



2011 Annual Report

TOMORROW AND BEYOND..

2011 PLATFORM

OUR MISSION

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OUR 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.

A LETTER FROM THE EXECUTIVE DIRECTOR

The Council is again honored to have the privilege to put forth resources and time towards issues whose outcomes we believe will be for the betterment of our fellow citizens of Nevada.

On behalf of my colleagues, I am pleased to present the 2011 Council for a Better Nevada annual report.

The times we live in have marked our work with the common characteristic of "transformation." We sense it is no longer strong enough for Nevada to simply "improve" much of the infrastructure we have in place, no matter how well it has served us in the past. We should consider and pursue change to our thinking, our systems, and how we conduct the way we will manage our communities for future generations. At the same time, we can be reverent of the past that piloted us to the successes we have enjoyed these many decades. Our study in the areas of K-12, water management, judicial reform and economic diversification are community infrastructure we suggest are in need of bold new thinking to ensure our citizens receive optimal 21st century living impact.

Nevada in 2011 has begun to see gleams of nascent recovery. We have also witnessed those amongst us create new opportunities, forge new paths and build a new way. A better way.

As we consider remapping Nevada in an innovative manner that meets the 21st century head on, it is wise to understand that change requires conflict. Transformation does not come without giving up old habits, even when one knows they need to break them. But even stronger than an old habit, is remembering that we never give up, nor do we ever give in. And we are all Nevadans.

As we look forward, look to those founding community visionaries who have come before us. Thank them for the vibrant communities that have emerged in which we all live today. We all know who they are. A city, industry and brand known in every corner of the world. A state and regional economy that has handled growth issues in the last thirty years like no other in the U.S., while launching a University system and establishing major infrastructure in areas of social services, medicine, transportation and public education via the public, private and philanthropic sectors. We are a vibrant and hopeful state even in these weakened times owed to their culture of fearlessness, ideas, energy and resolve.

And to an incoming wave of Nevadans whose recent influence is fast becoming equally passionate, unapologetic, and believers in a vibrant future, we now embrace this band of optimism. Nevada's future will be what we make of it and what we create for ourselves. Already, in a time where some say the recession will grip our economy for years to come, many ideas emanating from this cadre have borne holes in that theory, with bad news backfilled with metrics-driven business concepts and imported tested and proven talent from around the U.S. accomplishing progress for Nevada. They say our future looks bright. In the end, as will be our next beginning, we are all connected to and belong to each other, **past** and **present**.

In this great state, as we deliberate our ambitious **future**, this is a good thing.

Maureen E. Schafer

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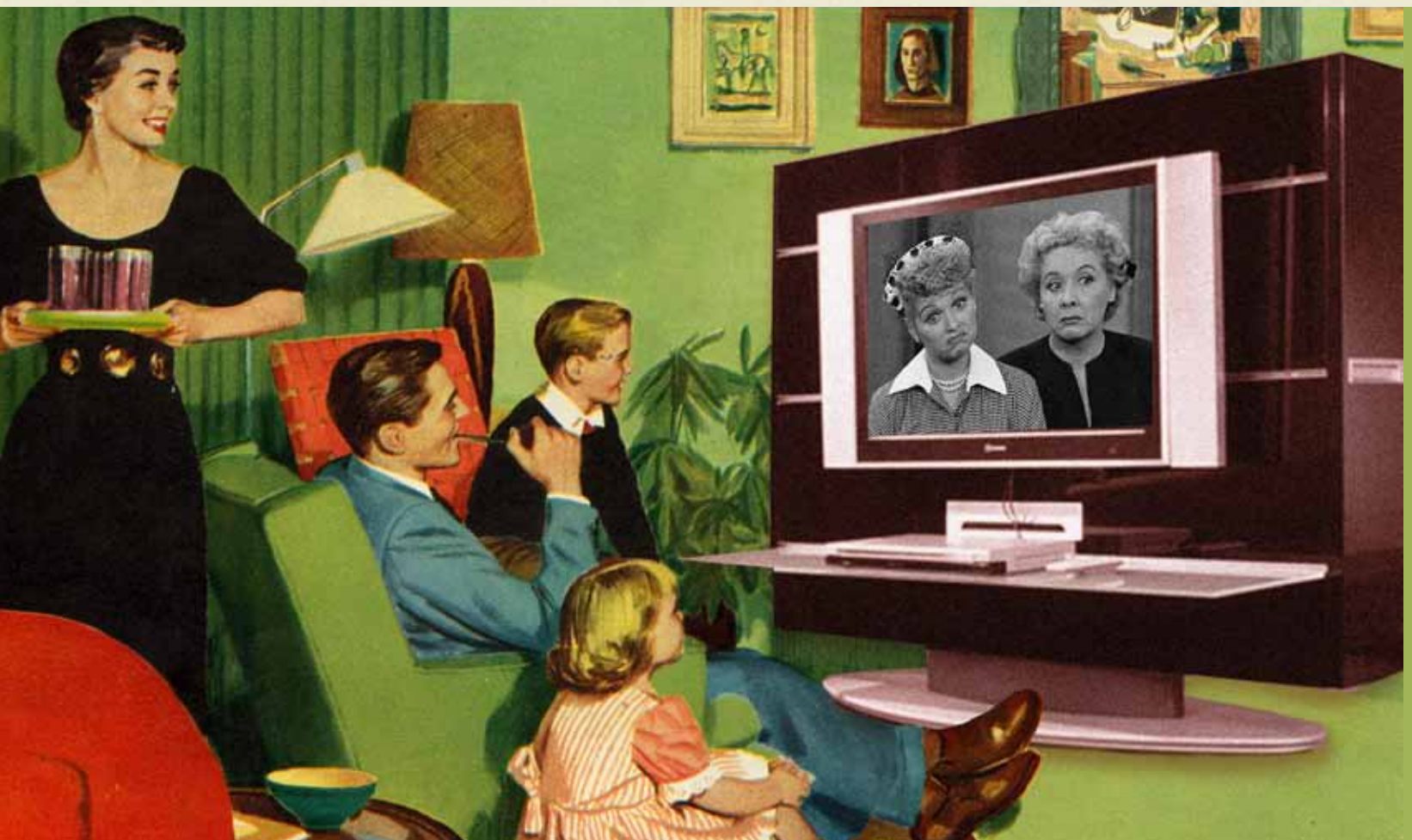


Michael Yackira
NV Energy
President & CEO



Sylvia Young
Sunrise Health System
President

MEDIA: THEN AND NOW



ENGAGEMENT ISSUES

ECONOMIC DIVERSIFICATION

NEVADA 2.0:
CONFERENCE & AN ECONOMIC
DEVELOPMENT AGENDA
FOR NEVADA

NEVADA 2.0:
NEW ECONOMIES FOR A
SUSTAINABLE FUTURE

The Nevada 2.0 conference was held on January 7, 2011 in an effort to explore best practices and possibilities for Nevada's next economy. The Council joined with many community partners to dialogue ways in which Nevada could have a broad single discussion about the best ways to learn, understand and implement ideas about sustainable economic diversification, a topic talked about for years but with no clear steps for action in place. From this conversation, the Nevada 2.0 conference emerged, and a dynamic day of presentations took place, with more than 400 community participants from throughout Nevada listening to leaders from around the U.S. share how they reshaped their metro-plexes to successful engines of academic, economic and community innovation.

