack Company
Managing Partner



Danny Thompson
NV AFL-CIO
Executive Secretary - Treasurer



Michael Yackira
NV Energy
President & CEO



Sylvia Young
Sunrise Health System
President

Emeritus Directors:

Mark Brown
John Haycock
Terri Lanni
Gary Loveman
Heather Murren
James Rogers
Phil Satre

Engagement Issues

Public Education

State Legislative Session

Judicial Selection



Public Education



“As the name implies, empowerment gives schools and teachers the resources and authority necessary to craft unique solutions for unique problems. I fully support this approach. There are no one-size-fits-all solutions in education, and empowerment allows us to capitalize on the resourcefulness of many minds working together to find site-based solutions to site-based concerns.”

Dr. Walt Rulfes, Superintendent, Clark County School District

WHAT IS EMPOWERMENT?

EMPOWERMENT BELIEFS

- Resources, decision making, and accountability should be aligned with the responsibility for results.
- Critical decisions affecting instruction should be made at the school level by those most closely involved with the children.

EMPOWERMENT GOALS

- Increase student achievement.
- Increase accountability for results.
- Increase participation and ownership of all stakeholders in educational process.
- Increase autonomy to schools for the deployment of allocated resources to achieve district expectations for climate, achievement, and participation.

EMPOWERMENT CCSD

- Resources, decision making, and accountability should be aligned with the responsibility for results (Autonomy).

PLUS

- Additional Resources • Pay for Performance • Principal Incentive

Community Public Safety Report

(Source: CCSD Keys to Empowerment)

The existence of empowerment schools has also been a catalyst to improve neighborhood community issues such as public safety. The following schools demonstrate a reduction in criminal activity in the surrounding neighborhoods after transitioning to the system, suggesting that when there is greater participation and ownership of a school by its families, the overall wellbeing of the neighborhood improves as well.

SCHOOL REPORT - (Source: LVMPD)

Tuesday, February 24, 2009

Period reviewed/method: 1/4 mile from school address, July 2006 to February 19, 2009 (approximately 33 months), comparing two 12 month periods, and the final 9 months. The following schools were reviewed:

**Adams Elementary School • Bracken Elementary School • Warren Elementary School
Antonello Elementary School • Culley Elementary School**

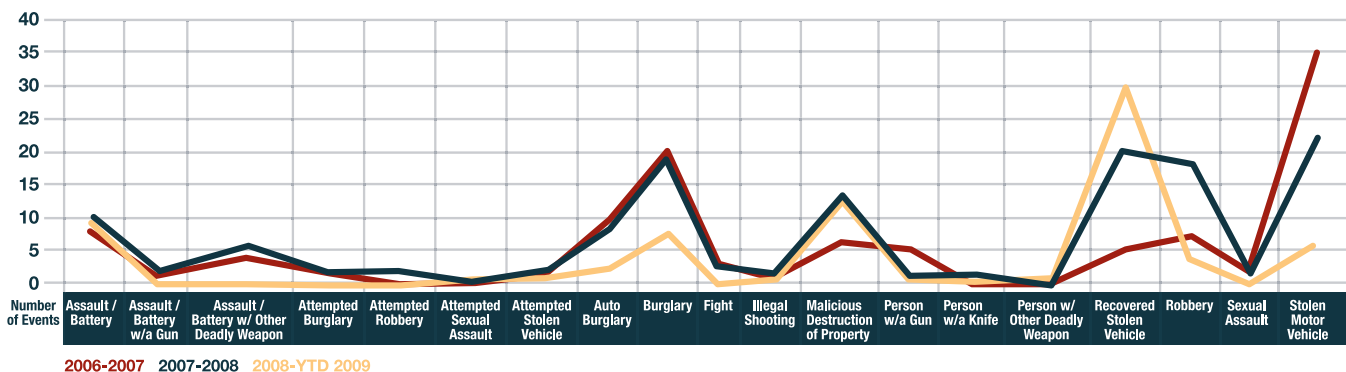
Adams Elementary School, 580 N. Fogg (NE/G4)

The area surrounding Adams Elementary School had a total of 31 crime calls for the period, less than one call per month. Burglary was the highest call with 11 total and this category incurred a reduction from 5 in 2006/07 to 2 in 2008/09 YTD. There have been no robberies during 2008/09 YTD and just 1 assault/battery call.



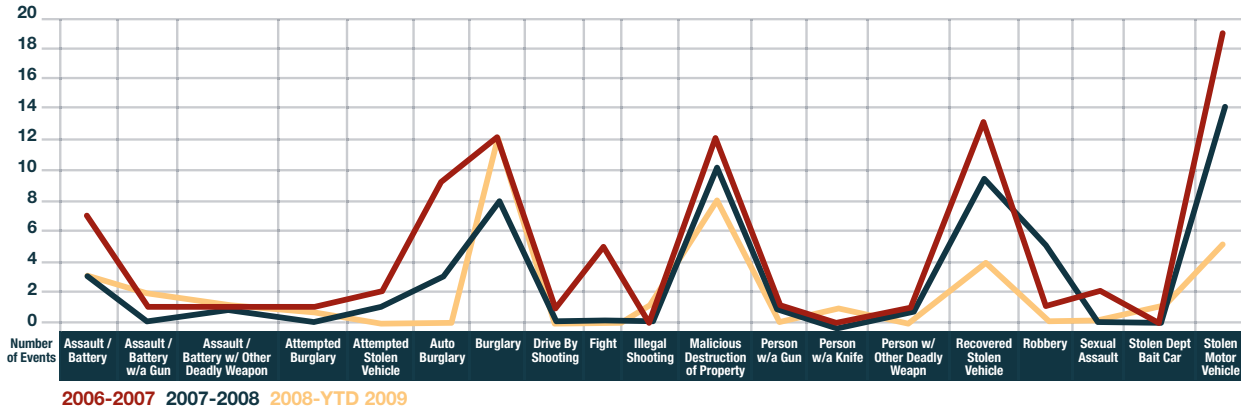
Bracken Elementary School, 1200 N. 27th Street (NE/G1)

Bracken Elementary School's 1/4 mile radius had a total of 277 crime calls for the period. Recovered stolen vehicles were the highest call with 55. Violent calls (including assault/battery, robbery, sexual assault, fights, shootings, and persons with weapons) are down significantly most recently (i.e., the last 9 months).



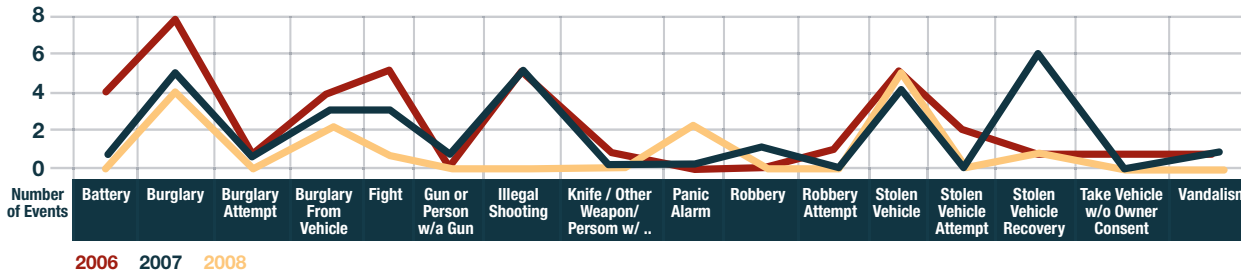
Warren Elementary School, 6451 Brandywine Way (NW/V4)

Warren Elementary School's 1/4 mile radius had a total of 183 crime calls for the period. Burglary was the highest call with 32 (less than 1 per month). Violent calls (including assault / battery, robbery, sexual assault, fights, shootings, and persons with weapons) are down significantly from 2006/07 to 2007/08, and have leveled off, but have remained down during the most recent time frame.



