



COUNCIL FOR A BETTER NEVADA
2012 ANNUAL REPORT



TABLE OF CONTENTS

MISSION STATEMENT

LETTER FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR

BOARD MEMBERS

DEMOGRAPHICS

CLARK COUNTY POPULATION TREND
NEWCOMER PROFILE
RESIDENT PROFILE

ENGAGEMENTS

IMPORTANT ISSUES FACING NEVADANS
ENVIRONMENT
LAS VEGAS GLOBAL ECONOMIC ALLIANCE
PUBLIC EDUCATION
 FOURTH GRADE
 MATHEMATICS SCORES
 READING SCORES
 EIGHTH GRADE
 MATHEMATICS SCORES
 READING SCORES

ENRICHMENT

WATER RESOURCES
SOCIAL INFRASTRUCTURE AND SYSTEMS CHANGE

MISSION STATEMENT

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.

LETTER FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR

Since the inception of the Council for a Better Nevada in 2005, our mission statement has described how our work and values impact the community in which we live—Nevada. Our mission, to leverage the acumen and resources of our participating members on behalf of a better Nevada, is the hallmark of an interdependence that is ever present today in ways where we believe progress is capable in new, progressive and scalable platforms.

As we view a globalizing world where countries must look outside of their borders for partnerships and growth that will fuel their economies back home, we as Nevadans are heeding the same call for economic development, while being mindful of our State's own evolving needs. The establishment of the Global Economic Council in 2012 has been a unifying moment for Southern Nevada in our long time effort to establish broad-based economic development opportunities.

Nevada's infrastructure needs abound. Singularity of purpose coupled with bold reforms catapulted the CCSD into the fastest improving large urban district in the U.S. this year. While we still have far to go, we have proven the establishment of higher expectations coupled with accountable systems create sustainable progress for our education system. Similarly, water security concerns are as great as ever with ongoing deliberations about various source options to feed the State's growth. Historically, water infrastructure was funded by community 'growth.' As an unsustainable solution going forward, it is critical that we unite as a community behind the development of a new long-term water strategy. Of course, the Council is always seeking new challenges requiring improved solutions. For that reason, while we are a group of limited members, we engage and seek the counsel, partnership and networks of outside groups, businesses, agencies and Foundations who share our common interests. This approach makes us smarter and more keenly aware of how best to tackle complex issues.

The progress of Nevada is a shared commitment. While we are always striving to do more, we are very proud of our past and 2012 accomplishments. We want to thank all of our invaluable partners who have been a part of our journey the last many years and especially in 2012, as our successes to date would not have been possible without you. As our journey continues we ask for your continued ideas, inspiration and timeless energy.

Nevada is the greatest State in the Union for opportunity, where all things renewed and anew are possible. Together.

Michael Saltman
Chairman

Maureen Schafer
Executive director

BOARD OFFICERS



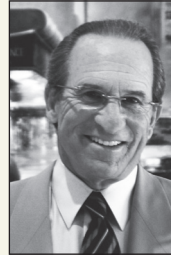
JOHN R. BAILEY
VICE CHAIRMAN
BAILEY KENNEDY LAW FIRM
FOUNDER & MANAGING PARTNER



DUNCAN LEE
SECRETARY
RDL INVESTMENTS INC.
PRESIDENT



PETER THOMAS
TREASURER
THOMAS & MACK COMPANY
MANAGING PARTNER

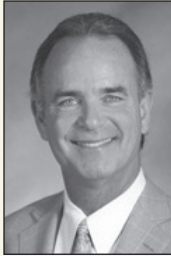


MICHAEL SALTMAN
CHAIRMAN
VISTA GROUP
PRESIDENT & CEO



MAUREEN SCHAFER
EXECUTIVE DIRECTOR

BOARD MEMBERS



H. GARY ACKERMAN
GAUDIN AUTOMOTIVE GROUP



RICHARD M. HADDRILL
BALLY TECHNOLOGIES
CEO



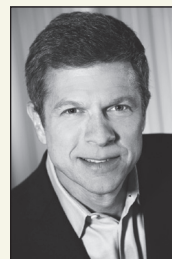
CAROL CLINE-ONG
MDL GROUP
PRESIDENT



ROBERT LEWIS
LEWIS OPERATING CORPORATION
PRESIDENT



RANDY GARCIA
INVESTMENT COUNSEL COMPANY
CEO



THOMAS KAPLAN
THE WOLFGANG PUCK
FINE DINING GROUP
SENIOR MANAGING PARTNER

BOARD MEMBERS



DR. IKRAM KHAN
QUALITY CARE CONSULTANTS
PRESIDENT



JAMES J. MURREN
MGM RESORTS INTERNATIONAL
CHAIRMAN OF THE BOARD AND CEO



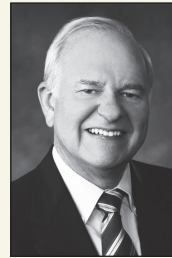
CURTIS MYLES
LAS VEGAS MONORAIL
PRESIDENT & CEO



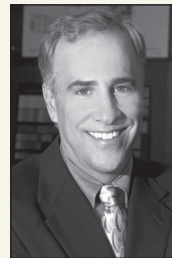
JAMES E. NAVE, DVM
TROPICANA ANIMAL HOSPITAL



PHILLIP C. PECKMAN
PECKMAN COMPANY
CEO



BILL MARTIN
SERVICE 1ST BANK OF NEVADA
VICE CHAIRMAN & CEO



JOHN RITTER
FOCUS PROPERTY GROUP
CEO

BOARD MEMBERS



LINDY SCHUMACHER
LINCY FOUNDATION



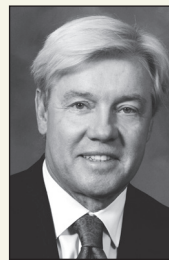
JEFFREY W. SHAW
SOUTHWEST GAS CORPORATION
CEO