Following the Nevada 2.0 Conference, Brookings Mountain West at UNLV was commissioned via the support of public and private Nevada funds to produce an agenda for Nevada. This report, issued on November 14th, 2011 used a five month work process to understand the state's current economic challenges, identify industry clusters that pose the greatest opportunity for expansion and to suggest policy changes that will enable all sectors of the state, geographically as well as the private sector to work together to ensure the greatest impact for the citizens of Nevada.

**Unify, Regionalize, Diversify:
An Economic Development Agenda for Nevada**

The Executive Summary can be accessed at
The full report can be access at http://cbnonline.org/images/stories/1114_nevada_summary.pdf

The full report can be accessed at
http://cbnonline.org/images/stories/1114_nevada_economy.pdf

Within this framework, the summary draws on three primary conclusions:

1. Nevada possesses fundamental economic assets along with serious challenges as it seeks to build the next Nevada economy.
2. Seven major industries and some 30 narrower target opportunities—distributed in varying mixes in the state's regions—hold out plausible potential for economic growth and diversification for Nevada.
3. To leverage the state's opportunities, meanwhile, Nevada needs to upgrade its diffuse economic development system so that the state at once leads more vigorously, empowers its regions more fully, and also sets a state-wide platform for new growth. In this vein, this report calls for the state to "Unify," "Regionalize," and "Diversify" as follows in Figure 3.

**FIGURE 1
NEVADA COMPETITIVENESS
SWOT SUMMARY**

STRENGTHS	WEAKNESSES
Low taxes	Economy is heavily oriented toward consumption-based industries
Business friendly regulatory climate	Lack of proactive, coherent economic development strategy and structures
Historically a high-growth economy	Workforce skill level is low (though improving)
Good quality of life (although this is underrecognized)	K-12 educational system is underperforming
Extensive entertainment and recreation assets	Healthcare system is underperforming
Proximity to West Coast population centers, markets, transportation routes, and ports	Energy costs are relatively high for the region
Excellent airport infrastructure (in both Las Vegas and Reno)	Land transportation connections can be challenging (in some parts of state)
Excellent natural and physical resources (for mining, energy, etc.)	Innovation inputs and outputs are weak (and there has especially been underinvestment in innovation capacity in Southern Nevada)
	Lack of risk capital to invest in startups/ innovation (although improving)
	Real estate bust (devastating to construction)
OPPORTUNITIES	THREATS
Political leadership closely engaged in revamping and renewing economic development activities	Extreme economic cycles and volatility
Ease and cost of living is attractive compared to neighboring California	Projected growth in the core consumptionbased industries will not be sufficient to drive recovery
Relatively affordable housing and high residential/commercial/industrial vacancy rates	Limited state economic development resources dispersed through fragmented regional efforts
Growing innovation districts in North and South	High unemployment
Large number of tourists/visitors/conventions – an opportunity to “sell” Nevada	Underinvestment in higher education and lack of a top-tier Carnegie-ranked research university
Infrastructure for innovation is in place (at UNR, DRI, UNLV), but not at its full potential	Existing image issues can be a barrier in attracting higher-skilled workforce
Relatively strong science and engineering (S&E) workforce and students in Reno	Federal land ownership can hinder land usage/development in much of the state
World-class Internet connectivity opportunities (such as the Switch data center in Las Vegas)	Water shortages

Source:
Unify, Regionalize, Diversify,
An Economic Agenda for Nevada

**FIGURE 2
SUMMARY OF RECOMMENDED
INDUSTRIES AND TARGET
OPPORTUNITIES FOR NEVADA**

1. TOURISM, GAMING, AND ENTERTAINMENT

Nevada as the U.S. online gaming center (should Congress move to legalize it)
Las Vegas as the intellectual capital of global gaming
Gaming manufacturing
Diversifying into niche tourism markets
Retirees and second home owners
Film and media

2. HEALTH AND MEDICAL SERVICES

Surgical specialties
Geriatrics and related services
Disaggregation of medical service delivery, creating new opportunities for middle-skill jobs
Leveraging a strong medical/health sector to build other emerging industries

3. BUSINESS IT ECOSYSTEMS

Call centers/customer service and back office/BPO/ shared services
E-commerce operations/headquarters
Data centers
Cloud computing/high-performance computing
Cyber security

4. CLEAN ENERGY

Renewable component manufacturing
Expanding transmission capacity
Advancing and internationalizing geothermal development
Energy efficiency upgrading

5. MINING, MATERIALS, AND MANUFACTURING

Expanding participation in upstream mining activities
Medium-value mineral supply chain development
Manufacture of advanced composite materials
Organizing and marketing of manufacturing base

6. LOGISTICS AND OPERATIONS

Warehousing and distribution
Advanced logistics
Air cargo
Integrated manufacturing-distribution, assembly manufacturing, and food processing operations
Freight transportation (ground and rail)

7. AEROSPACE AND DEFENSE

Unmanned Aerial Vehicle (UAV) supply, assembly, and testing
Maintenance, Repair, and Overhaul (MRO) of aircraft systems

Source:
Unify, Regionalize, Diversify,
An Economic Agenda for Nevada

**FIGURE 3
UNIFY | REGIONALIZE | DIVERSIFY
POLICY RECOMMENDATIONS FOR
NEVADA**

UNIFY

Unify

Set out a compelling strategy for innovation and diversification—and lead

Structure effective partnerships with and among regional actors—including regional development authorities (RDA's), strong non-profits, and the state's municipalities

Build the information base and use it to drive performance

REGIONALIZE

Regionalize

Support smart sector strategies in the regions.

Support convenings of target industry and cluster actors in the regions—and their planning

Support other types of bottom-up sector development, including regional innovation districts, business plans and regional export plans

Align the state's existing economic development policies, programs and initiatives the regions' sector strategies and cluster initiatives

DIVERSIFY

Diversify

Set a platform for higher-value growth through innovation and global engagement.