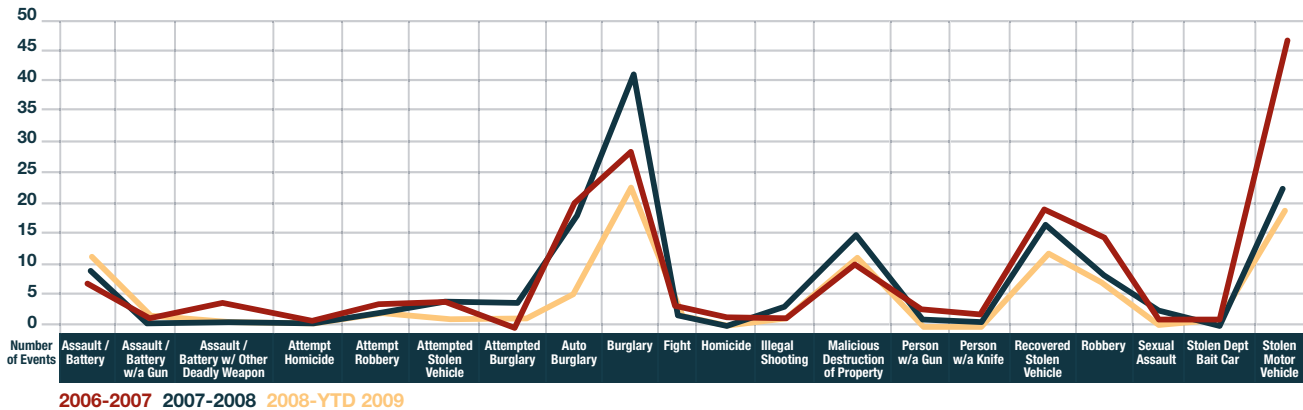
Antonello Elementary School 1101 W. Tropical Parkway (NLV)

The area surrounding Antonello Elementary School had a total of 85 crime calls for the period. Burglary was the highest call with 17 over the 33 months. Violent calls (including homicides, assault/battery, robbery, sexual assault, fights, shootings, and persons with weapons) are down significantly from 2007/08 to the present period.



Culley Elementary School, 1200 N. Mallard St. (BA/W2)

The area surrounding Culley Elementary School had a total of 410 crime calls for the period. Burglary was the highest call with 89 over the 33 months. Violent calls (including homicides, assault/battery, robbery, sexual assault, fights, shootings, and persons with weapons) are down significantly from 2006/07 to 2007/08, and have leveled off, but have remained down during the most recent time frame.



Building Blocks of Empowerment

(Source: CCSD Keys to Empowerment)

Empowerment evolved from the Superintendent's commitment to the Board to target improved student achievement and the belief that critical decisions affecting instruction should be made at the school level by those most closely involved with the children. Additionally, if schools are to be held accountable for student achievement, they should be given the flexibility to determine what will best accomplish their goals and to deploy the resources that they have been allocated to implement their choices.

With this in mind, CCSD carefully considered the empowerment models employed in Boston, Massachusetts; Cincinnati, Ohio; Houston, Texas; New York City, New York; Seattle, Washington; and Edmonton, Canada. By combining the best elements of each of these, CCSD moved forward with the implementation of its own model for Empowerment as a systemic effort to increase student achievement, involvement in the educational process, and responsiveness to the ever-changing needs of the community by increasing:

engagement, autonomy, resources, and accountability

ENGAGEMENT

CCSD Empowerment Schools operate on the belief that it takes the united effort of family, school, and the community to meet achievement standards and prepare students to participate in democracy. Through the collaboration of students, parents, teachers, administrators, school support staff, and community partners, each school is better able to develop plans to address challenges. Directly involving teachers, in particular, in making the critical decisions that affect the success of their students in the classroom energizes not only teachers but also students, parents, and the business community to make a commitment to the school. Empowerment provides an opportunity for schools to benefit from the expertise available in the corporate world and for businesses to customize their involvement in the process of public education. Empowerment allows the school community to tailor school programs and budgets to meet the diverse needs of the neighborhood it serves. Because of their collaborative nature, Empowerment Schools are uniquely equipped to accomplish the CCSD mission of bringing students, parents, educators, and the community together to attain their vision of students who are prepared to succeed academically, economically, and socially. When the knowledge of all school staff, family, and community members is valued and their contributions are utilized, we will achieve the best education for our children.

AUTONOMY Governance

Critical decisions affecting teaching and learning should be made at the school level by those who directly impact student success. To create the most effective programs for students, each Empowerment School creates a School Empowerment Team (SET) comprised of administrators, teachers, support staff, students, parents, and community members. The purpose of the SET is to collectively establish school priorities and decide how the school will operate. Within this structure of governance, a system of checks and balances exists to produce compromise and consensus-driven decisions. Since SET members have such a wide range of expertise and viewpoints, better decisions are more likely to occur. When all stakeholders have a voice that is heard, the resulting decisions are more likely to be successful.

Instruction

With autonomy comes greater involvement in the decision-making process. Empowerment Schools select the instructional programs and materials, the assessment practices, and the schedule best suited to their students' needs, within the parameters provided by the State of Nevada and CCSD. They are encouraged to rely upon research-based practices as they explore creative and innovative ways to prepare students for success in the 21st century.





Staffing

Schools are most successful when they create a unified collaborative environment. Under autonomy, Empowerment Schools have the flexibility to set staffing patterns (types of positions and the number of each) and job descriptions (within the parameters set by contractual agreements and state law) to create the best learning environment for students. Educational systems have responded to the need to reform and refine practices in order to improve schools and make significant change. In Empowerment Schools, attention is given to the role of teachers as change agents. Teachers are given autonomy and more control over their work and environment and, as active professionals, they can improve the organization's capacity for improving student achievement. Staffing decisions are made to have a positive impact in the classroom, where the most significant work of education occurs. Licensed staff members are held accountable to reach specific achievement targets. The School Empowerment Team (SET), in conjunction with the school principal, may implement a peer-review model and may remove and replace a teacher deemed to be incompatible with the model established by the school. A teacher may also request to leave or to be transferred to a non-empowerment school. The principal ultimately has the authority to make staffing decisions.

Budget

No two Empowerment Schools look the same because no two communities have precisely the same needs. The autonomy of empowerment allows each school to address its own specific needs by allocating resources effectively. Empowerment Schools ensure that maximum dollars reach students in the classroom. Rather than being the recipient of funds with predetermined uses, Empowerment Schools have more control over the capital they receive. Empowerment Schools have a direct role in diagnosing their needs and implementing their plans by working outside the normal mechanics of central-office banking.

Time

The SET in each Empowerment School has the flexibility to determine the daily schedule and the yearly calendar to maximize learning time for students and collaboration time for staff. Staff collaboration time also includes staff development,

since it is the key to innovation and positive change. Teachers are provided with opportunities to grow and develop professionally and to learn continuously. This flexibility, however, must be provided within the provisions of Nevada state law regarding student contact and faculty time usage.

Requirements:

When exercising the five autonomies (governance, instruction, staffing, budget, and time), Empowerment Schools in the CCSD must:

- Teach to state standards.
- Comply with all District, state, and federal policies, mandates, and laws.
- Adhere to all personnel contracts and bargained agreements.
- Follow the CCSD Operational Keys (the official manual of operations for the Empowerment Schools).
- Develop a strategic plan.
- Follow an accountability agreement regarding pay-for performance targets and consequences/rewards that include the attainment of non-negotiable student achievement targets as well as additional school-identified objectives.
- Follow a community agreement regarding resources and support provided.

Exemptions:

- Reporting that is not required by federal or state law or the Operational Keys.
- Attending region meetings or events, unless requested by the Empowerment School's supervising superintendent.
- Following District guidelines; however, to obtain an exemption from any District policy or regulation, the principal must petition the supervising superintendent.

RESOURCES:

The CCSD is one of the country's lowest-funded districts, based on adjusted per-pupil expenditures. The additional per student funding provided to Empowerment Schools (\$400-600 per pupil) has only partially helped to bridge the fiscal deficit between Nevada and its national counterparts. Community business partners have teamed with Empowerment Schools to provide additional monetary support (\$50,000 per year), as well as other benefits through their involvement.