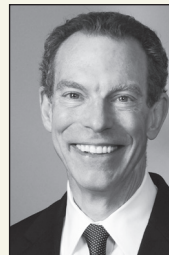
KEITH SMITH
CHAIRMAN
BOYD GAMING CORPORATION
PRESIDENT & CEO



DANNY THOMPSON
NV AFL-CIO
EXECUTIVE SECRETARY &
TREASURER



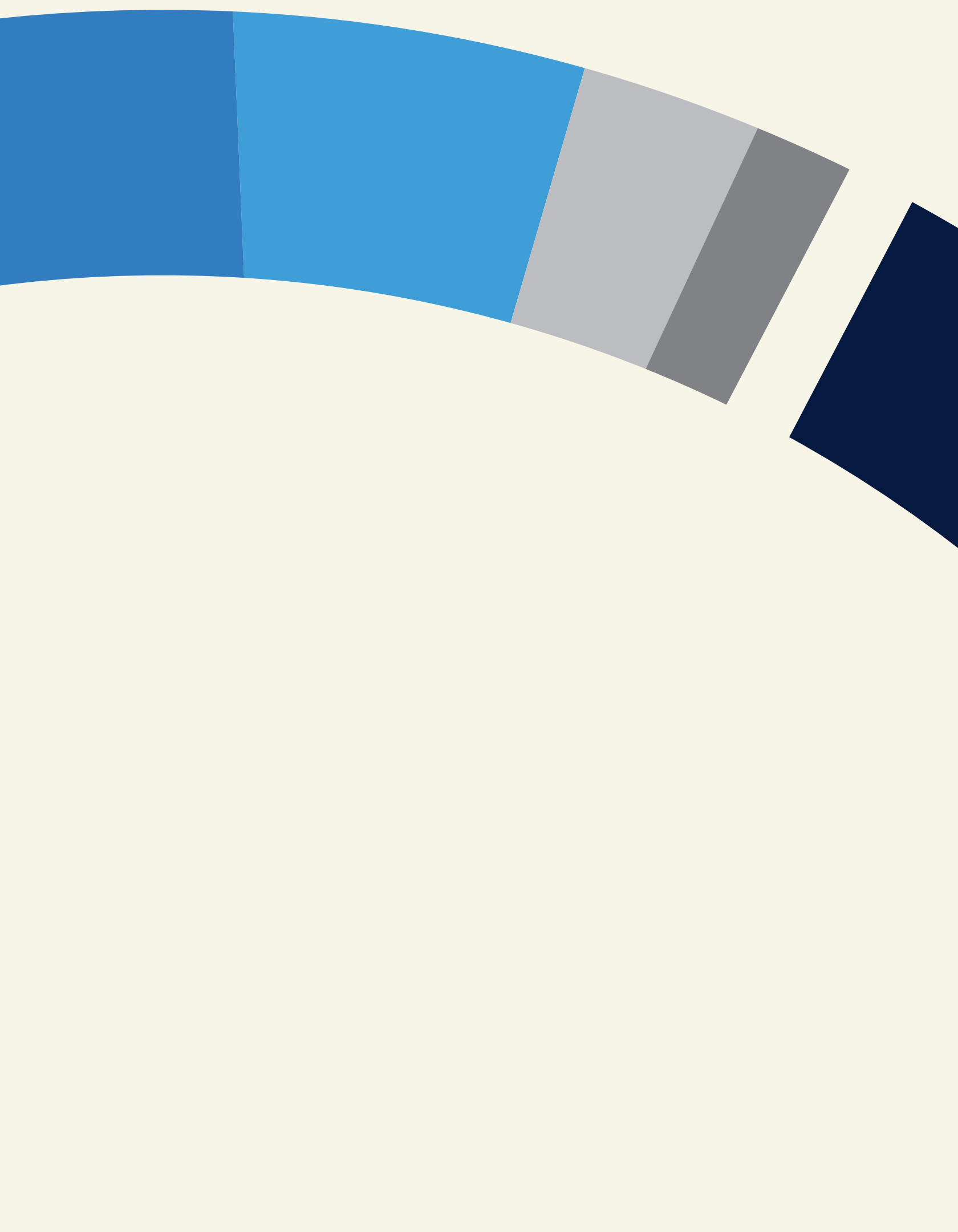
TERRENCE L. WRIGHT
OWNER AND CHAIRMAN OF THE BOARD
NEVADA TITLE COMPANY



MICHAEL YACKIRA
NV ENERGY
PRESIDENT & CEO



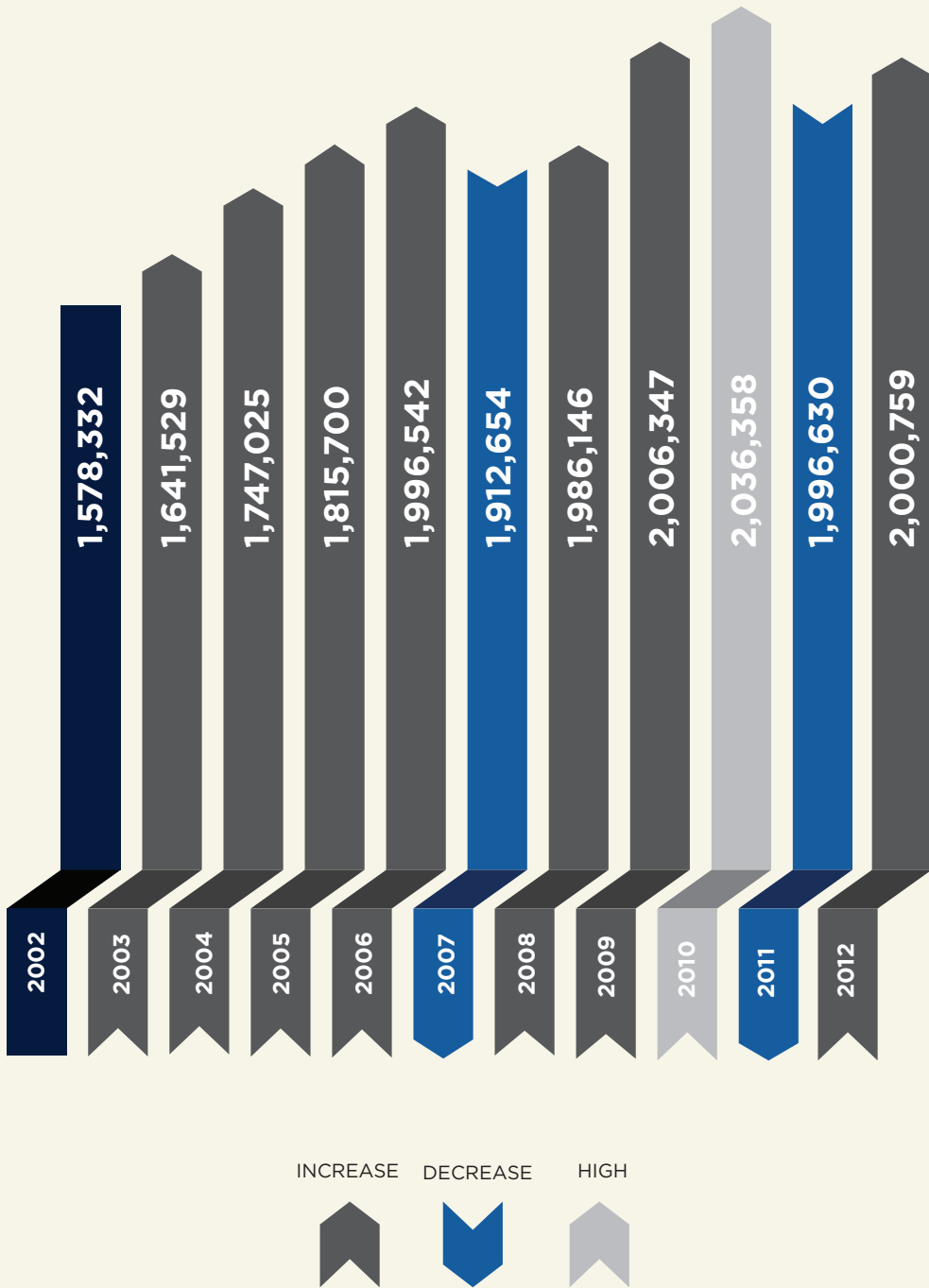
SYLVIA YOUNG
SUNRISE HEALTH SYSTEM
PRESIDENT