Bolster capacity for innovation for innovation and commercialization

Expand global engagement particularly with rising nations

Align higher education and workforce development resources for innovation and diversification

Legend: \$ = \$0-\$50,000 \$\$ = \$50,000-\$250,000 \$\$\$ = \$250,000-\$1 million \$\$\$\$ = >\$1 million
Immediate = within 3-12 months Near-term = within 1-2 years Long-term = > 2 years

**UNIFY: INSTALL AN OPERATING SYSTEM FOR 21ST CENTURY ECONOMIC DEVELOPMENT
SET A STRATEGY FOR INNOVATION AND DIVERSIFICATION—AND LEAD**

RECOMMENDATION: Produce a compelling state plan for economic diversification through innovation Immediate \$

RECOMMENDATION: Brand and communicate the new direction Immediate \$

RECOMMENDATION: Help the regions align with the state's economic development strategy Immediate \$\$

RECOMMENDATION: Name industry-specific "sector champions" to spearhead cluster development Immediate \$\$

RECOMMENDATION: Deploy the Catalyst Fund to build target sectors and clusters Immediate \$\$\$

STRUCTURE PARTNERSHIPS WITH AND AMONG REGIONAL ACTORS

RECOMMENDATION: Use RDA selection to promote aligned, collaborative execution Immediate \$

RECOMMENDATION: Use RDA funding and performance management to drive impact and reward achievement Near Term \$

RECOMMENDATION: Create prizes, innovation grants, or competitions to incite creative partner initiatives Near Term \$ - \$\$\$

BUILD THE INFORMATION BASE AND USE IT TO DRIVE PERFORMANCE

RECOMMENDATION: Improve the range of economic development information available Near Term \$\$

RECOMMENDATION: Improve the packaging of economic development information Near Term \$\$

RECOMMENDATION: Use information to define and drive success Near Term \$

**REGIONALIZE: SUPPORT SMART SECTOR STRATEGIES IN THE REGIONS
SUPPORT CONVENINGS OF TARGET INDUSTRY AND CLUSTER ACTORS IN THE REGIONS**

RECOMMENDATION: Foster cluster organizations in target sectors	Immediate	\$
RECOMMENDATION: Speak at sector convenings and join working meetings with sector associations or business leaders	Immediate	\$
RECOMMENDATION: Task “sector champions” to work with regional clusters	Immediate	\$\$
SUPPORT SMART, WELL-CONCEIVED CLUSTER INITIATIVES IN THE REGIONS		
RECOMMENDATION: Establish a competitive grant program to support cluster initiatives	Near-term	\$\$\$
SUPPORT OTHER APPROACHES TO BOTTOM-UP SECTOR DEVELOPMENT		
RECOMMENDATION: Encourage regional business planning in regions	Near-term	\$\$
RECOMMENDATION: Support the development of regional export plans to boost global engagement	Near-term	\$\$
RECOMMENDATION: Use policy levers to support the building-out of a finite number of regional innovation districts	Near-term	\$\$
ALIGN THE STATE’S EXISTING POLICIES AND PROGRAMS WITH A CLUSTER-BASED, REGIONAL APPROACH		
RECOMMENDATION: Prioritize collaborative applications in awarding competitive grants	Near-term	\$
RECOMMENDATION: Tune department and program objectives and offerings to cluster needs	Near-term	\$
RECOMMENDATION: Organize incoming federal resources to help coordinate local cluster-building innovation districts	Near-term	\$\$
ALIGN THE STATE’S EXISTING POLICIES AND PROGRAMS WITH A CLUSTER-BASED, REGIONAL APPROACH		
RECOMMENDATION: Prioritize collaborative applications in awarding competitive grants	Near-term	\$
RECOMMENDATION: Tune department and program objectives and offerings to cluster needs	Immediate	\$
RECOMMENDATION: Organize incoming federal resources to help coordinate local cluster-building efforts	Immediate	\$

**DIVERSIFY: SET A PLATFORM FOR SUSTAINABLE GROWTH THROUGH INNOVATION
BOLSTER INNOVATION AND ACCELERATE COMMERCIALIZATION**

RECOMMENDATION: Make strategic investments in “impact scholars” to boost research output and new discoveries	Near-term	\$\$\$\$
RECOMMENDATION: Incentivize university-industry research collaboration	Near-term	\$\$
RECOMMENDATION: Boost industry R&D through competitive tax incentives	Near-term	\$\$\$
RECOMMENDATION: Leverage federal resources to catalyze high-impact R&D	Near-term	\$
RECOMMENDATION: Assist small business in winning SBIR/STTR funds	Near-term	\$
RECOMMENDATION: Develop strong commercialization infrastructure, networks, and support mechanisms and establish an intermediary	Near-term	\$\$\$
RECOMMENDATION: Increase access to risk capital	Long-term	\$\$\$\$
EXPAND GLOBAL ENGAGEMENT PARTICULARLY WITH RISING NATIONS		
RECOMMENDATION: Make international trade and global engagement a key priority	Immediate	\$
RECOMMENDATION: Make FDI an explicit component of the state’s global engagement agenda	Immediate	\$
RECOMMENDATION: Build the global engagement information base and use it to educate stakeholders	Immediate	\$\$\$
RECOMMENDATION: Leverage resources of other organizations involved in export promotion and FDI attraction	Immediate	\$
RECOMMENDATION: Advocate on behalf of global engagement priorities	Immediate	\$
ALIGN HIGHER EDUCATION AND WORKFORCE DEVELOPMENT TO STRATEGIC ECONOMIC OPPORTUNITIES		
RECOMMENDATION: Raise STEM standards throughout the K-12 system	Long-term	\$\$\$\$
RECOMMENDATION: Leverage community colleges to deliver a skilled workforce	Near-term	\$\$\$\$
RECOMMENDATION: Expand research universities’ role in workforce development	Near-term	\$\$\$
RECOMMENDATION: Reorganize and re-energize the workforce investment system	Near-term	\$\$\$

STATE PUBLIC POLICY AND ECONOMIC DIVERSIFICATION

The Nevada Legislature and Governor Sandoval also played a strong role in supporting the community’s desire for a move towards sustainable economic diversification platforms for Nevada in 2011 and beyond. The legislature passed AB 449, which created the Office of Economic Development and whose focus is cluster-based economic development that will also enhance job creation for the state. Accompanying that bill was the passage of legislation that develops a supplemental innovations fund that will seek to draw talent and new growth companies to Nevada as we target sectors for development.