ACCOUNTABILITY:

Increased autonomy connects resources to responsibility for results. Empowerment Schools have more flexibility when it comes to governance, time, staffing, budget, and instructional practices, but they are also expected to prove their effectiveness. Essentially, outcomes are expected from the autonomy granted and the money invested, so Empowerment Schools are required to:

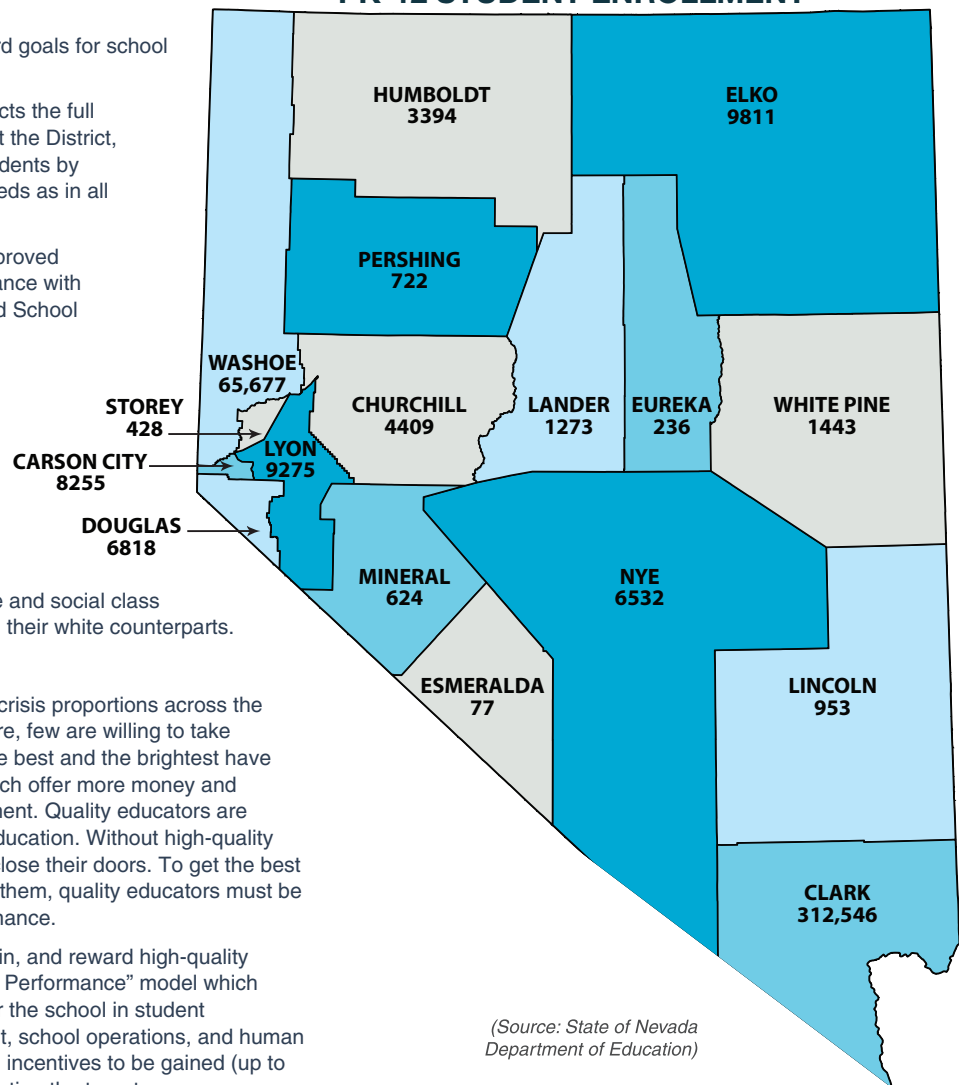
- Make annual progress toward goals for student achievement.
- Make annual progress toward goals for school environment.
- Serve a population that reflects the full range of students throughout the District, including a similar mix of students by achievement and special needs as in all CCSD schools.
- Expend resources within approved budget levels and in accordance with their Empowerment Plan and School Improvement Plan (SIP).
- Comply with all CCSD policies and regulations, all state and federal requirements, and all contractual and legal mandates, unless specific waivers have been granted.
- Reduce the achievement gap that exists between race and social class underperforming groups and their white counterparts.

Pay for Performance:

Teacher shortages are reaching crisis proportions across the country. As veteran teachers retire, few are willing to take their places in the classroom. The best and the brightest have a choice of other professions which offer more money and greater opportunity for advancement. Quality educators are the cornerstone of an effective education. Without high-quality teachers, schools might as well close their doors. To get the best and brightest teachers and keep them, quality educators must be rewarded for outstanding performance.

Empowerment Schools hire, retain, and reward high-quality educators by following a “Pay for Performance” model which outlines targeted expectations for the school in student achievement, school environment, school operations, and human and fiscal integrity, as well as the incentives to be gained (up to 2% of their current salary) by meeting the targets.

**2007-08 NEVADA
PK-12 STUDENT ENROLLMENT**

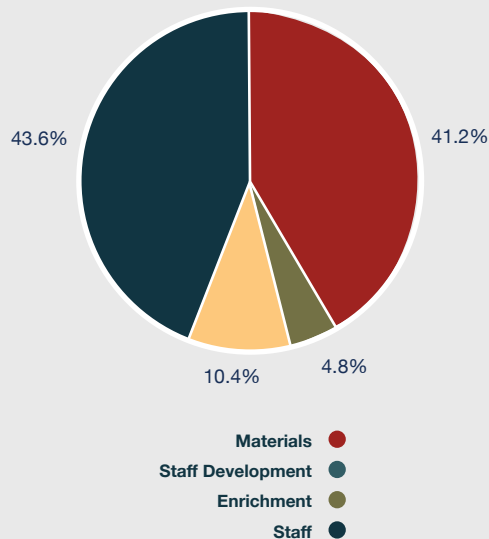


(Source: State of Nevada Department of Education)

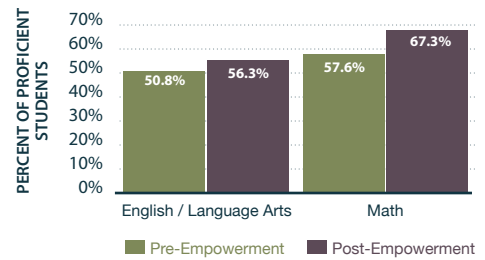
EMPOWERMENT RESULTS

- Empowerment Schools have increased the percentage of proficient students in mathematics by 9.7% and in ELA by 5.5% when compared to their pre empowerment proficiency percentages.
- Attendance rates in all Empowerment Schools consistently exceed the CCSD average.
- According to the 2008 Teacher Learning Conditions (TLC) Survey, when compared to all teachers in CCSD, Empowerment School teachers are 10.88% more likely to continue teaching in the same school.
- All Empowerment Schools scored in the top 25% of all schools in CCSD in the areas of Time, Empowerment, and Professional Development of the TLC Survey.
- According to the Interim Report on the 2008 Clark County School District Teaching and Learning Conditions Survey: "...in all four Empowerment Schools teachers were more positive about the quality of leadership and being more empowered about making decisions about classroom instructional materials, school improvement planning, and student discipline policies."
- All Empowerment Schools received higher parent/student satisfaction scores than the CCSD average in enthusiasm / excitement for learning, school safety, courtesy and respect, being welcome at school, and academic progress communication on the District Wide Survey.