DEMOGRAPHICS

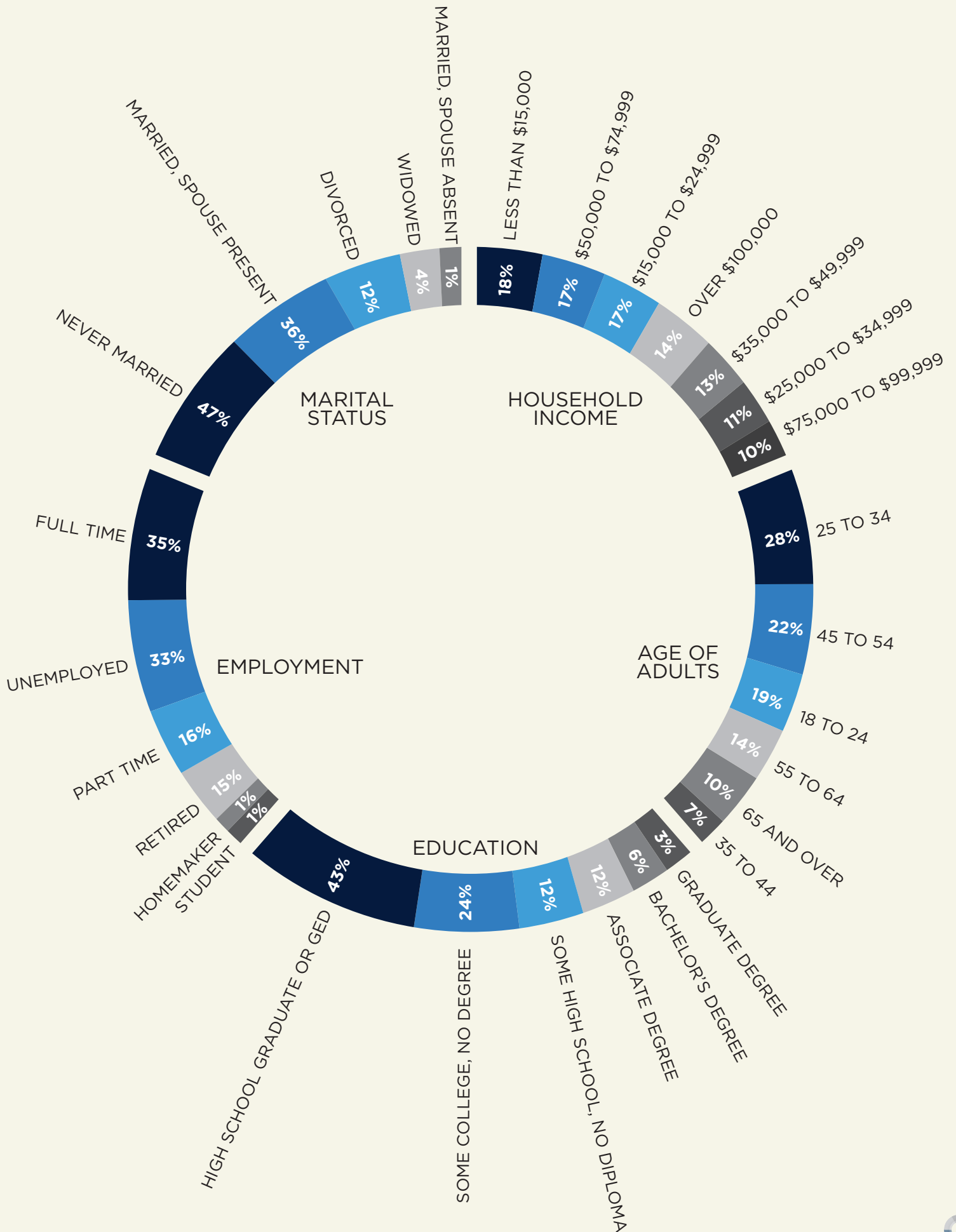


CLARK COUNTY POPULATION TREND

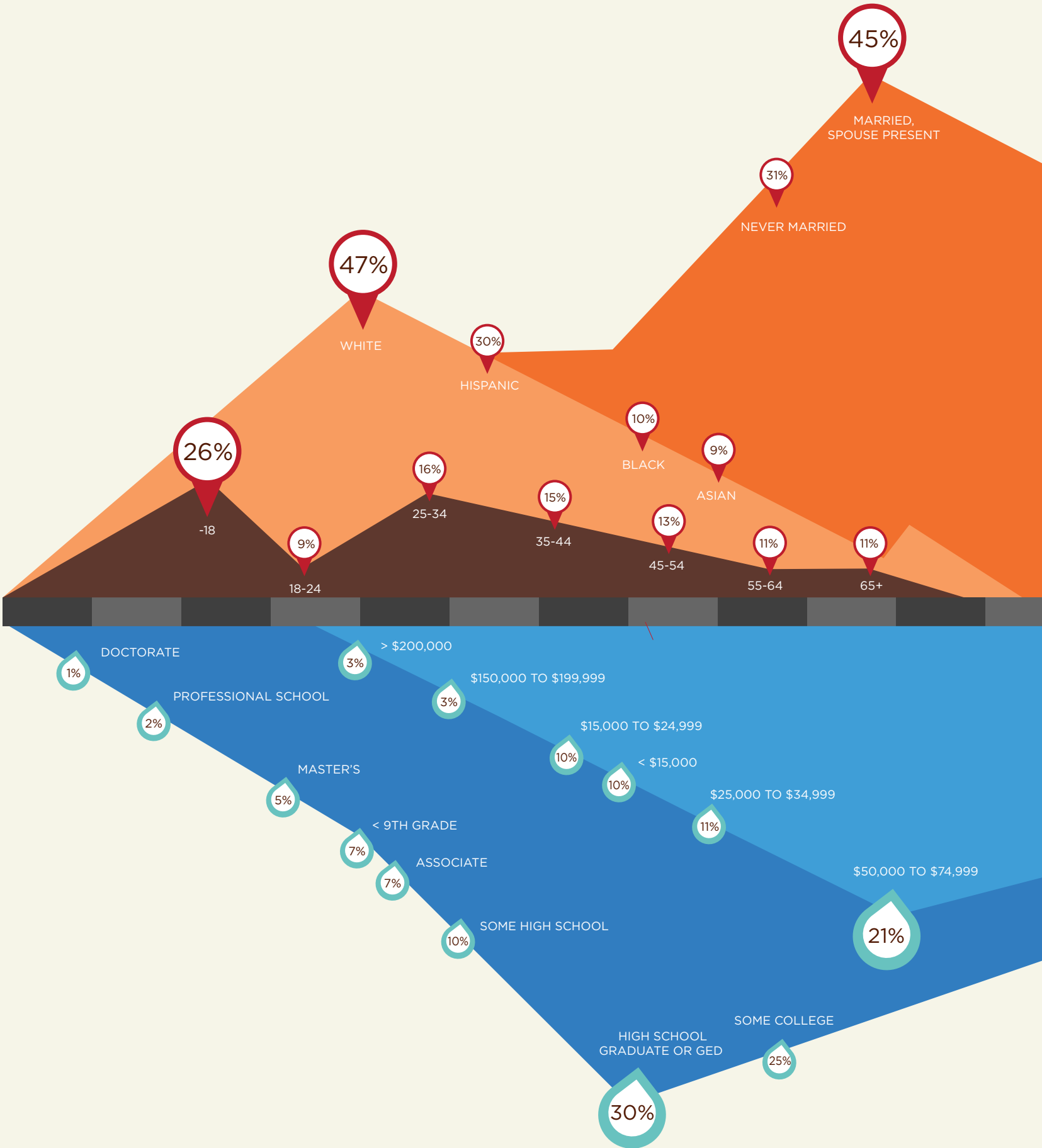


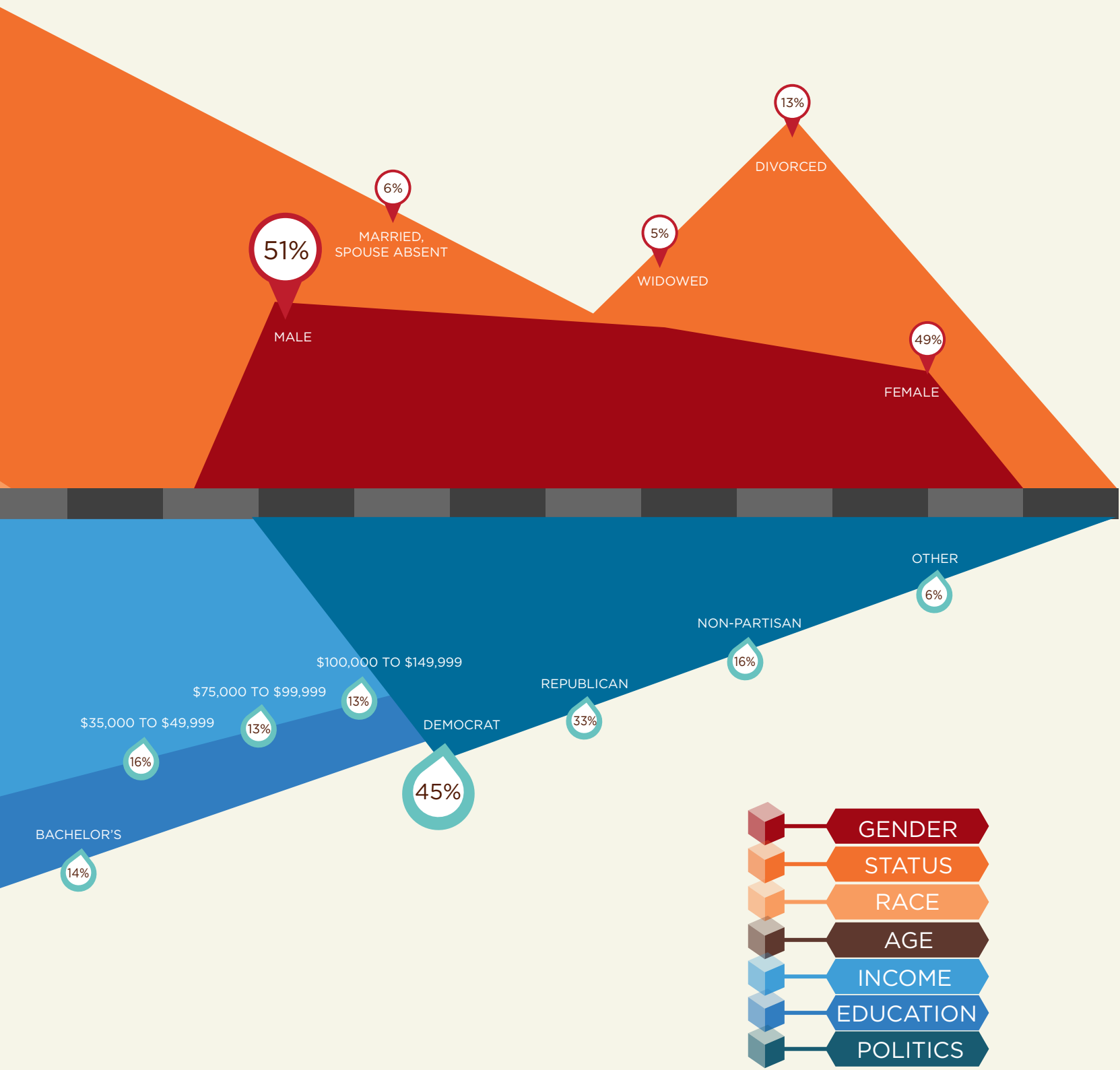
SOURCE: 2012 LAS VEGAS PERSPECTIVE

NEWCOMER PROFILE



RESIDENT PROFILE

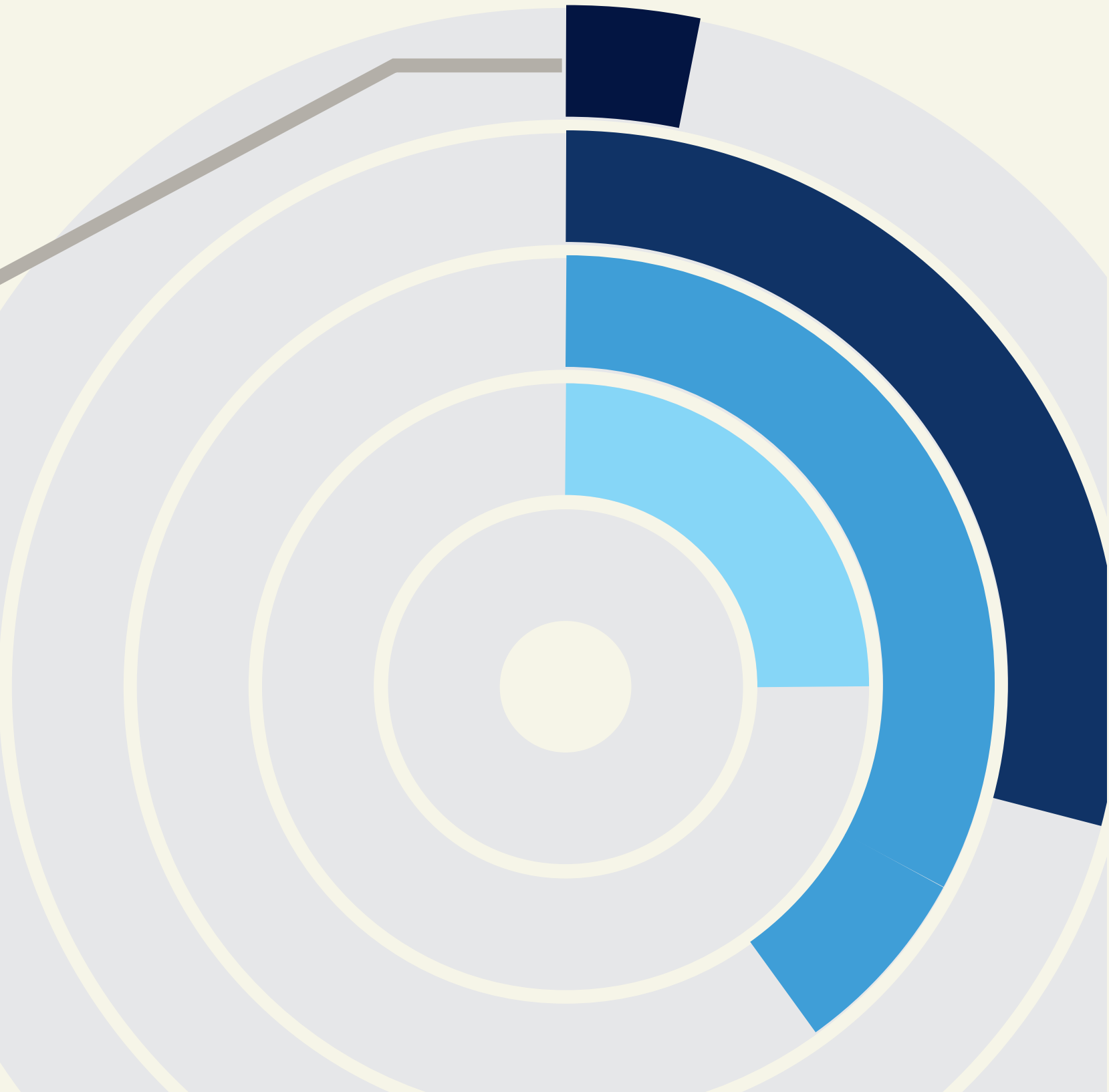




SOURCE: 2012 LAS VEGAS PERSPECTIVE

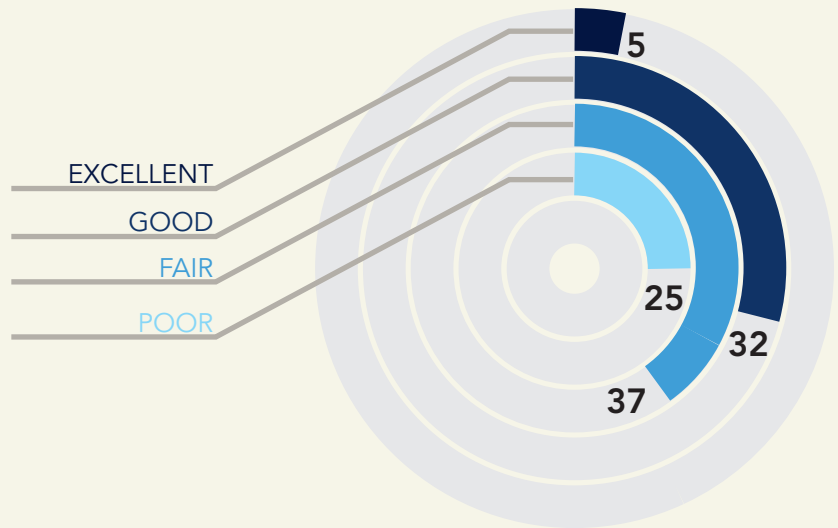
ENGAGEMENT





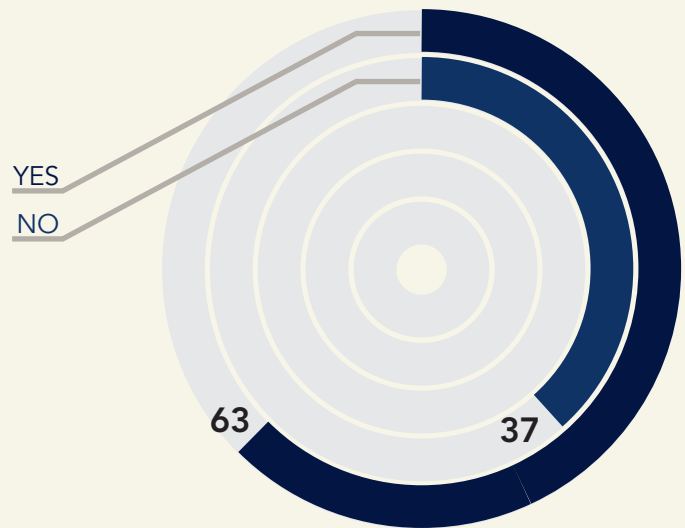
IMPORTANT ISSUES FACING NEVADANS

HOW WOULD YOU RATE OUR STATE'S HEALTH CARE?