Scenic Map OF LAS VEGAS

Can You Identify the 10 Historic Buildings?

MAIN STREET

- Mormon Fort, 1855
- Golden Gate Casino, 1906
- Railroad Cottages, 1912
- El Portal Theater, 1928
- Las Vegas High School, 1930
- Post Office, 1933
- El Cortez, 1941
- Little Church of the West, 1942
- Huntridge Theater, 1944
- The Sahara Hotel, 1952

AND SAVE THE PLACEMAT - IT'S A GREAT WAY TO TEACH YOUR FRIENDS ABOUT NEVADA HISTORY!



LITTLE CHURCH OF THE WEST



TROPICANA



FLAMINGO



SANDS



THE HUNTRIDGE



LAS VEGAS HIGH SCHOOL



THE STRIP



DESERT INN



RIVIERA HOTEL



THE THUNDERBIRD

SAHARA



EL CORTEZ



Stardust Stadium



EL RANCHO VEGAS



RAILROAD COTTAGES



GOLDEN GATE



RA Station



Pioneer Club



California Club



Nevada Club



Lucky Street Bldg



Golden Nugget

FREMONT STREET

TO SALT LAKE CITY



MORMON FORT



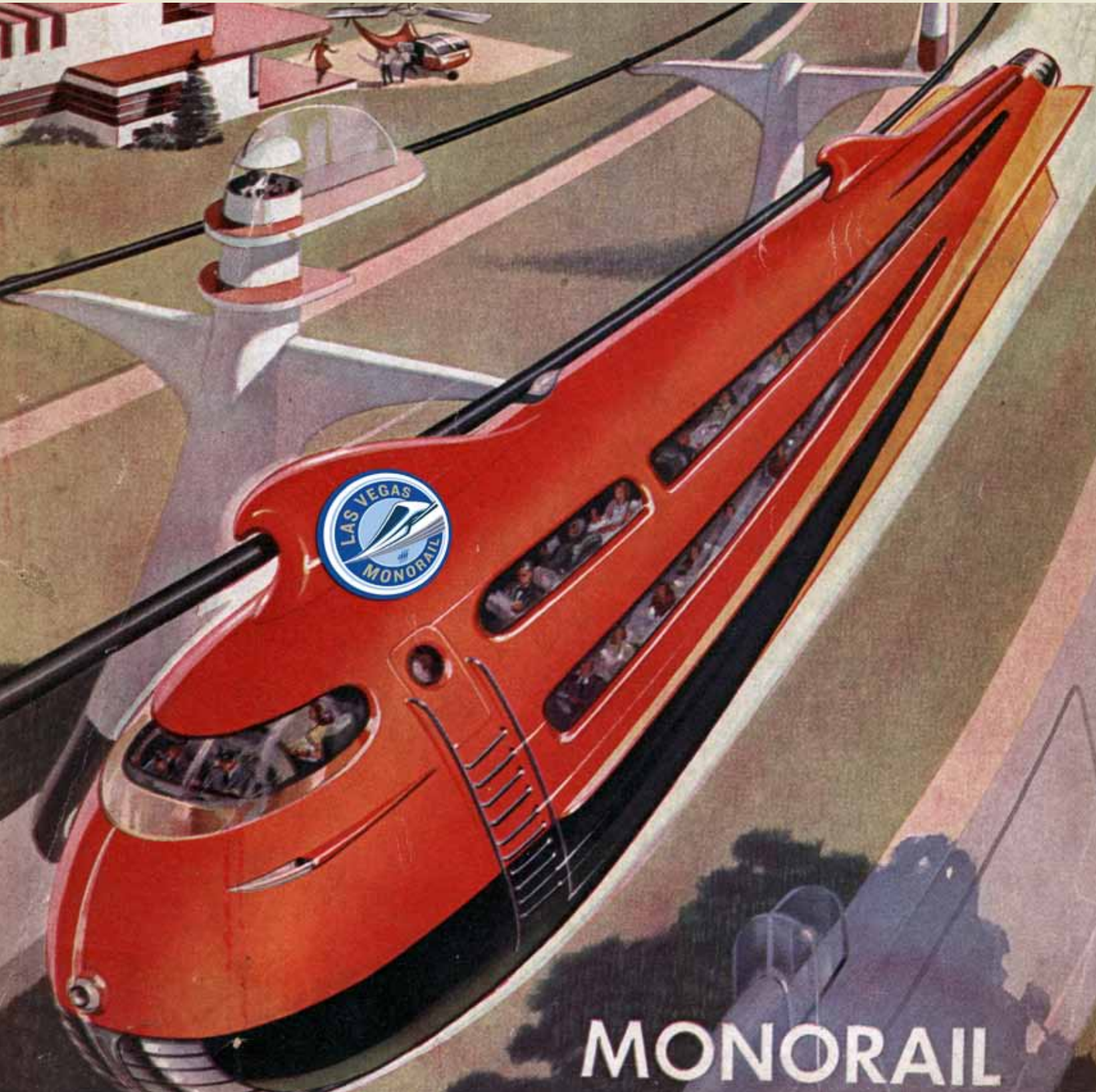
EL PORTAL



POST OFFICE

TO LAKE MEAD

MOVING INTO THE FUTURE



K-12 PUBLIC EDUCATION

TRUTH-TELLING, CRITICAL FRIENDS, AND THE IMPORTANCE OF PARTNERS

“The organization we currently have is perfectly designed to deliver the results we currently get.”—Michael Fullan, Author Public comment, Aug. 2, 2007

The story of Clark County School District is a tale of two cities. As a District, we are both better and worse than described. We have pockets of excellence where students shine and head off to Ivy League universities. At the same time we have too many young people who leave school shortchanged.

While the challenges are real, I see the promise of greatness in our schools. Rankings tell one story, yet I see talented staff working hard to produce valuable tools and exciting learning environments. I see engaged students captivated by their studies, encouraged by their classmates, and guided by their teachers. I see newcomers to our country and the sons and daughters of immigrants who are the first in their family to graduate from high school and attend college.

Still, these islands of excellence are too few. The gaps between the highest and lowest achieving are too great. Too often, expectations of high achievement are reserved for a talented or privileged few.

The good news is this: Our educators and our infrastructure could enable CCSD to lead the nation in creating a next generation of schools. If we turn the District around, CCSD could become the poster child for how to accomplish large system change.

Like Jim Collins, the author of *Good to Great*, I often say “hope is not a strategy.” But a modicum of hope is needed. Our faults are well-documented. We cannot and should not shirk them. We need to be transparent about our status, flaws and all. And we need help to see our blind spots. In that respect, criticism is vital and must be welcomed. But if criticism is all there is, we will not be any more successful than those who preceded us.