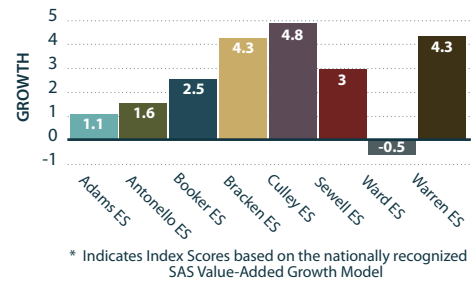
EXPENDITURE OF EMPOWERMENT FUNDS



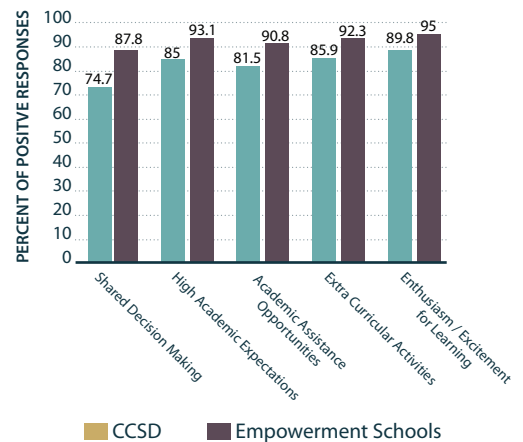
NEVADA CRITERION REFERENCED TESTS



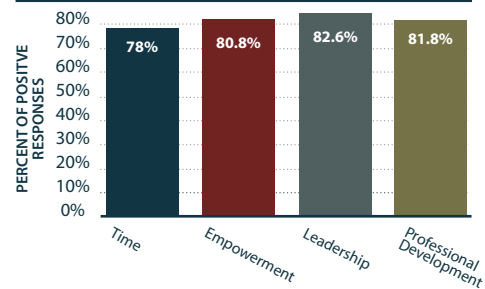
ACHIEVEMENT GROWTH 2007-2008



2007-2008 DISTRICT WIDE SURVEY RESULTS: PARENT SATISFACTION



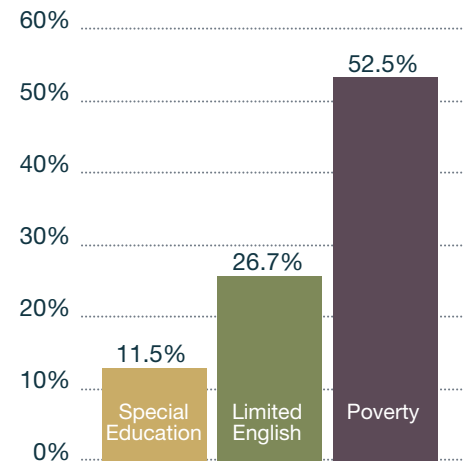
TEACHING AND LEARNING CONDITIONS SURVEY



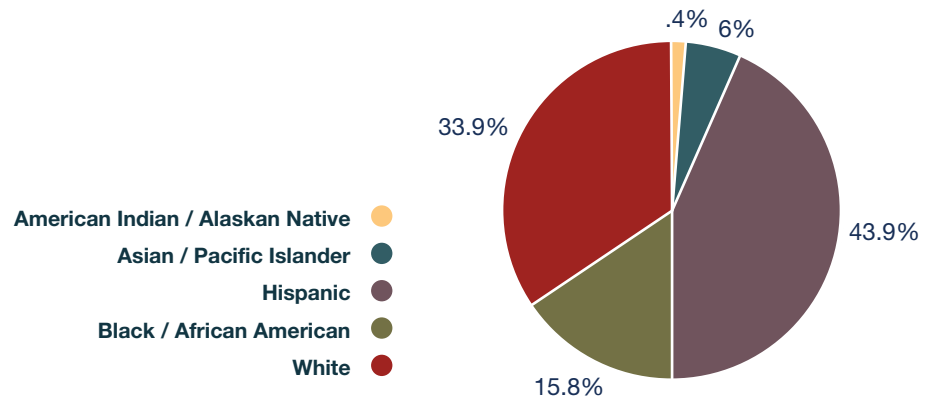
(Source: CCSD)

EMPOWERMENT HIGHLIGHTS

- Based on their success in CCSD, Empowerment Schools have increased from 8 to 14.
- The Lincy Foundation Grant provides over \$14,000,000 to assist with funding for 10 of the 14 Empowerment Schools.
- All 14 Empowerment Schools have Community Partners who contribute \$50,000 annually and enthusiastically support their schools in a variety of other ways.
- The Education Executive Leadership Earmark Grant, supported by Senator Harry Reid, provides on-going empowerment leadership training by local and national business experts.
- Because school-wide achievement and school environment goals were met, all Empowerment School educators received part of all of the 2% pay for performance in 2007-08.
- Walter Bracken Empowerment School was selected as a 2007-08 Magnet School of Distinction.
- Rebecca Johnson, Adams Empowerment School Principal, won the 2006-07 Milken Award.
- Lisa Primas, Culley Empowerment School Principal, was selected 2007-08 Nevada Elementary Principal of the Year and received the 2007 Hispanic Award of Excellence.
- Carrie Larsen, C.T. Sewell Empowerment School principal, won the 2008-09 Milken Award.



Empowerment Students



(Source: CCSD)

State Legislative Session

2009-2011 Biennial Budget

For nearly 18 months leading up to the 2009 state legislative session, the CBN invited a broad representation of the state's major employers and community stakeholders to communicate on a bi-weekly basis to better understand the impacts of a sliding economy on the state and to provide dialogue to elected officials in advance of the 2009 session. From the myriad of conversations that took place in many settings, large and small, this community coalition was present and participatory in what ultimately became a bi-partisan supported budget that included revenue enhancements, spending cuts and fiscal policy reforms. Success indicators revealed compromise by many to keep vital state services intact, although short term in nature and not solutions that proved equitable or sustainable through future economic downturns.

State Visioning

SCR37, Co-Sponsored by Senator Steven Horsford and Assemblyman John Ocegüera, highlights a conversation the CBN has offered the community around redefining the acceptable standard of quality of life in Nevada, understanding the costs to achieve that standard and determining the steps required to enable those outcomes to occur. SCR37 is a resolution passed during the 2009 legislative session and provides a formal venue to address these major issues in a collaborative and transparent manner. The entire text of the resolution has been reprinted in our annual report to illuminate both the incredible opportunity of such a process whose outcomes would most certainly require a robust shift in how the state runs itself and what it should expect to provide to every citizen. Equally, the text of the law reveals the fragility of the resolution and the historical probability of its final recommendations languishing on a proverbial shelf as 'just another study.' The factor that will best predict which course these sentiments follows is, quite simply, us. Special interests, big business, small business, retirees, north, south, republicans, democrats, laborers. Whatever the label, we are all Nevadans. We own that document. We are its architects, its builders and ultimately, the inhabitants of a home we will all continue to share called Nevada. Let's hope we build a stronger foundation that holds more people in a more prosperous and sustainable manner.



Senate Concurrent Resolution No. 37— Senator Horsford
Joint Sponsor: Assemblyman Oreguera

SENATE CONCURRENT RESOLUTION—Providing for the Interim Finance Committee to conduct a review of Nevada’s revenue structure and to provide long-term stabilization of revenue.

WHEREAS, A prolonged recession has left Nevada with a large general fund deficit; and

WHEREAS, Nevada’s existing state revenue sources are insufficient to fund essential state services such as education, health and human services and public safety programs; and

WHEREAS, Nevada’s 2009-2011 budget includes nonrecurring federal stimulus funds and tax revenues that will sunset on June 30, 2011; and

WHEREAS, It is essential that the State in the future have a stable, equitable, transparent and competitive revenue system; and

WHEREAS, It is vital that policymakers not be unduly constrained by the current distribution of public revenues or the current mixture of public revenue sources in making decisions regarding the State’s fiscal system; and

WHEREAS, It is in the best interest of Nevada that the State’s revenue system reflect the long-term needs of the State, the diversity of Nevada’s economy and nationally recognized best practices; now, therefore, be it

RESOLVED BY THE SENATE OF THE STATE OF NEVADA, THE ASSEMBLY CONCURRING, That the Interim Finance Committee shall appoint a Subcommittee to conduct a review of Nevada’s revenue structure and to provide long-term stabilization of revenue.

The Subcommittee shall carry out the following functions:

1. Review proposals for broad-based taxes which are fair and equitable;
2. Examine strategies for mitigating tax burdens on both businesses and consumers, including reductions, if possible, in existing taxes, both state and local;
3. Consider the public’s willingness to having existing taxes be decreased as other tax revenues become available;
4. Using current statistical information, propose strategies and recommendations to advance the State of Nevada in nationwide rankings in key quality-of-life areas, including education, health and human services, public safety, economic diversification, jobcreation, transit and energy use; and
5. Develop a quality-of-life vision for the State of Nevada for a 5-year period, a 10-year period and a 20-year period; and be it further

RESOLVED, That the Subcommittee shall appoint a Nevada Vision Stakeholder Group, with members selected from a list of names submitted by community and statewide groups involved in business, education, health care, human services, economic development, transit and energy, or any other groups deemed appropriate by the Subcommittee, to assist in developing 5-year, 10- year and 20-year strategic plans for improving the State’s quality of life; and be it further

RESOLVED, That, with money available for this purpose, the Interim Finance Committee shall, through competitive bidding, retain the services of a qualified, independent consultant to review Nevada’s public revenue structure and make recommendations to the Interim Finance Committee relating to:

1. The allocation of revenue from taxation and other sources between the State and local governments;
2. The adequacy of the revenue sources of the State and local governments and each level of government in supplying sufficient revenue for the services provided by the respective governments and governmental agencies;
3. The relative stability of the revenue sources of the State and local governments and each level of government and each governmental agency;

4. The degree to which the revenue sources of the State and local governments reflect the current economic activity of the State;
5. The degree to which the revenue sources of the State and local governments are representative of the way business is conducted today relative to administration and compliance;
6. The extent to which the earmarking of various revenue sources has removed flexibility in efficiently allocating those revenue sources;
7. The extent to which the revenue sources of state and local governmental agencies increase in proportion to increased population and the corresponding increased demand for the services provided by the respective governments and governmental agencies;
8. Any recommendations to improve the equity of the allocation of revenue and the stability of the sources of revenue for State Government and the various local governmental entities and changes which will improve the flexibility, collection and administration of existing revenue sources; and
9. Any other matters that the Interim Finance Committee deems necessary to improve the equity, stability, transparency and competitiveness of the State's tax system; and be it further