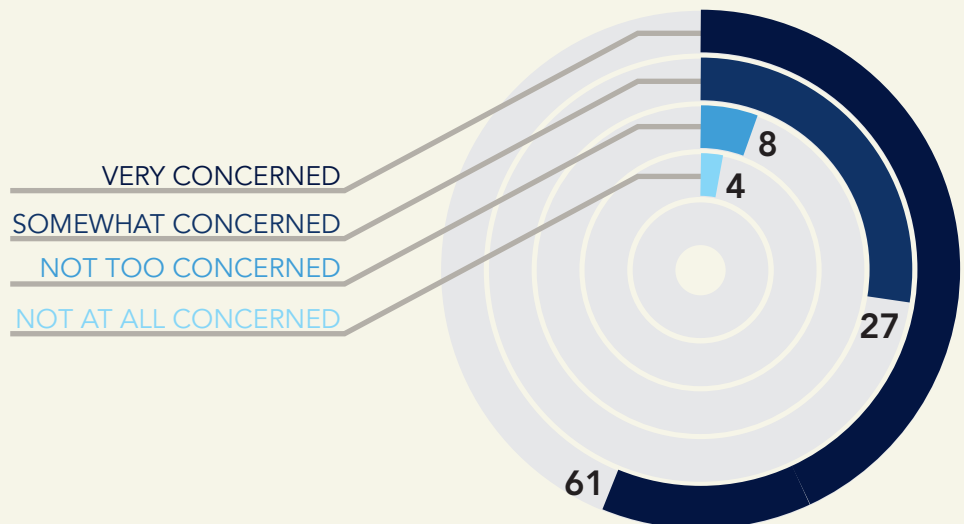


IF CHILDREN ARE PRESENT IN THE HOUSEHOLD, ARE THEY CURRENTLY COVERED BY HEALTH INSURANCE?

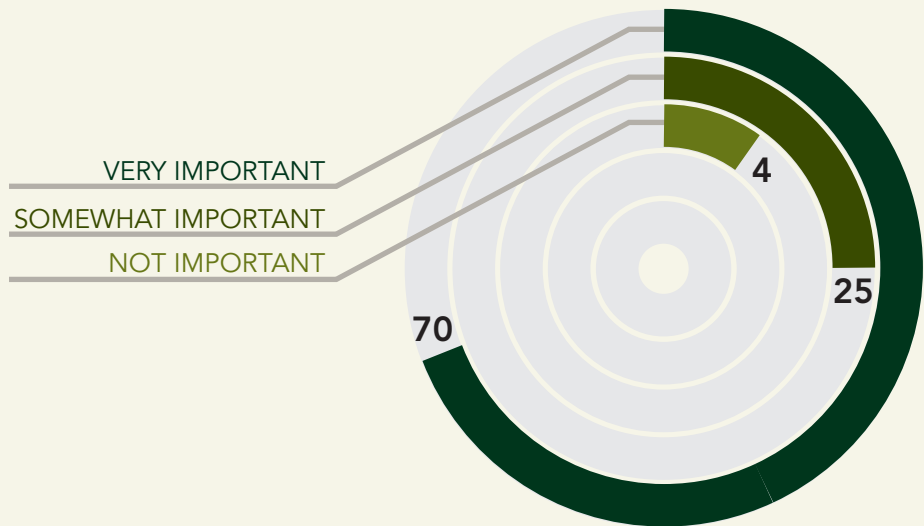
WATER POLLUTION



HOW CONCERNED ARE YOU ABOUT THE COST OF HEALTH CARE?

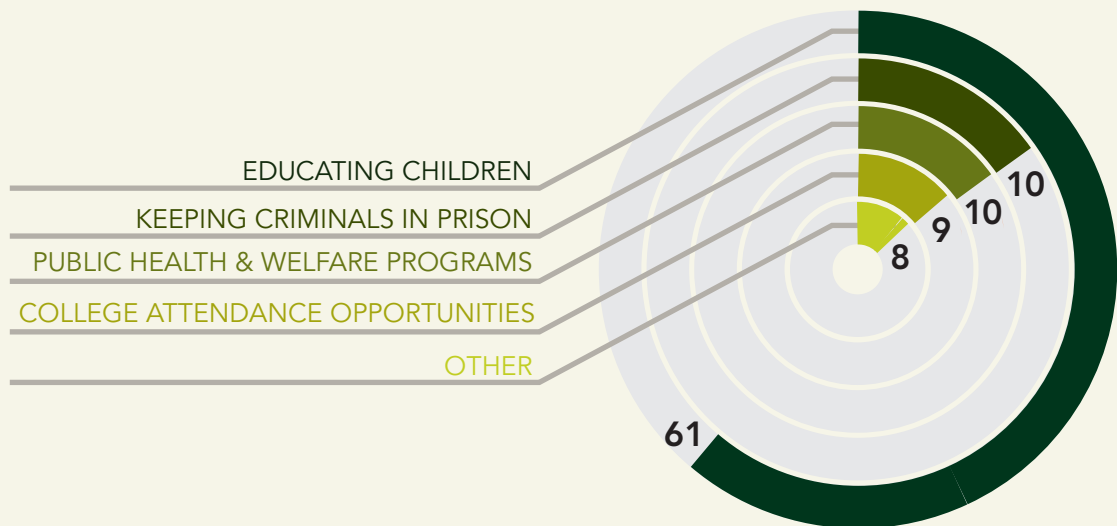


HOW IMPORTANT IS THE ATTRACTION OF NEW, NON-GAMING BUSINESSES TO THE FUTURE OF LAS VEGAS?

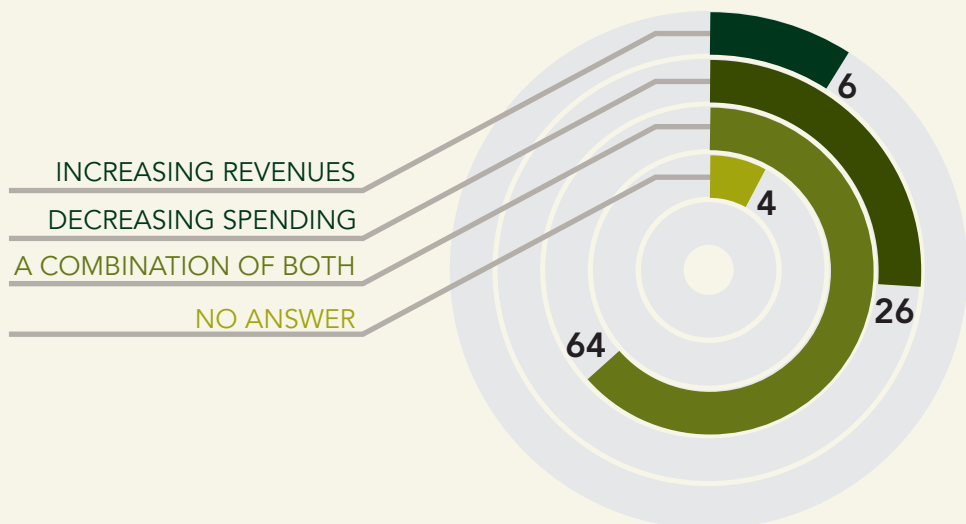


GIVEN RECENT CONCERN OVER STATE BUDGET SHORTFALLS, WHICH IS YOUR #1 STATE FUNDING PRIORITY?

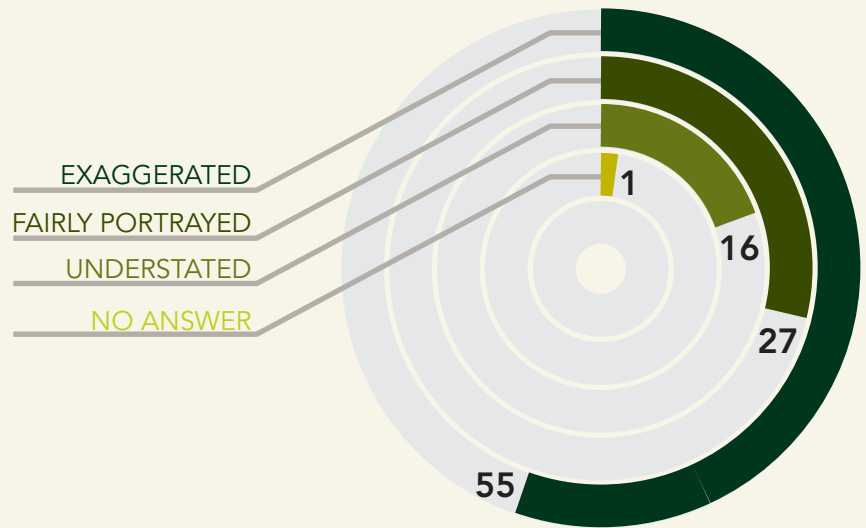
WATER POLLUTION



HOW DO YOU THINK THE STATE BUDGET SHORTFALL SHOULD BE BALANCED?