What we need most are critical friends. This means those who are willing to not just critique our schools, but also offer a hand in partnership. We need those who will join arms in helping to improve matters.

In legislative chambers it means reaching across the aisle in a bipartisan spirit. It means philanthropic organizations reach out to others like them to leverage donor dollars in ways not typically seen.

It will take heavy lifting for reality to match the arc of our dreams. But there are ways that we all can contribute. That includes parents, business interests, politicians, journalists, universities, union leaders, students, and staff.

The payoff is worth it. In our little boat of a community, a leak anywhere threatens us all. Our welfare as a community is coupled to the success of all of our students. Working together, we can get there.

-- Dwight Jones,
CCSD Superintendent

2011 was a transformational year for the Clark County School District under the leadership of the current School Board of Trustees and Superintendent Dwight Jones. Buoyed by a vision set in place by the Trustees, Superintendent Jones spent the larger part of the year assessing the current state of the District through the support of private grants from the community. This vital information was delivered via two illuminating reports, “A Look Ahead Phase I: Preliminary Reforms Report,” and a follow-up “Educational and Operational Efficiency Study” provided by the Gibson Consulting group.

CCSD HISTORICAL FRAMEWORK

REPORT FINDINGS AND RECOMMENDATIONS

FIGURE 1.3
CCDS ENROLLMENT GROWTH, 1986-87 TO 2010-11

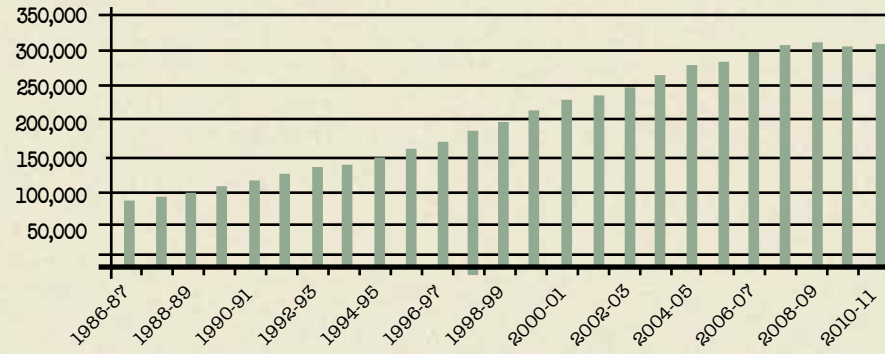


FIGURE 1.4
CCSD STUDENT ETHNICITY, 1986-87 AND 2010-11

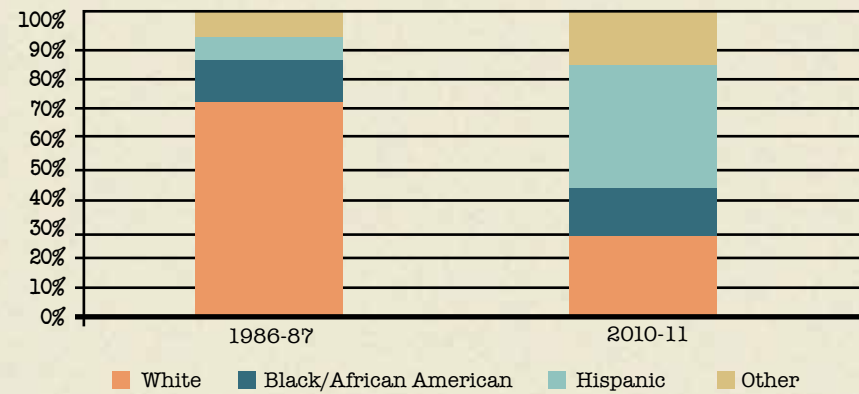
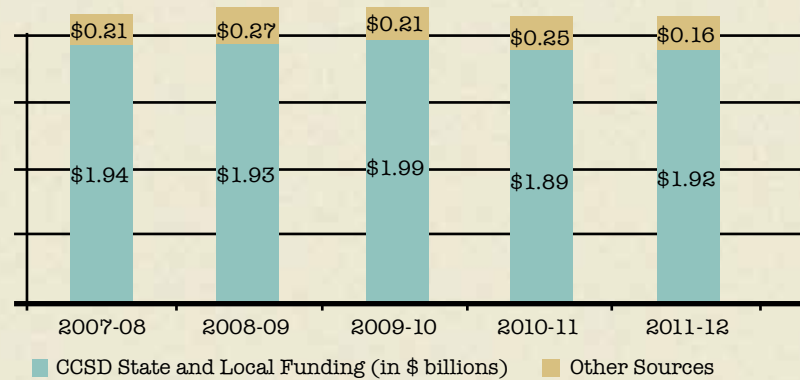


FIGURE 1.5
CCSD REVENUES (IN \$ BILLIONS), 2007-08 THROUGH 2011-12



The CCSD is characterized as a low cost provider of public education and efficient in many areas, but can better meet student needs through reallocation of existing spending in academic areas, implementing cost reduction in operational areas and improving management practices.