RESOLVED, That in conjunction with the revenue stabilization study process, the consultant shall:

1. Collect independent data on Nevada's national rankings in quality-of-life areas; and
2. Coordinate with the Nevada Vision Stakeholder Group to develop strategies to advance Nevada's national standing in critical quality-of-life areas; and be it further RESOLVED, That the consultant shall deliver a report of his findings concerning revenue stabilization to the Interim Finance Committee on or before July 1, 2010, which must include specific recommendations as well as the impact of implementing those recommendations on the State, local governments and various types of businesses, including, without limitation, large and small businesses, capital-intensive and labor-intensive businesses and high-margin and low-margin businesses and as well the impact on the general population; and be it further RESOLVED, That the consultant shall deliver a report of his findings concerning quality-of-life areas to the Interim Finance Committee on or before July 1, 2010, including, without limitation, proposed strategies and recommendations from the Nevada Vision Stakeholder Group in key areas such as education, health and human services, public safety, economic diversification, job creation, transit and energy use; and be it further RESOLVED, That the Interim Finance Committee shall hold at least two public hearings to evaluate the findings of the consultant; and be it further

RESOLVED, That the Subcommittee shall create a Technical Working Group consisting of the Senate Fiscal Analyst, the Assembly Fiscal Analyst, the Chief of the Budget Division of the Department of Administration, the Executive Director of the Department of Taxation, the Vice Chancellor of Finance of the Nevada System of Higher Education, the Deputy Superintendent of Administrative and Fiscal Services of the Department of Education and the Chairman of the Committee on Local Government Finance; and be it further

RESOLVED, That the Subcommittee shall direct the Technical Working Group to ensure that the State is prepared to implement, on or before July 1, 2011, revenue stabilization recommendations accepted and forwarded by the Subcommittee; and be it further

RESOLVED, That the Technical Working Group shall undertake any work necessary to ensure the State's readiness to implement required modifications to the State's existing revenue system, including, without limitation, any upgrade or replacement of equipment or software required for such a modification; and be it further

RESOLVED, That, upon recommendation of the Subcommittee, the Executive Director of the Department of Taxation may request an allocation from the Contingency Fund pursuant to NRS 353.266, 353.268 and 353.269 to acquire a technologically sound computer system necessary for the collection or allocation of taxes in the State; and be it further

RESOLVED, That the Interim Finance Committee shall, on or before October 1, 2010, submit a report of the results of its review and any recommendations for legislation to the Governor and the Director of the Legislative Counsel Bureau for transmittal to the 76th Session of the Nevada Legislature.

20 09

State Initiative Petition Process

Nevada possesses two approaches toward the formulation of public policy: **representative (elected) and direct (initiative petition) democracy.**

The CBN has played a recent historical role in establishing a community-wide coalition to ensure the initiative petition process is transparent, honest and best represents the true interests of Nevada voters when utilized as a public policy making vehicle whose outcomes often greatly influence quality of life issues for all citizens in the state. Most often pursued as an alternative to representative democracy, in which an elected representative body, the state legislature, deliberates the vast majority of public policy for Nevada on behalf of the voters who elect them, the initiative petition process also allows for Nevada voters to collect a required number of signatures and to place specific questions on the ballot for direct action outside the representative process. SB212, originally submitted by Senator Dean Rhoads during the 2009 legislative session, added a component to the initiative petition process that ensures the entire state is involved in signing initiative petitions in order to qualify initiatives for the ballot. Specifically, there is now a formulation of approximately 13 petition districts to be comprised after the census and determined during the redistricting process, thus assuring statewide participation in signature gathering efforts.

Legislative Counsel Bureau digest of Senate Bill 212.

Existing law required that an initiative petition proposing a statute, an amendment to a statute or an amendment to the Constitution be signed by a number of registered voters that is equal to at least 10 percent of the voters who voted at the last preceding general election. (Nev. Const. Art. 19, § 2) Existing law also required an initiative petition be signed by a number of registered voters from each county in the State that is at least equal to 10 percent of the voters who voted in the entire State at the last preceding general election multiplied by the population percentage for that county. (NRS 295.012) The United States District Court for the District of Nevada declared that the current existing law violates the Equal Protection Clause of the United States Constitution because it results in the signatures of voters from counties with lower population carrying more weight than the signatures of voters from counties with higher population. (*Marijuana Policy Project v. Miller*, 578 F.Supp. 2d 1290 (D. Nev. 2008)) This bill repeals and replaces the current existing law.



Section 3.2 of this bill now requires the Legislature to create petition districts from which signatures for a petition for initiative must be gathered.

Section 14 of this bill defines "petition district" to mean congressional district until July 1, 2011, at which time the Legislature must have established petition districts for the period after that date.

Section 3.4 of this bill requires the Director of the Legislative Counsel Bureau to retain a copy of maps of the petitions district and make them available to any interested person for a reasonable fee not to exceed the actual cost of producing the copy.

Section 12 of this bill requires a petition for initiative to be signed by a number of registered voters in each petition district in the State that equals at least 10 percent of the voters who voted in that petition district in the last preceding general election.

Section 5 of this bill requires the Secretary of State to determine, as soon as practicable after each general election, the number of signatures required to be gathered from each petition district.

Sections 6-9 of this bill provide procedures for the verification of signatures on a petition proposing a statute, an amendment to a statute or an amendment to the Constitution.

Sections 7 and 9 require the Secretary of State to adopt regulations concerning these procedures. Section 10 of this bill requires the Secretary of State to provide on his website a current list of the registered voters in this State that indicates the petition district in which each registered voter resides.

Section 13 of this bill authorizes the person signing a petition to indicate his petition district on the petition and, if not so indicated, requires the circulator of the petition to indicate the petition district of the person if known. Section 13 further allows a voter to consult the website of the Secretary of State to determine within which petition district he resides and to rely on that information.

Judicial Selection

State Judicial Selection Process

Nevada's judicial branch of government has shown itself, especially in recent times, to be a pivotal and forceful player on a myriad of Nevada issues that impact the state at nearly every level. For this reason, the CBN has been interested in the issue of judicial selection and has participated in community conversations regarding how the state is best able to ensure the highest quality of judicial representation exists within the state Supreme and district court. Nationally, There are two primary methods of judicial selection: **election and appointment**. Some states provide only for the election of judges, but most others utilize a hybrid of elective and appointive positions. Currently, 33 states (including New York) and the District of Columbia choose at least some of their judges via the appointive process known as merit selection, and of which are appointed through a nominating commission. Senate Joint Resolution 2, (SJR2) which has received approval from both the 2007 and 2009 legislature and will now appear on the 2010 ballot for voter approval, seeks to amend the Nevada Constitution, which currently provides for the popular election of justices of the Supreme Court and judges of the district court, to provide for: **(1) the initial appointment by the Governor of justices and judges, from candidates recommended by the Commission on Judicial Selection; and (2) any subsequent retention of those justices and judges by approval of a ballot question concerning their retention.**

If approved by the voters in 2010, this proposed selection process would join the other 33 states in providing a hybrid process of appointment but then retention by election before the vote of the people.

NEVADA*

Supreme Court

Elective System: Non-Partisan Election

Initial Term of Office: 6 Years

Method of Retention: Re-election for additional 6 year terms

District Court

Elective System: Non-Partisan Election

Initial Term of Office: 6 Years

Method of Retention: Re-election for additional 6 year terms

*[Compiler's Note: Nevada uses a judicial nominating commission to fill midterm vacancies on all levels of court.]

Why is merit selection considered by many to be better than other methods of selection?

Not only does merit selection ensure that only the most qualified candidates become judges, but it also limits the influence of any one political party or public official. In doing so, it frees judges from overt political influence and promotes a fair and impartial judiciary. Furthermore, retention elections provide a mechanism whereby those judges who are failing to live up to their responsibilities to the citizens can be removed from the bench. Unlike popular elections or appointment, merit selection seeks to balance judicial independence (by removing – as much as possible – direct political control over judges) with public accountability (by allowing citizens to decide whether the judge is retained in office).

Is there a way to remove all politics from judicial selection?