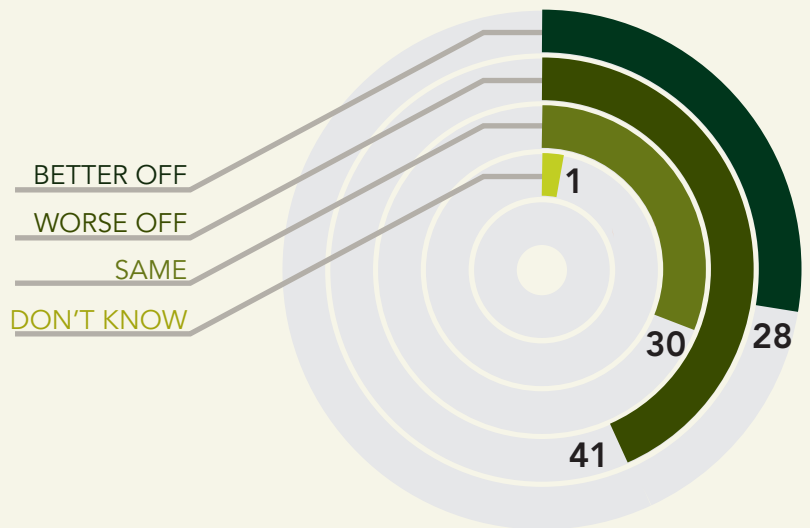


THE NEGATIVE PORTRAYAL OF LAS VEGAS IN THE NATIONAL MEDIA HAS BEEN ...

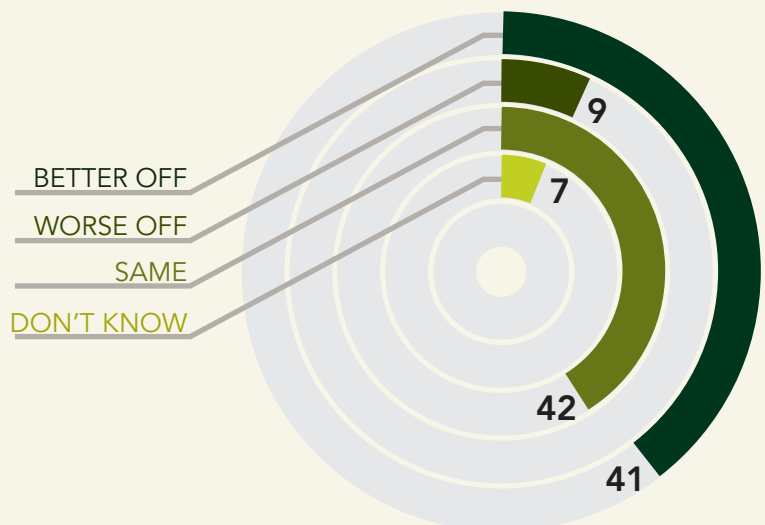


ARE YOU AND YOUR FAMILY BETTER OFF OR WORSE OFF FINANCIALLY THEN YOU WERE A YEAR AGO?

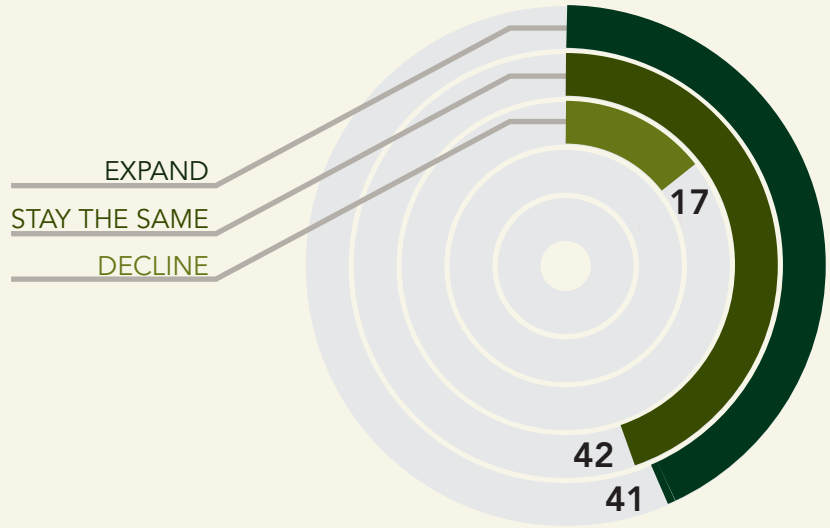
WATER POLLUTION



IN ONE YEAR, WHERE DO YOU THINK YOU AND YOUR FAMILY WILL BE FINANCIALLY?

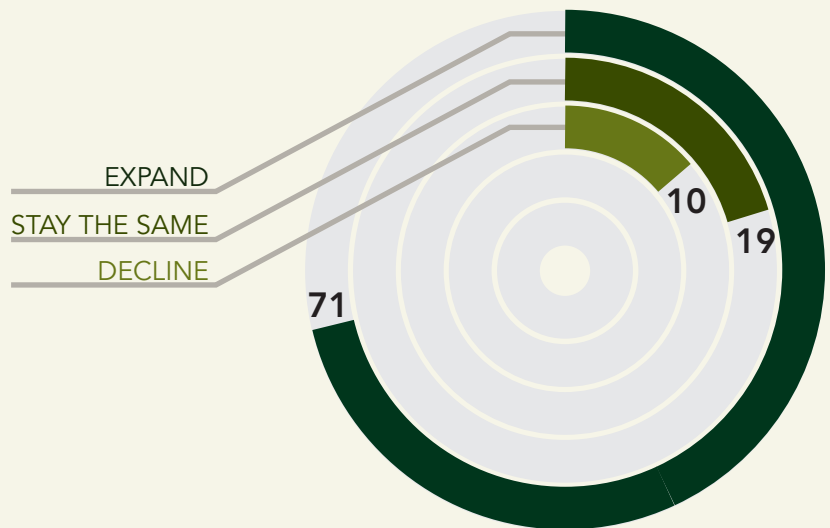


IN THE NEXT TWELVE MONTHS THE ECONOMY OF SOUTHERN NEVADA WILL ...



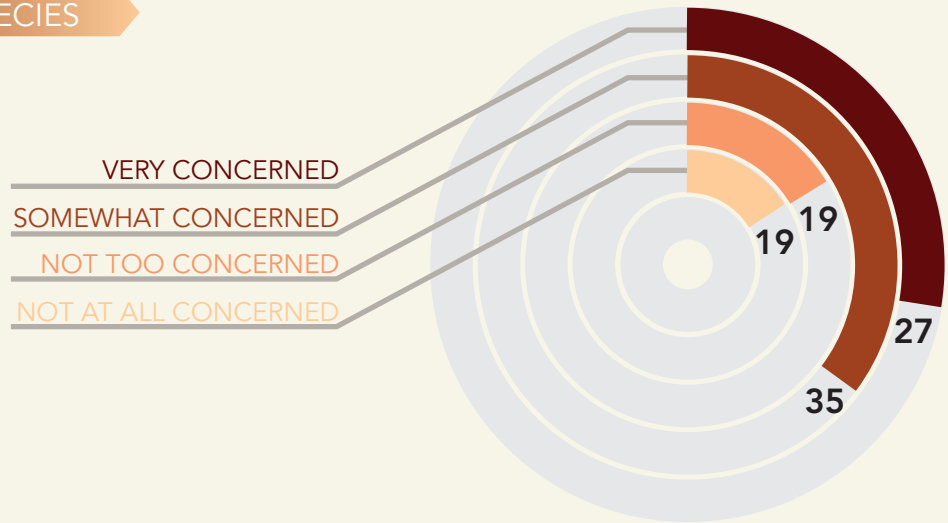
IN THE NEXT FIVE YEARS THE ECONOMY OF SOUTHERN NEVADA WILL ...