STUDENT ACHIEVEMENT

FIGURE 1
CRITERION REFERENCED TEST (CRT) PROFICIENCY RATES, GRADES 3-8 COMBINED

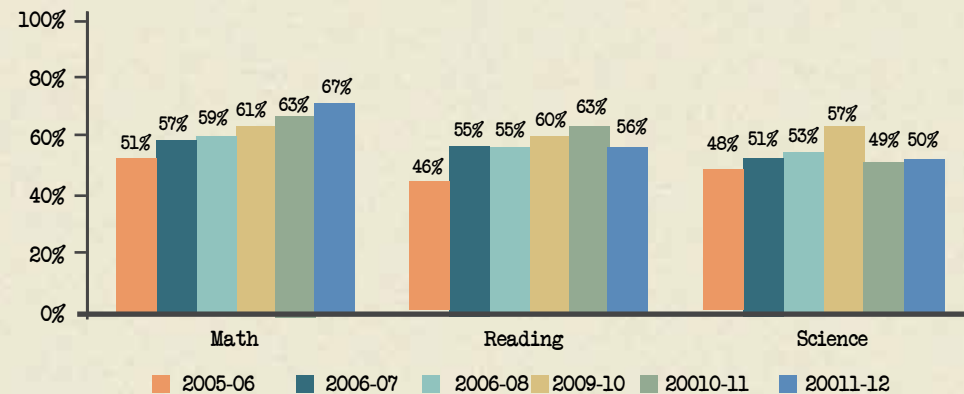


FIGURE 1.2
HSPE PROFICIENCY RATES, GRADES 10 FOR MATH, READING, AND SCIENCE; GRADE 11 FOR WRITING

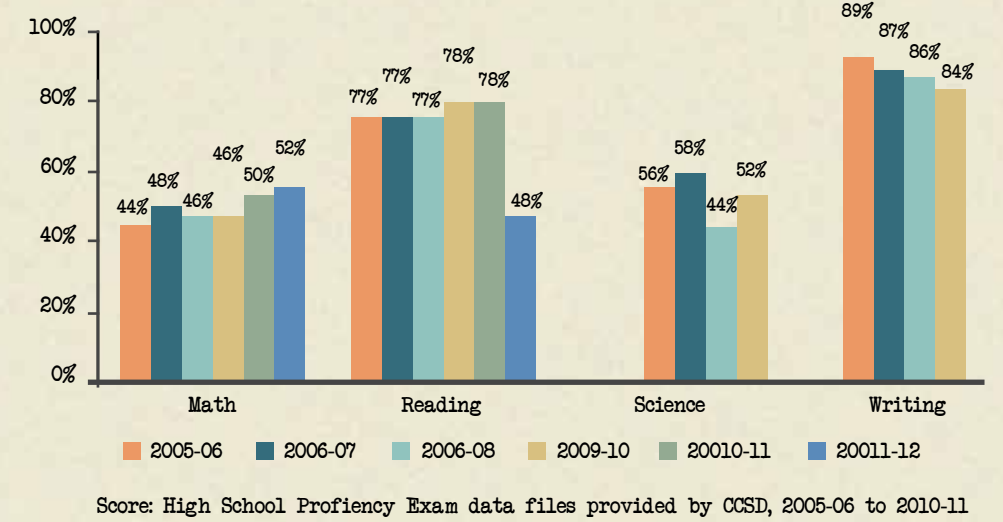


TABLE 1

Table 1 District performance Information for comparison districts (2009 to 2010)

Student Performance Indicator ¹	CCSD	Houston	Broward	Miami Dade
District AYP Status	Met ⁴	Not met	Not Met	Not Met
% proficient, all grades, reading	66.2%	84%	63%	59%
% proficient, all grades, math	63.5%	81%	72%	66%
% proficient, Grade 3, reading	59.8%	89%	72%	68%
% proficient, Grade 3, math	65.3%	83%	80%	78%
% proficient Grade 4, reading	64.1%	72%	81%	70%
% proficient Grade 4, math	85.6%	76%	87%	72%
% proficient Grade 6, reading	62.7%	81%	69%	62%

⁴For the 2009 to 2010 school year CCSD made AYP, but the district failed to make AYP for the 2010 to 2011 school year and has been designated as a "watch" district.

TABLE 2

Student Performance Indicator ¹	CCSD	Houston	Broward	Miami Dade
% proficient Grade 6, math	61.1%	79%	64%	53%
Mean SAT total score	1423	1388	1456	1426
SAT participation score	30.6%	54%	51%	48%
Mean ACT total score	21.1%	18.8%	18.6%	17.5%
ACT participation rate	20.6%	27%	57%	54%
% AP exams scored 3-5	45.1%	38%	45%	39%
AP exam participation rate ^b	11.3%	24%	29%	29%
Four year graduation rate ^c	61.8%	74%	78%	72%
Single-year dropout rate (Grades 9-12) ^c	4.8%	3.7%	1.6%	4.0%

^aAll proficiency rates are based on assessments specific to each state.

^bAdvanced Placement exam participation rates are used as a proxy for AP course enrollment.

^c2009-10 graduation and dropout rates on CCSD data from www.nevadareportcard.com, [BCPS and tea.state.tx.us/actress/dropcomp/years.html](http://BCPSandtea.state.tx.us/actress/dropcomp/years.html).

Fremont Street Experience

Golden Nugget

You stop to throw rice at the bride and groom!
SKIP A TURN!

Wee Kirk O' The Heather

Fashion Show Mall

Monorail

Stratosphere

Stop to window shop!
SKIP A TURN!

Crowds at the volcano eruption slow you down!
SKIP A TURN!

The Mirage

Let it Ride!
ROLL A 1 OR 6 AND ADVANCE TO THE NEXT STATION!

You're a Big Shot!
ADVANCE 2 SPACES!

The Strip is closed for an Evel Knievel jump!
SKIP A TURN!

Ceasars Palace

Bally's Monorail Station

MGM Grand

You are levitated by David Copperfield!
BACK 1 SPACE!

Make the trip from historic Fremont Street to a Las Vegas Strip landmark while sight-seeing, shopping and maybe even taking in a show. Ride the Monorail and Tram to speed you along your way. **BUT WATCH OUT!** A trip to the airport and you'll be headed right back downtown. The winner is the first to have their picture taken at the "Welcome to Fabulous Las Vegas" sign.

You will need: One  to represent each player and One 



Let it Ride!
ROLL A 1 OR 6 AND ADVANCE TO THE NEXT STATION!

Excalibur Tram Station

Mandalay Bay Station

McCarran International Airport

Your friend needs a ride to their hotel!
GO TO THE GOLDEN NUGGET!

**“A LOOK AHEAD
PHASE I:
PRELIMINARY
REFORMS REPORT,”
AND A FOLLOW-UP**

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The Phase I Preliminary Reforms Report, released May 26, 2011, begins to tell the story of acknowledging weaknesses, setting new expectations, doing things differently and holding one accountable for results. More specifically, the report focuses on achieving greater success by retooling district operations around four areas of thinking:

- Harness breakthrough innovation and redefine how schooling is accomplished.
- Fully tap the potential of a new model of schooling.
- Align resources to our highest priorities and execute with precision.
- Continue to do what works and stop doing what does not.

The full report may be accessed at http://cbnonline.org/images/stories/A_Look_Ahead.pdf

The Educational and Operational Efficiency Study, released August 31, 2011, examined the structures and processes of the CCSD and made operational and educational recommendations whose intended focus was to increase student achievement.

The full report may be accessed at http://cbnonline.org/images/stories/1114_nevada_economy.pdf

**THE EDUCATIONAL
AND OPERATIONAL
EFFICIENCY STUDY**

**OPERATIONAL
EFFICIENCY**

TABLE 3

PUBLIC POLICY

Various areas for increased efficiency are highlighted: custodial services, building maintenance, energy management, food services, transportation and finance and purchasing. Adjustments to compensation in a no-growth economy and outsourcing options are now ever present in today's environment. Information management and technology are also highlighted as significant reform measures for both efficiency and academic drivers in the CCSD for more robust outcomes.