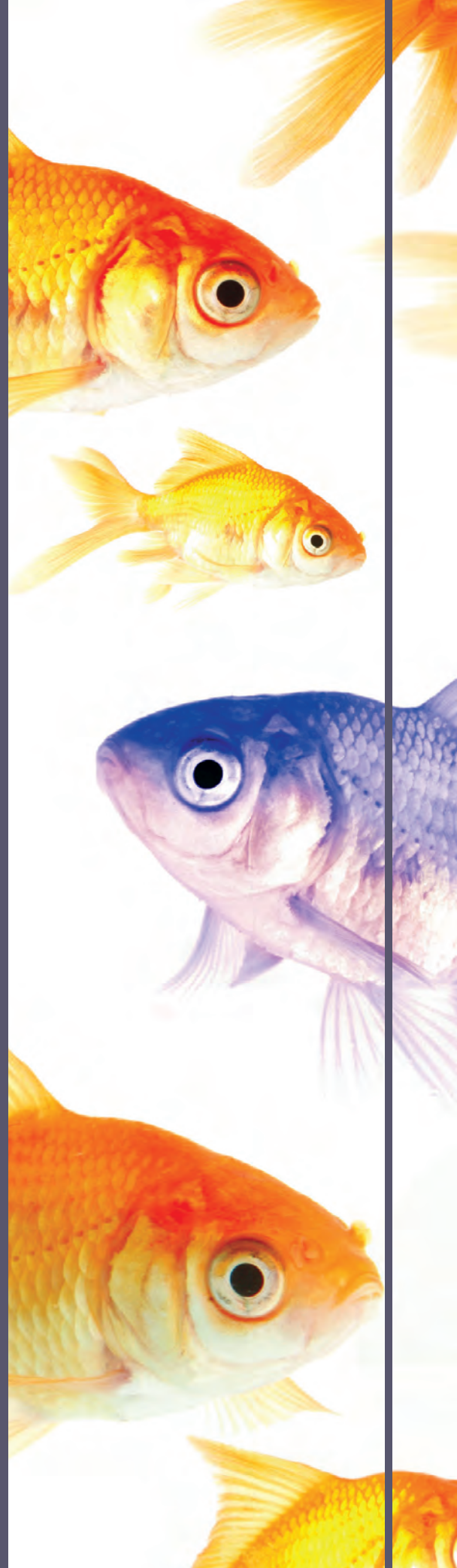
No. There is no perfect method of selection. Rather than removing all politics from the selection process, the goal is to remove as much political pressure as possible and therefore ensure that judges are as fair and impartial as possible.

Source: The American Judicature Society

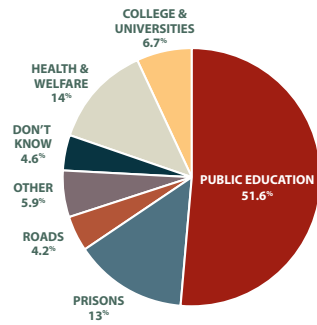


Demographics

Las Vegas 2009



Given recent concern for state funding, which one of the following would be your number one priority?



Source: Las Vegas Perspective Survey

EMPLOYMENT STATUS

STATUS	%
Full-time nonhotel / nongaming	31.4
Retired	23.7
Full-time hotel / gaming	12.9
Self-employed professional	10.5
Currently not employed	5.2
Part-time employee	5.1
Homemaker	4.8
Student	3.9
Semi-retired	2.4

Source: Las Vegas Perspective Survey

MCCARRAN INT'L AIRPORT PASSENGER STATISTICS

YEAR	PASSENGER TOTAL
1995	28,027,000
1996	30,460,000
1997	30,306,000
1998	30,227,000
1999	33,669,000
2000	36,866,000
2001	35,180,000
2002	35,009,000
2003	36,266,000
2004	41,442,000
2005	44,267,000
2006	46,193,000
2007	47,728,000
2008	44,075,000

Source: Las Vegas Perspective Survey

POPULATION

				% CHANGE	
	2006	2007	2008	06/07	07/08
Boulder City	15,790	16,206	16,840	2.6	3.9
Henderson	256,390	265,790	272,063	3.7	2.4
Las Vegas	591,536	603,093	599,087	2.0	-0.7
North Las Vegas	202,520	215,026	216,672	6.2	0.8
Mesquite	18,012	19,194	19,939	6.6	3.9
Unincorp. Rural	31,357	35,881	32,930	14.4	-8.2
Unincorp. Urban	797,049	841,352	828,615	5.6	-1.5
TOTAL CLARK COUNTY	1,912,654	1,996,542	1,986,146	4.4	-0.5

Source: Las Vegas Perspective Survey

RACE	%
White	53.2
Hispanic / Latino	27.4
Black / African American	9.2
Asian	6.1
American Indian / Alaska Native	0.5
Native Hawaiian / Pacific Islander	0.4
Other or More Than One Race	3.1

GENDER	%
Male	50.4
Female	49.6
Male / Female Ratio	1.02

MARITAL STATUS	%
Never Married	25.3
Married, Spouse Present	52.1
Married, Spouse Absent	4.0
Widowed	5.3
Divorced	13.2

EDUCATION	%
Some High School, No Diploma	18.4
High Graduate (or GED)	30.9
Some College, No Degree	26.1
Associate Degree	6.1
Bachelor's Degree	12.2
Master's Degree	4.3
Professional School Degree	1.5
Doctorate Degree	0.4

PERSONS PER HOUSEHOLD	%
1	23.3
2	34.5
3	16.9
4	12.9
5	6.9
6	3.1
7 or More	2.4
Avg. Household Size (Persons)	2.7

HOUSING UNIT TYPE	%
Single Family	59.1
Condominiums	10.1
Townhouses	4.8
Plexes (2-4 Units)	2.5
Mobile Homes	3.8
Apartments	19.8

MAJOR REASON FOR LIVING IN SOUTHERN NEVADA

REASON	%
For a better lifestyle	8.8
Job transfer	18.4
Retirement	7.4
Other	23.6
To find a job	14.3
To live near relatives	11.3
Like the area	9.2
Born here	3.9
Health Reasons	3.1

Source: Las Vegas Perspective Survey

Las Vegas Timeline

(Source: Las Vegas Sun)

“History cannot give us a program for the future, but
it can give us a fuller understanding of ourselves,
and of our common humanity, so that we can better
face the future.” *Robert Penn Warren*



1829-1898

- 1829** Spanish explorers name springs in the desert Las Vegas — Spanish for “the meadows.”
- 1844** John Fremont’s journal of camping at the Las Vegas Springs brings publicity to the area.
- 1855** Mormons make first attempt to settle Las Vegas.
- Oct. 31, 1864** Nevada is admitted as the 36th state in the Union.

1900-1909

- 1902** U.S. Sen. William Andrews Clark looks to connect transcontinental railroad through Las Vegas.
- May 15, 1905** Clark auctions off 600 plots of land, establishing Las Vegas as a town.
- 1905** The First United Methodist Church of Las Vegas is formed.
- 1906** What is now the Golden Gate Hotel & Casino opens as the Hotel Nevada in downtown Las Vegas.
- 1907** First telephone wires installed on Fremont Street.
- July 1, 1909** Clark County is created.
- 1909** Nevada bans gambling.

1910-1919

- Mar. 16, 1911** The city of Las Vegas is incorporated.
- 1911** Laws liberalized to allow for “quickie” divorce after six weeks of residency.
- 1919** Prohibition is ratified — all consumption, manufacturing and distribution of liquor banned.

1920-1929

- 1920** Population of Las Vegas is 2,304 (Clark County, 4,859).
- Nov. 24, 1922** Colorado River Compact is signed by seven western states to divide water equally.
- 1925** Fremont Street is paved.
- April, 1926** Western Airlines provides first commercial flight at Rockwell Field.
- Dec. 21, 1928** The Boulder Canyon Project Act approved, authorizing construction of a dam on the Colorado River.
- 1928** The El Portal Theatre opens on Fremont Street.
- Sept. 7, 1929** Work starts on Boulder Dam.
- 1929** The Las Vegas Review-Journal becomes a daily newspaper.
- 1929** Las Vegas High School opens.

1930-1939

- 1930** Population of Las Vegas is 5,165 (Clark County, 8,532).
- 1930** Union Pacific Railroad connects Las Vegas to Boulder City.
- 1931** The Nevada Legislature relaxes marriage and divorce laws and repeals its gambling ban.
- 1931** Pair-O-Dice Club opens on Highway 91, which later is known as the famous Las Vegas Strip.
- 1932** Patrick McCarran elected to the U.S. Senate.
- 1933** Prohibition is repealed.
- 1934** “Hell’dorado Days” begin, portraying the city’s Old West theme.
- Sept. 30, 1935** President Franklin Roosevelt dedicates Boulder Dam.
- 1938** California authorities crack down on illegal gambling, causing many gamblers to move to Las Vegas.