WATER POLLUTION

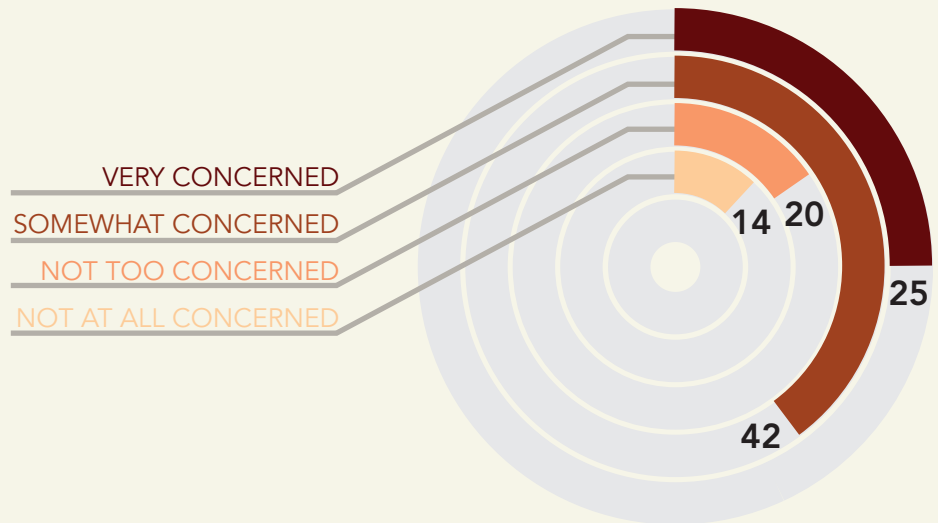


ENVIRONMENTAL ISSUES

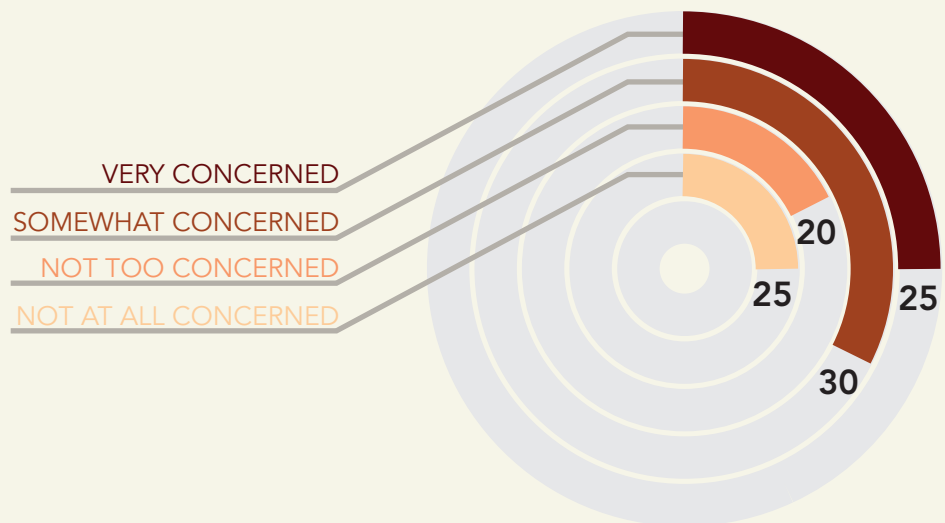
ENDANGERED SPECIES



LANDFILLS

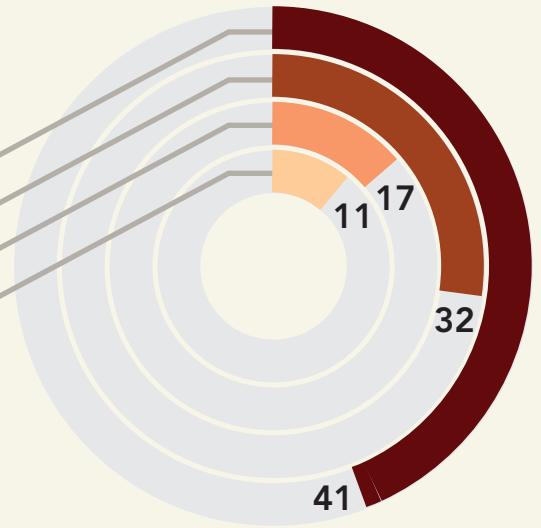


POLLUTION



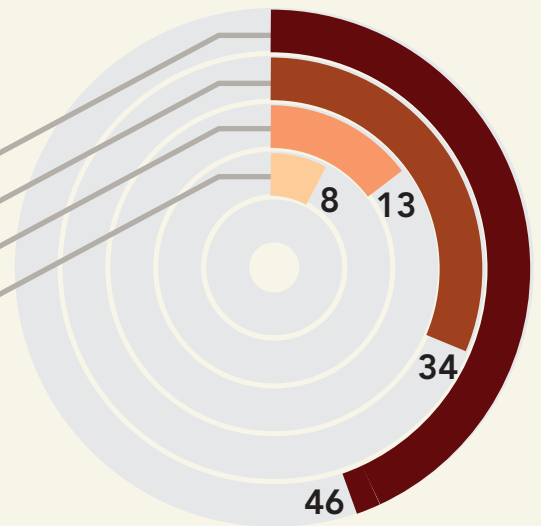
TOXIC WASTES

VERY CONCERNED
SOMEWHAT CONCERNED
NOT TOO CONCERNED
NOT AT ALL CONCERNED



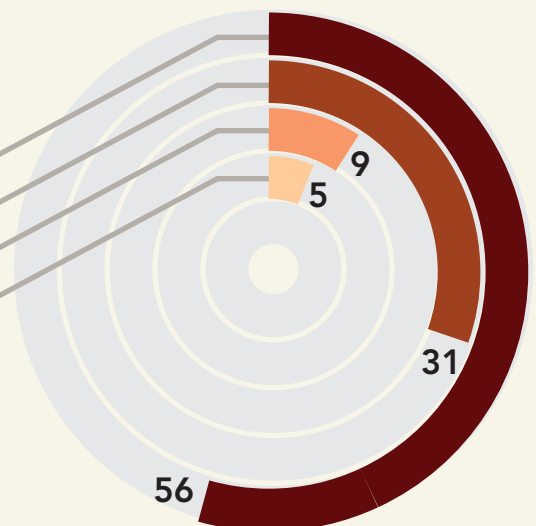
WATER POLLUTION

VERY CONCERNED
SOMEWHAT CONCERNED
NOT TOO CONCERNED
NOT AT ALL CONCERNED



WATER SUPPLY

VERY CONCERNED
SOMEWHAT CONCERNED
NOT TOO CONCERNED
NOT AT ALL CONCERNED



ECONOMIC DEVELOPMENT

LAS VEGAS GLOBAL ECONOMIC ALLIANCE



WHO WE ARE

The Las Vegas Global Economic Alliance is the Regional Development Authority for Southern Nevada. The LVGEA works to attract, expand and retain businesses and build the organizational and workforce foundations necessary for success in the global economy.



WHAT WE DO

The Las Vegas Global Economic Alliance has partnered with over 300 stakeholders in developing a Comprehensive Economic Development Strategy. This strategy will focus on building the foundations of our regional economy and developing industries in seven targeted industry clusters: Tourism, Logistics & Manufacturing, Defense & UAVs, Healthcare, Business & IT Ecosystems, Clean Technology, Global Banking & Finance



SUCCESS STORIES

In the past year the Las Vegas Global Economic Alliance has helped over 30 companies relocate or expand in Southern Nevada, resulting in the creation of over 2000 direct permanent jobs



LOOKING FORWARD

The Las Vegas Global Economic Alliance will work cooperatively with our local and regional partners to foster cooperative commerce and connectivity and make Southern Nevada a global business destination



LAS VEGAS GLOBAL ECONOMIC ALLIANCE

Your Business Connection to the World

Votre connection au monde des affaires

Conectando su empresa al mundo

您的企业与世界紧紧相联

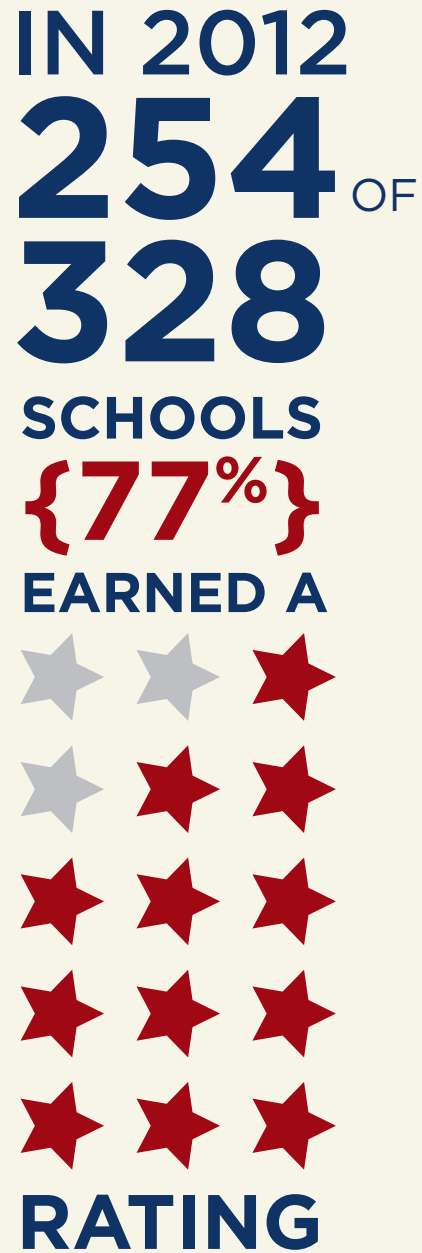
The creation of the Las Vegas Global Economic Alliance is the result of a community who is rethinking how the southern Nevada economy must behave to be competitive on a local, regional, national and international scale over the next 100 years. In a very short time, business, political, academic and community thought leaders have come together to establish the GEA, and its success to date shows the promise of a stronger future for our region.

PUBLIC EDUCATION

The CCSD made big moves in 2012

Performance increased and a new culture of success + accountability further grew within the CCSD. Congratulations to the Trustees, administrators, teachers, parents and students who have been a part of this amazing transition.

SCHOOL PERFORMANCE FRAMEWORK



SOURCE: [HTTP://CCSD.NET/DISTRICT/SCHOOL-PERFORMANCE-FRAMEWORK/](http://ccsd.net/district/school-performance-framework/)

DISTRICT HIGHLIGHTS



PROGRESS REPORT

The 2010-2011 and 2011-2012 school years for the CCSD have been an exciting time of transition and progress, led by a thoughtful, bold and resolute School Board of Trustees and their Superintendent Dwight Jones.

In support of their broad vision for improvement in all our schools, the surrounding community has embraced this approach with increased engagement at all levels.

The results in this short time are impressive. Billed by national educational think tanks as the fastest improving large urban district in the U.S., we are learning that change is possible. We still have far to go, but we are bolstered by the progress made thus far.



BUDGET TRANSPARENCY TOOL

The District recently launched an online budget transparency tool. Called the “Open Book” portal, it makes it easy for parents, taxpayers, journalists and critics to view the district’s revenue and expenses. CCSD is one of the first districts in the nation to make its budget so easily accessible and navigable.

SOURCE: [HTTP://CCSD.NET/DISTRICT/OPEN-BOOK/](http://ccsd.net/district/open-book/)



PERFORMANCE MANAGEMENT

District staff created a suite of performance management tools that allow leadership to search, sort and mine data. Interactive data displays show the academic performance of individual students, teachers, grades and school changes over time. One of these tools, called “INSIGHT”, reveals the return on investment. This information at the school level is coupled with financial information so the user can see how many and which schools get high returns at low cost and how this changes from year to year.



HIGH SCHOOL SENIOR ENROLLMENT LOSS IMPROVES

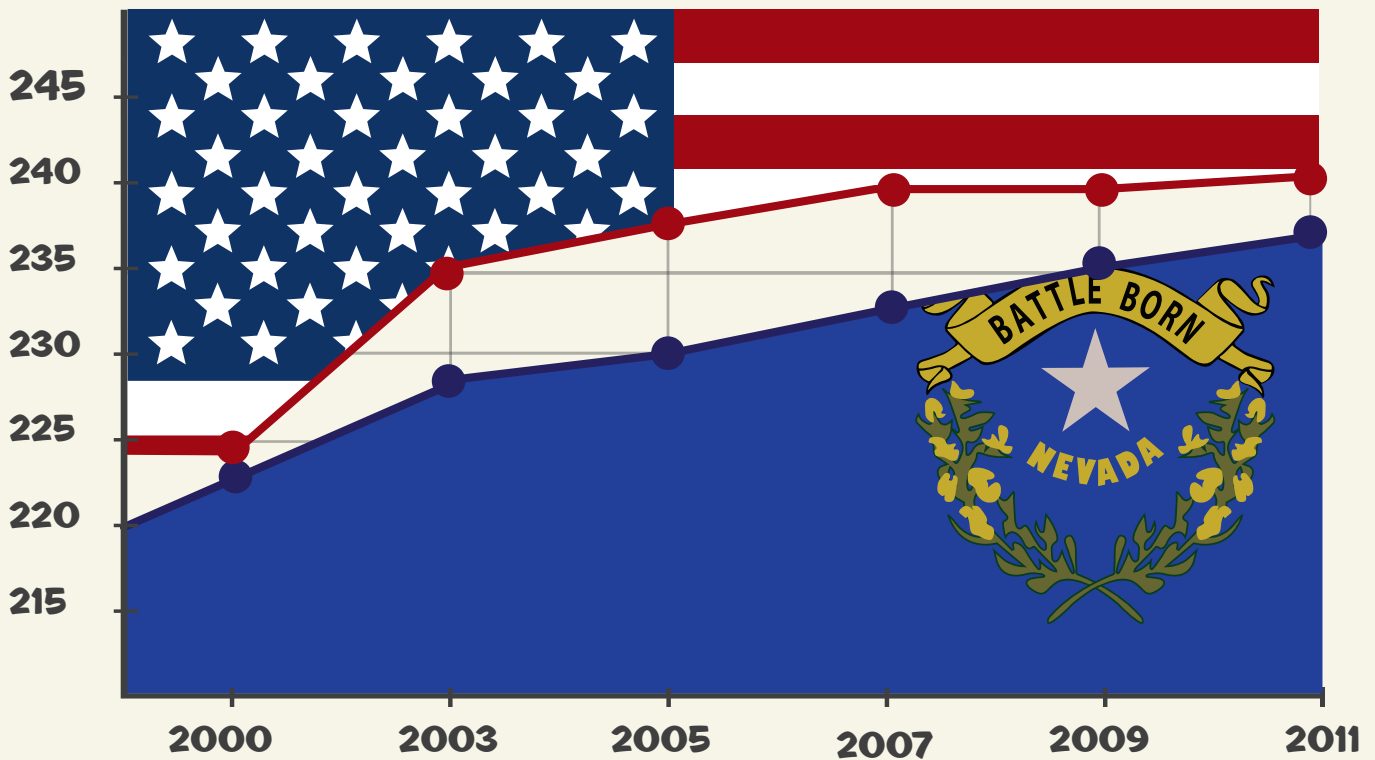
Recent data shows that the student enrollment percent loss at CCSD comprehensive high schools is improving. As of February 2013, there were 2,012 fewer high school seniors enrolled than on count day in September. This is a vast improvement in the number of seniors enrolled in February of recent years, which ranged from a loss of 2,585 in 2003-2004 to 3,665 in 2008-2009.