Table 15 Summary of fiscal impact for recommendations

Fiscal Impact	Amount
Non-recurring investments	(\$60,569,921)
Net annual cost reduction after full implementation	\$52,001,391
Five-year net fiscal impact	\$162,110,284
Estimate of annual amounts re-purposed for other use (in addition to net annual cost reduction)	>\$25,000,000

The 2011 Nevada State Legislature made movements towards reform efforts on behalf of K-12 education in Nevada.

- SB 197 revised the process by which the State Board of Education is selected and the State Superintendent of Education will now be appointed by the Governor.
- Performance pay enhancement for teachers were improved upon
- “Last-in, First-out” practices for teachers were abolished
- Parental choice for parents in sending students to schools was implemented for all schools

WELCOME TO WIRELESS



SJR 14 CREATION OF AN INTERMEDIATE APPELLATE COURT

LEGISLATIVE COUNSEL'S DIGEST

The 2011 Nevada legislature took up consideration of Senate Joint Resolution (SJR) 14, which would propose to amend the Nevada Constitution to create an intermediate appellate court. The Nevada Supreme court has one of the busiest dockets in the U.S., and yet does not have an appellate court to defer much of its business to in order to defray much of the backlog. This legislation seeks to create an appellate court to create an additional system that will aid the Supreme Court in its own important work but also provide the citizens of Nevada with more timely judicial responses from the bench.

Because this is a proposed amendment to the Nevada constitution and was proposed before the Nevada State legislature, it will need to again pass before the legislature in 2013, and would then go before voters for statewide approval on the 2014 ballot.

The appellate court (court of appeals) would have appellate jurisdiction in all civil cases arising in district courts, and also on questions of law alone in all criminal cases in which the offense charged is within the original jurisdiction of the district courts. The appellate court would also have power to issue writs of mandamus, certiorari, prohibition, quo warranto and habeas corpus and also all writs necessary or proper to the complete exercise of their jurisdiction. Each justice of the appellate court may also issue writs of habeas corpus to any part of the state, upon petition by, or on behalf of, any person held in actual custody in this State and may make such writs returnable before the issuing justice or district court.

Below is the Nevada State Legislative Counsel Bureau Digest of the passed legislation:

The full text of the legislation can be accessed at www.leg.state.nv.us/Session/76th2011/Bills/SJR/SJR14_EN.pdf

This resolution proposes an amendment to the Nevada Constitution to create an intermediate appellate court, known as the court of appeals. The court of appeals will consist of three judges, but the Legislature may by law increase the number of judges. The initial three judges must be appointed by the Governor from among three nominees for each seat chosen by the Commission on Judicial Selection. These initial judges will be appointed for a term of 2 years beginning on the first Monday of January of the year following the effective date of this constitutional amendment. After the initial terms, the judges of the court of appeals will be elected at the general election to serve a term of 6 years.

The court of appeals will have appellate jurisdiction in civil cases arising in district courts and in criminal cases within the original jurisdiction of the district courts. The Nevada Supreme Court must fix the jurisdiction of the court of appeals by rule and provide for the review of appeals decided by the court of appeals. In addition, the Nevada Supreme Court must provide by rule for the assignment of one or more judges of the court of appeals to devote a part of their time to serve as supplemental district judges, where needed.

LAKE MEAD THROUGH THE YEARS



ENRICHMENT ISSUE

WATER RESOURCES

The Southern Nevada Water Authority (SNWA) is the governing body whose purpose is to conserve water, protect groundwater and plan for the future of water usage for the citizens of southern Nevada. SNWA manager Pat Mulroy addressed the CBN to discuss current water issues facing southern Nevada future SNWA strategies to combat recent water shortage projections for southern Nevada.

COLORADO RIVER

Colorado River

- Southern Nevada receives approximately 90 percent of its water supply from the Colorado river, whose source originates from the snow melt in the Rocky Mountains.
- Seven western states and Mexico share the river, which serves more than 25 million people.
- Nevada receives 300,000 acres-feet per year (AFY) of Colorado River water under the Law of the River compacts. An acre-foot is equivalent to 325,851 gallons of water. See table below for allocation among apportionment partners.

COLORADO RIVER APPORTIONMENT

ALLOCATION	MILLION ACRE-FEET PER YEAR (MAFY)	
UPPER BASIN		
COLORADO	3.9	MAFY
UTAH	1.7	MAFY
WYOMING	1	MAFY
NEW MEXICO	0.85	MAFY
LOWER BASIN		
ARIZONA	2.85	MAFY
CALIFORNIA	4.4	MAFY
NEVADA	0.3	MAFY
ADDITIONAL ALLOCATIONS		
MEXICO	1.5	MAFY
TOTAL	16.5	MAFY

Source:
Las Vegas Valley Water District

GROUNDWATER DEVELOPMENT PROJECT

The purpose of the Groundwater Development Project is to reduce Southern Nevada's reliance on Colorado River water and to buffer the impacts of long-term droughts on the river system.

The SNWA has applied for groundwater rights in eastern and central Nevada as part of its plan to secure long term water resources for Southern Nevada and the Nevada Office of the State Engineer is responsible for deciding whether to approve SNWA's water right's applications.

The SNWA has also requested BLM approval to construct and operate groundwater production, conveyance and treatment facilities as well as power conveyance facilities.

The decisions on the applications should be rendered in 2012.