1938
Jan. 1939

Guy McAfee opens “The 91 Club” on Highway 91.

Ria Langham divorces husband, Clark Gable, helping Las Vegas earn the title of “Divorce Capital of the World.”

1940-1949

1940
Jan. 25, 1941

Population of Las Vegas is 8,422 (Clark County, 16,414).

U.S. Army creates a gunnery school that will become Nellis Air Force Base.

April 3, 1941
1941

Thomas Hull opens the El Rancho Vegas, the first resort on Highway 91 (aka the famous Las Vegas Strip).

The El Cortez opens downtown.

Oct. 30, 1942

The Last Frontier opens.

Oct. 10, 1944

The Huntridge Theater opens as the first non-segregated theater in Las Vegas.

Nov. 1944

Liberace makes his Las Vegas debut.

1945

J. Walter Thompson receives first advertising contract to promote Las Vegas tourism.

Aug. 30, 1946

The Golden Nugget opens downtown.

Dec. 26, 1946

Benjamin “Bugsy” Siegel opens the Flamingo Hotel.

1946

Nevada levies first gaming taxes.

June 20, 1947

Siegel is murdered in Virginia Hill’s Beverly Hills home.

Dec. 20, 1948

Alamo Airport becomes McCarran Field — now known as McCarran International Airport.

1950-1959

April 24, 1950

Desert Inn opens.

July 1, 1950

Hank Greenspun publishes the first edition of The Las Vegas Sun under the name of the Las Vegas Morning Sun.

Nov. 15, 1950

Sen. Estes Kefauver opens a five-month probe of organized crime with a hearing in Las Vegas.

1950

Population of Las Vegas is 24,624 (Clark County, 48,289).

Jan. 27, 1951

Nevada Test Site conducts first nuclear weapons test only 65 miles from downtown Las Vegas.

Sept. 1951

Frank Sinatra’s first performance at the Desert Inn.

1951

Vegas Vic, a 40-foot tall waving cowboy sign, is erected at the Pioneer Club.

April 22, 1952

Media broadcast detonation of a nuclear device for the first time.

Oct. 7, 1952

Sahara opens.

Dec. 15, 1952

Sands opens as the seventh resort on The Strip.

July 22, 1953

Greenspun and other investors start KLAS Ch. 8, the city’s first commercial TV station.

Sept. 4, 1953

Las Vegas Park opens but horse racing lasts only 13 ill-fated days.

Feb. 15, 1954

Ronald Reagan has two-week show at the Last Frontier.

April 28, 1954

Roxie’s, a bordello off Boulder Highway, is raided.

Sept. 28, 1954

Sen. McCarran dies.

Mar. 29, 1955

The Nevada Tax Commission creates the Gaming Control Board.

April 20, 1955

The nine-story tall Riviera opens as the tallest building in town.

May 15, 1955

Las Vegas celebrates its 50th birthday.

May 23, 1955

The Dunes opens, as the 10th resort on The Strip.

May 24, 1955

The Moulin Rouge, the first racially integrated hotel opens.

Nov. 17, 1955

14 die when a plane crashes into Mt. Charleston.

1955

The Las Vegas Sun’s starts its Youth Forum.

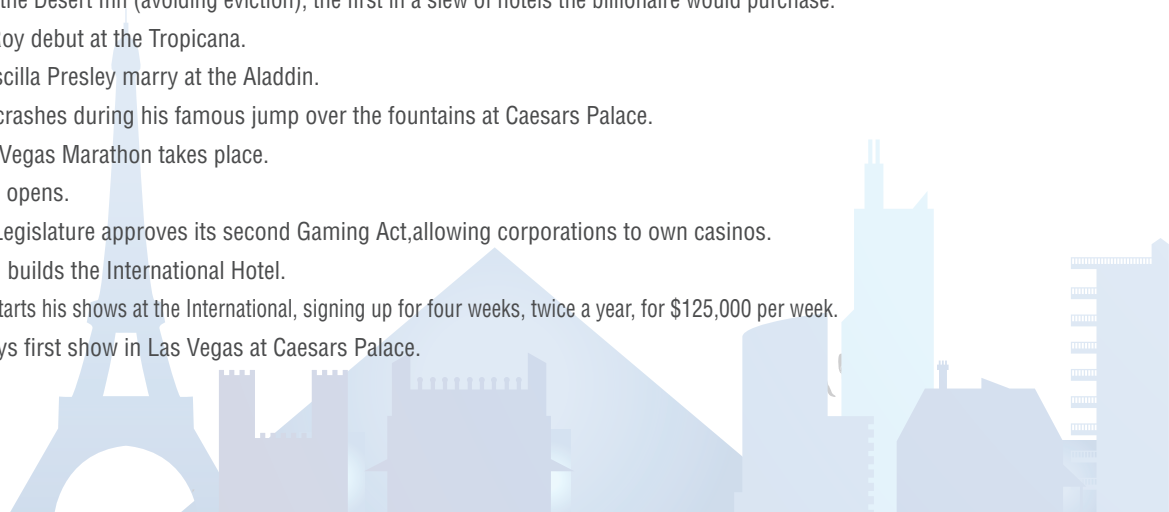
1955

Liberace becomes the city’s highest-paid entertainer, earning \$50,000 a week.

1955

Nearly eight million people visit Las Vegas every year.

- Apr. 23, 1956** Elvis Presley performs first shows in Las Vegas at the New Frontier Hotel.
 - May 18, 1956** The 12-story tall Fremont Hotel opens in downtown becoming the area's tallest building.
 - 1956** Las Vegas annexes a mile of land, its first addition since incorporation.
 - June 1, 1956** Nellis Air Force Base becomes the home of the Thunderbirds, an aerial demonstration squadron.
 - June 8, 1956** Silver Palace, Las Vegas' first two-story club, opens.
 - June, 1956** Hacienda opens.
 - Jan. 10, 1957** Showgirls make debut with "Minsky's Follies" at the Desert Inn.
 - April 3, 1957** Tropicana opens.
 - Sept. 10, 1957** UNLV holds its first classes.
 - 1958** The Stardust opens.
 - Mar. 30, 1959** Nevada creates the Gaming Commission.
 - Apr. 29, 1959** The Las Vegas Convention Center opens.
 - Oct. 10, 1959** Freed's Bakery opens, supplying cakes and baked goods to Las Vegas residents, tourists and celebrities alike.
 - 1959** Betty Willis designs "Welcome to Fabulous Las Vegas" sign.
- ## 1960-1969
- 1960** Rat Pack (Frank Sinatra, Dean Martin, Sammy Davis Jr., Joey Bishop and Peter Lawford) performs for first time.
 - Mar. 25, 1960** NAACP members, politicians and businessmen lift Jim Crow restrictions.
 - June 17, 1960** El Rancho goes up in flames.
 - Aug. 10, 1960** "Ocean's Eleven," starring the Rat Pack, debuts.
 - March 1963** McCarran Airport completes expansion and relocation project.
 - Oct. 10, 1963** Atomic Age ends when Limited Test Ban Treaty goes into effect, banning above ground testing at the Nevada Test Site.
 - Nov. 20, 1963** The Las Vegas Sun's newspaper office burns to the ground.
 - 1963** Wayne Newton performs first show at the Flamingo.
 - May 20, 1964** The film "Viva Las Vegas," starring Elvis Presley and Ann Margret, is released.
 - June 3, 1964** UNLV holds first commencement ceremony as 29 students graduate in the "Centennial Class" as Nevada turns 100.
 - Aug. 20, 1964** The Beatles perform at the Las Vegas Convention Center.
 - Aug. 25, 1964** A rooftop fire causes \$1 million in damage to the Sahara.
 - April 1, 1966** The Aladdin opens with 400 rooms.
 - Aug. 5, 1966** Caesars Palace opens.
 - Nov. 27 1966** Howard Hughes arrives in Las Vegas and takes over the top two floors of the Desert Inn.
 - March 1967** Hughes buys the Desert Inn (avoiding eviction), the first in a slew of hotels the billionaire would purchase.
 - 1967** Siegfried & Roy debut at the Tropicana.
 - May 1, 1967** Elvis and Priscilla Presley marry at the Aladdin.
 - Dec. 31, 1967** Evel Knievel crashes during his famous jump over the fountains at Caesars Palace.
 - 1967** The first Las Vegas Marathon takes place.
 - Oct. 18, 1968** Circus Circus opens.
 - 1969** The Nevada Legislature approves its second Gaming Act, allowing corporations to own casinos.
 - 1969** Kirk Kekorian builds the International Hotel.
 - July 26, 1969** Elvis Presley starts his shows at the International, signing up for four weeks, twice a year, for \$125,000 per week.
 - 1969** B.B. King plays first show in Las Vegas at Caesars Palace.