SOURCE: (LAST PAGE OF NEWSLETTER): [HTTP://AZAC.CCSD.NET/DZG%20NEWSLETTER/DZGNEWSLETTERVOLUME1.PDF](http://azac.ccsd.net/dzg%20newsletter/dzgnewslettervolume1.pdf)

PUBLIC EDUCATION ASSESSMENT - 4TH GRADE MATH

NAEP AVERAGE SCALE SCORE
NATIONAL VERSUS NEVADA

● National ● Nevada



**CCSD
FACT**

THROUGH THE USE
OF IPADS, FIVE
MIDDLE SCHOOLS
NOW OFFER A 1:1
LEARNING
ENVIRONMENT FOR
EACH AND EVERY
STUDENT.



**VON TOBEL
MIDDLE SCHOOL**

HAS SEEN CLASSROOM
DISCIPLINE REFERRALS
CUT IN HALF DUE TO
GREATER ENGAGEMENT
AMONG STUDENTS

SOURCE: *NAEP - NATIONAL ASSESSMENT EDUCATIONAL PROGRESS

49%

STUDENT GROUPS, GENDER
% OF STUDENTS

51%

STUDENT GROUPS, RACE
% OF STUDENTS

NAEP AVERAGE SCALE SCORE
STUDENT GROUPS, NEVADA

ASIAN

6%

BLACK

10%

WHITE

36%

42%

HISPANIC

226

238

247

253

248

236

229

BLACK
ELIGIBLE

MALE
WHITE

ASIAN

NOT ELIGIBLE
FEMALE

HISPANIC

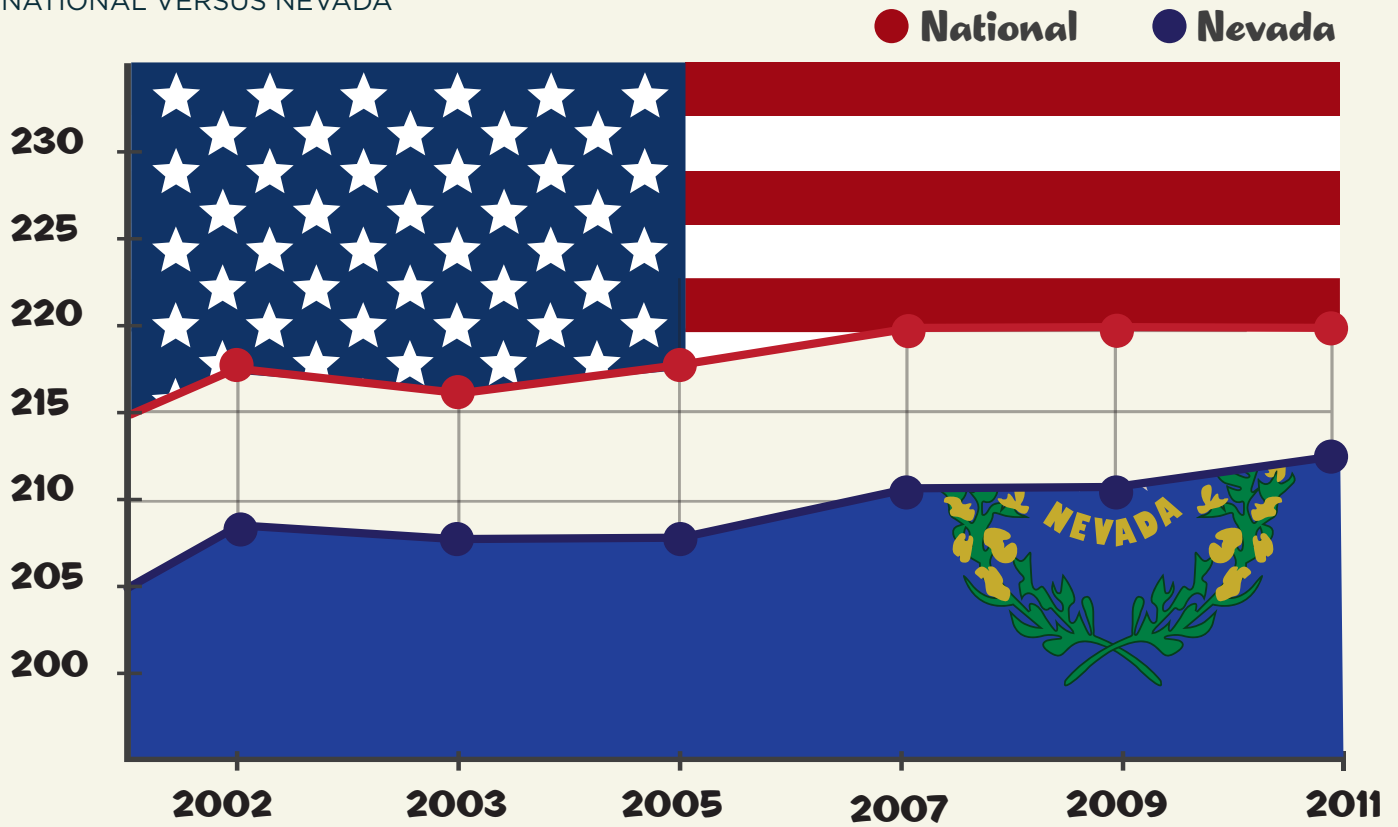
Not Eligible
43%

Eligible
57%

STUDENT GROUPS, NATIONAL SCHOOL LUNCH PROGRAM
% OF STUDENTS

PUBLIC EDUCATION ASSESSMENT - 4TH GRADE READING

NAEP AVERAGE SCALE SCORE NATIONAL VERSUS NEVADA



CCSD FACT

THE DISTRICT IS ON TRACK TO IMPLEMENT A SHIFT ALLOWING THE EDUCATION OF 100,000 STUDENTS TO BE COMPOSED CHIEFLY OF FULL TIME ONLINE VIRTUAL LEARNING.