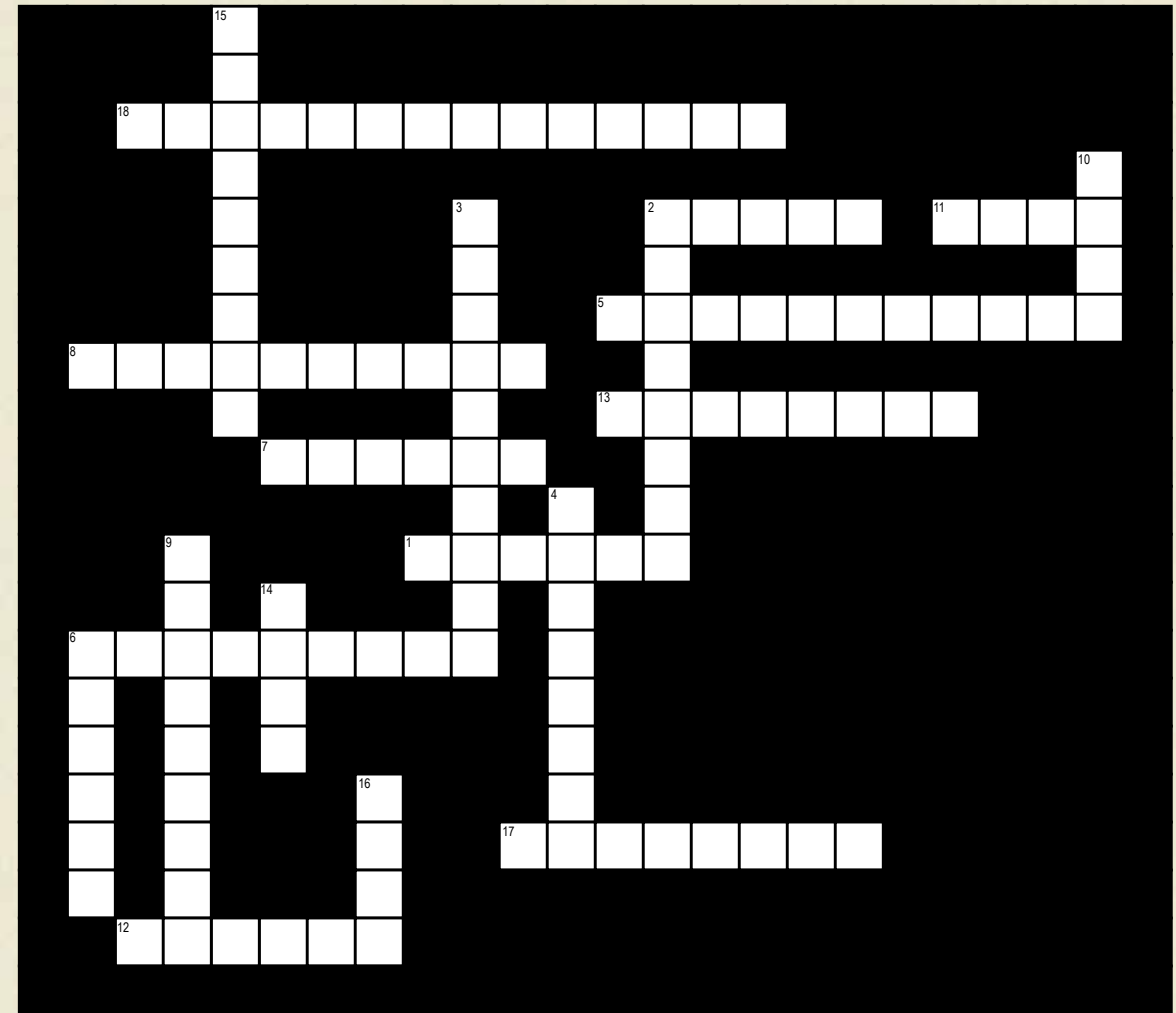
INTAKE NO. 3

As Nevada entered an unprecedented drought, the SNWA Board of Directors approved the construction of a new drinking water intake at Lake Mead in 2005. This decision would seek to provide long term water security for the Valley.

Scheduled for completion in 2014, Intake No. 3 will maintain SNWA's ability to draw upon Colorado River water at lake elevations as low as 1,000 feet above sea level, assuring system capacity if lake levels fell low enough to put Intake No. 1 out of service.

For more information about the Southern Nevada Water Authority and water issues facing Nevada, go to www.CBNonine.org and click on (links in the section)

CROSSWORD

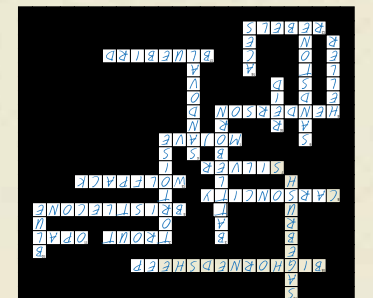


ACROSS

1. We call this 25,000 square mile desert home
2. *Oncorhynchus clarkii*, or our state fish
5. This state tree is ever green
6. It's the second biggest city in Nevada
7. The other state color and state mineral
8. This Consolidated Municipality is our state capital
11. State Gemstone
12. University of Nevada, Las Vegas nickname
13. University of Nevada, Reno nickname
17. You may see this state bird in the mountains
18. The Boy Scouts helped restore our state animal population

DOWN

2. State reptile, the desert variety
3. Words on our state flag
4. Current Governor
6. Current Senator (R)
9. Quartz and feldspar compose our state rock
10. It's one of two state colors
14. Current Senator (D)
15. State flower. Not a tumbleweed.
16. Triple-A baseball team in Reno.



Answer Key:

VACATION FROM YOUR FAVORITE CHAIR



DEMOGRAPHICS

M^CCARRAN INTERNATIONAL AIRPORT PASSENGERS

YEAR	TOTAL
2000	36,866
2005	44,267
2001	35,180
2002	35,009
2003	36,266
2004	41,442
2005	44,267
2006	46,304
2007	47,730
2008	44,075
2009	40,469
2010	39,757
2011	41,480

CONVENTION ATTENDANCE

YEAR	TOTAL
2000	3,853
2001	5,014
2002	5,105
2003	5,658
2004	5,752
2005	6,166
2006	6,308
2007	6,209
2008	5,900
2009	4,492
2010	4,473
2011	4,865

VISITOR VOLUME

YEAR	TOTAL
2000	35,850
2001	35,017
2002	35,072
2003	35,540
2004	37,389
2005	38,567
2006	38,915
2007	39,197
2008	37,482
2009	36,351
2010	37,335
2011	38,929

TAXABLE SALES - CLARK COUNTY BASED ON CALENDAR YEAR

YEAR	TOTAL
2000	22,167,631
2001	22,849,982
2002	23,697,779
2003	26,190,136
2004	30,582,641
2005	34,298,079
2006	36,174,108
2007	36,368,251
2008	34,582,125
2009	28,503,924
2010	28,307,925
2011	30,105,394

TAXABLE SALES - NEVADA BASED ON FISCAL YEAR

YEAR	TOTAL
2000	29,988,389
2001	31,715,361
2002	31,715,361
2003	33,908,130
2004	38,505,762
2005	44,192,448
2006	48,581,096
2007	49,427,707
2008	48,196,849
2009	42,086,614
2010	37,772,067
2011	39,935,011

(Ending June 30th)

THE FUTURE AT YOUR FINGERTIPS



Learn from yesterday, live for today,
hope for tomorrow. The important thing
is not to stop questioning.

-- Albert Einstein



“A Better Quality of Life, for all Nevadans”

2011 Annual Report

CBNonline.org