1970-1979

- Nov. 26, 1970** Howard Hughes leaves Las Vegas after becoming Nevada's largest private employer, largest casino owner and largest property owner.
- 1971** The \$3.5 million Las Vegas Stadium opens.
- 1971** Hunter S. Thompson first publishes "Fear and Loathing in Las Vegas" as a story in Rolling Stone.
- April 5, 1976** Howard Hughes dies.
- Dec. 2-12, 1976** Elvis performs his final engagement at the Hilton.
- 1976** Gambling is legalized in Atlantic City, N.J., providing intense East Coast competition.
- Aug. 16, 1977** Las Vegas legend Elvis Presley dies in Memphis.
- April 15, 1979** Liberace opens The Liberace Museum, which displays his collection of rare pianos, cars and, of course, his bejeweled wardrobes.
- Jan. 31, 1979** A winter storm blankets the valley with 7.4 inches of snow (The record snow for Las Vegas was 9 inches in January of 1974).

1980-1989

- Nov. 21, 1980** The MGM Grand Hotel fire kills 87 people and injures some 700 more.
- Feb. 10, 1981** The former International, known as the Las Vegas Hilton, erupts in flames, killing eight.
- Oct. 4 1982** Frank "Lefty" Rosenthal survives near fatal car bomb explosion.
- 1985** The first National Finals Rodeo is held in Las Vegas.
- June 14, 1986** Notorious mobster Tony "The Ant" Spilotro is killed in an Indiana cornfield.
- Feb. 4, 1987** Liberace dies.
- 1987** McCarran International Airport completes a \$300 million expansion project that features a new central terminal, additional gates, and revamped runways.
- May 4, 1988** The Pacific Engineering Production Company plant explodes in Henderson, killing two and injuring 370.
- Nov. 22, 1989** Steve Wynn opens the Mirage (the first new casino in 16 years) which ignites a resort building boom that revolutionizes Vegas into the 1990s and 2000s.

1990-1999

- Jan. 15, 1990** The Rio opens.
- April 9, 1990** UNLV's basketball team wins national title with a 103-73 victory over Duke in Denver.
- May 16, 1990** Rat Pack member Sammy Davis, Jr. dies from complications of throat cancer in Beverly Hills, Calif.
- June 19, 1990** Excalibur opens.
- Dec. 18, 1992** The first Las Vegas Bowl is played at Sam Boyd Stadium.
- Jan. 26, 1993** The Dunes closes its doors after being sold to Steve Wynn. The famed casino is imploded on Oct. 27.
- Oct. 15, 1993** The Luxor opens.
- Oct. 27, 1993** Treasure Island opens.
- Dec. 18, 1993** Kirk Kerkorian's MGM Grand Hotel & Theme Parks opens at the world's largest hotel at a cost of \$1 billion.
- March 10, 1995** The world's first Hard Rock Hotel opens in Las Vegas.
- Nov. 7, 1995** The Landmark Hotel is imploded and footage is used in Tim Burton's 1996 film "Mars Attacks!"
- Dec. 14, 1995** The \$70 million Fremont Street Experience opens.
- Dec. 25, 1995** Former Rat Pack member Dean Martin dies of lung cancer.
- April 30, 1996** The Stratosphere Hotel opens as the tallest building west of the Mississippi.
- June 21, 1996** Monte Carlo opens.
- Sept. 1996** The \$72 million, 1,100-acre Las Vegas Motor Speedway opens.

- Sept. 7, 1996** Tupac Shakur is shot; dies six days later.
- Sept. 7, 1996** UNLV becomes a member of the Western Athletic Conference.
- Nov. 26, 1996** The Sands Hotel is imploded.
- Dec. 18, 1996** The Orleans opens.
- Dec. 31, 1996** The Hacienda is imploded.
- 1996** Wayne Newton celebrates 25,000th performance.
- 1996** Siegfried and Roy celebrate their 15,000th performance.
- Jan. 3, 1997** New York-New York opens.
- 1997** The Crystal Method, made up of two former Las Vegans, releases their debut CD, "Vegas."
- June 28, 1997** Mike Tyson bites Evander Holyfield's ear.
- Jan. 4, 1998** Las Vegas Hilton opens "Star Trek: The Experience."
- May 14, 1998** Frank Sinatra dies of a heart attack. The next night the lights on the Strip are dimmed in his honor.
- Oct. 15, 1998** The Bellagio opens as the most expensive hotel in the world, built for \$1.7 billion.
- March 2, 1999** Mandalay Bay opens.
- May 3, 1999** The Venetian opens.
- Sept. 1, 1999** The Paris Hotel and Casino opens.
- Dec. 31, 1999** Barbra Streisand's New Year's Eve concert at the MGM Grand becomes Vegas' highest grossing concert ever.
- 1999** Las Vegas became the world's most visited place with 37 million tourists a year.

2000-Present

- Aug. 28, 2000** The Desert Inn closes after Steve Wynn buys the property. It is then imploded Oct. 23, 2001.
- Nov. 15, 2001** The Palms Casino opens off the Strip.
- Dec. 18, 2001** Green Valley Ranch opens.
- Sept. 3, 2002** Nevada State College opens.
- 2002** Lake Mead completes its second water intake.
- 2002** The Las Vegas band, The Killers, form.
- March 21, 2003** A record Megabucks jackpot of \$39,713,982.25 was won by a 25-year-old software engineer from Los Angeles.
- July 15, 2004** The Las Vegas Monorail opens to the public.
- 2005** Las Vegas celebrates its centennial.
- April 28, 2005** Wynn Las Vegas opens with 2,698 rooms.
- Dec. 22, 2005** South Coast Hotel & Casino (now South Point) opens.
- 2005** Harrah's Entertainment became the world's largest owner/operator of casinos after purchasing Caesars Entertainment.
- Feb. 3, 2006** Hooters Casino Hotel (formerly the San Remo) opens.
- April 18, 2006** Red Rock Casino opens.
- July 19, 2006** An ordinance makes it illegal to serve homeless people food in any Las Vegas park.
- Feb. 18, 2007** Las Vegas hosts NBA All-Star Weekend.
- March 13, 2007** The Stardust is imploded.
- July 7, 2007** On what is billed as the luckiest day of the century, hundreds of couples tie the knot.
- Sept. 13, 2007** O.J. Simpson is arrested in an alleged armed robbery at the Palace Station casino.
- Oct. 30, 2007** Robert Goulet dies.
- Nov. 2007** The Aladdin reopens as Planet Hollywood.
- Nov. 13, 2007** The New Frontier is imploded.
- Nov. 15, 2007** Las Vegas hosts the CNN Democratic Presidential Debates at UNLV's Cox Pavilion.
- Dec. 2007** Clark County's population reaches 2 million.
- Jan. 17, 2008** The \$1.9 billion Palazzo resort opens. Combined with The Venetian the resorts boast more than 7,000 rooms.
- Jan. 19, 2008** A record number of Nevadans turnout to participate in the Silver State's caucus.
- Jan. 25, 2008** A roof fire on top of the Monte Carlo causes severe damage, but no deaths.
- Feb. 2008** The largest hepatitis scare in the nation occurs when 50,000 patients at an endoscopy center may have been exposed to diseases because of unhygienic practices.

TODAY

"What you need to know about the past is that no matter what has happened, it has all worked together to bring you to this very moment. And this is the moment you can choose to make everything new. Right now." *Anonymous*

Pro Bono Services

Fennemore Craig Esq.
Service 1st Bank of Nevada
Percy Bowler Taylor & Kern CPA
Nevada Title Company

Financial Report

Sources of support

Membership dues:

Dues waived for 2009

Total 2009 expenditures approximately \$98,000.00

Administration: 6.2%

D & O Insurance policy

State filing fees

Monthly Director meetings (9 per year)

Website management

Staff: 93.8%

Executive Director

Administrative support



*A Better Quality Of Life.
For All Nevadans.*

2009 ANNUAL REPORT

www.CBNonline.org