SOURCE: *NAEP - NATIONAL ASSESSMENT EDUCATIONAL PROGRESS

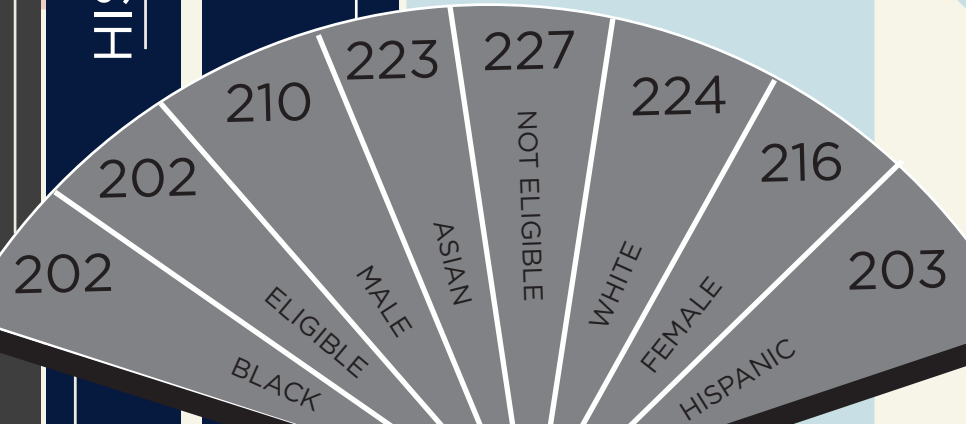
49%

STUDENT GROUPS, GENDER
% OF STUDENTS

51%

STUDENT GROUPS, RACE
% OF STUDENTS

NAEP AVERAGE SCALE SCORE
STUDENT GROUPS, NEVADA



Not Eligible
43%

Eligible
57%

STUDENT GROUPS, NATIONAL SCHOOL LUNCH PROGRAM
% OF STUDENTS

6%

ASIAN

10%

BLACK

36%

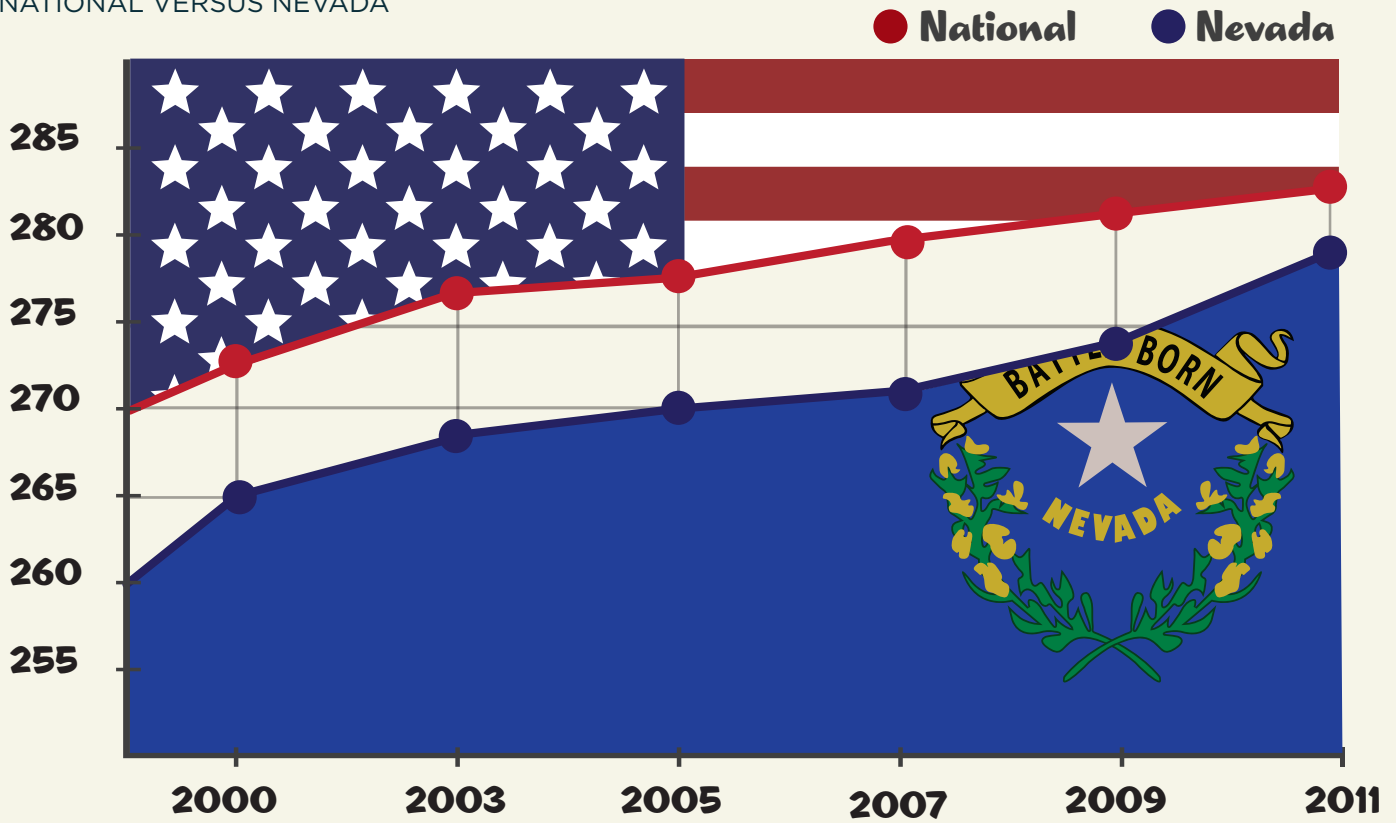
WHITE

42%

HISPANIC

PUBLIC EDUCATION ASSESSMENT - 8TH GRADE MATH

NAEP AVERAGE SCALE SCORE NATIONAL VERSUS NEVADA



CCSD FACT

THE DISTRICT WAS A RECIPIENT OF A
CENTER FOR DIGITAL EDUCATION 2012
BEST OF THE WEB AWARD IN THE
K-12 DISTRICT WEBSITE CATEGORY.

SOURCE: *NAEP - NATIONAL ASSESSMENT EDUCATIONAL PROGRESS

49%

STUDENT GROUPS, GENDER
% OF STUDENTS

51%

STUDENT GROUPS, RACE
% OF STUDENTS

NAEP AVERAGE SCALE SCORE
STUDENT GROUPS, NEVADA

39%

38%

WHITE

HISPANIC

9%

BLACK

7%

ASIAN

202

210

223

227

224

216

203

BLACK
ELIGIBLE

MALE

ASIAN

NOT ELIGIBLE

WHITE

FEMALE

HISPANIC

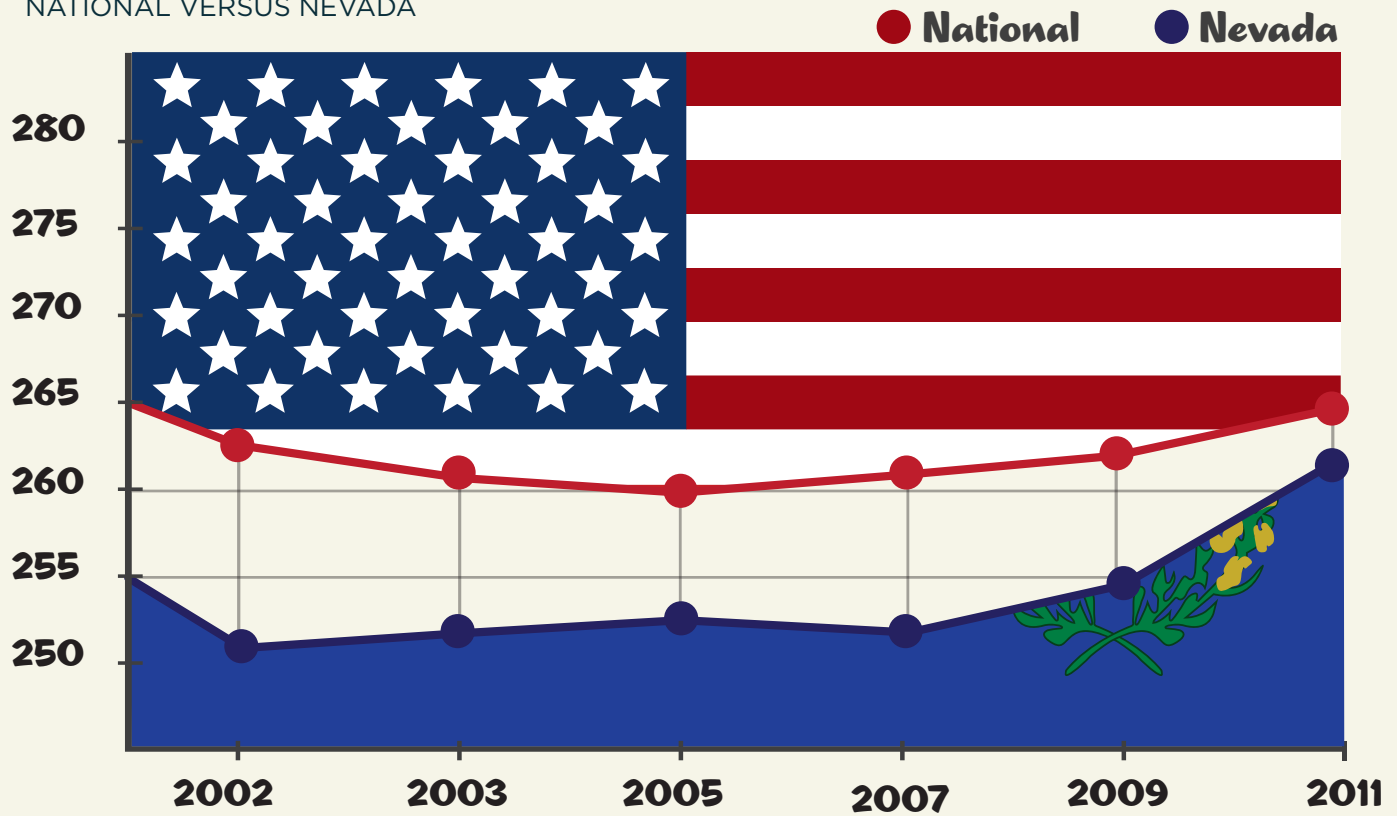
Not Eligible
53%

Eligible
47%

STUDENT GROUPS, NATIONAL SCHOOL LUNCH PROGRAM
% OF STUDENTS

PUBLIC EDUCATION ASSESSMENT - 8TH GRADE READING

NAEP AVERAGE SCALE SCORE
NATIONAL VERSUS NEVADA



CCSD FACT

THE NATIONAL ASSESSMENT OF EDUCATIONAL PROGRESS RANKED NEVADA AMONG THE FASTEST-IMPROVING STATES IN THE NATION IN EIGHTH GRADE TEST RESULTS FROM 2009 TO 2011.

NEVADA EIGHTH GRADERS ENROLLED IN CCSD

73%

SOURCE: *NAEP - NATIONAL ASSESSMENT EDUCATIONAL PROGRESS

49%

STUDENT GROUPS, GENDER
% OF STUDENTS

51%

STUDENT GROUPS, RACE
% OF STUDENTS

NAEP AVERAGE SCALE SCORE
STUDENT GROUPS, NEVADA

39%

38%

WHITE

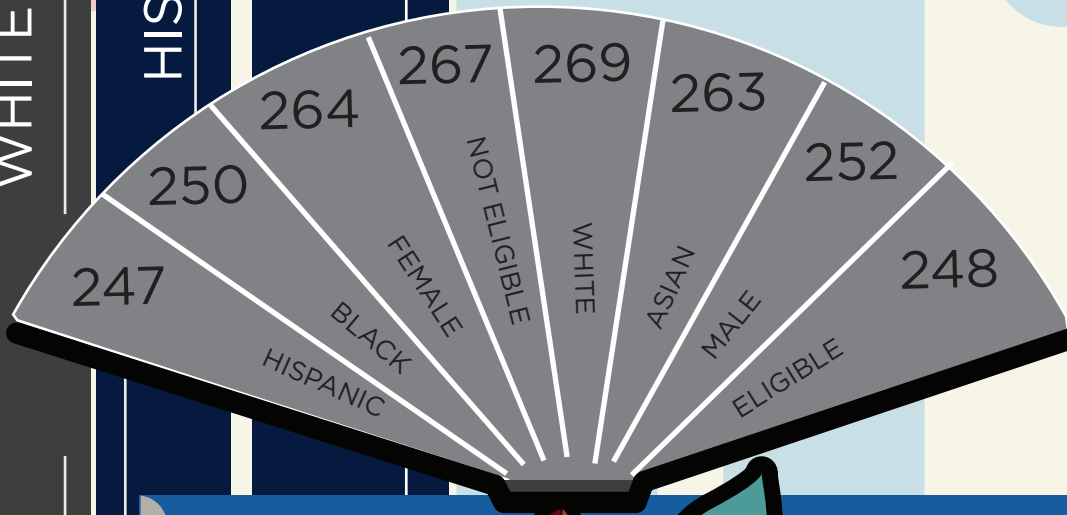
HISPANIC

9%

BLACK

7%

ASIAN

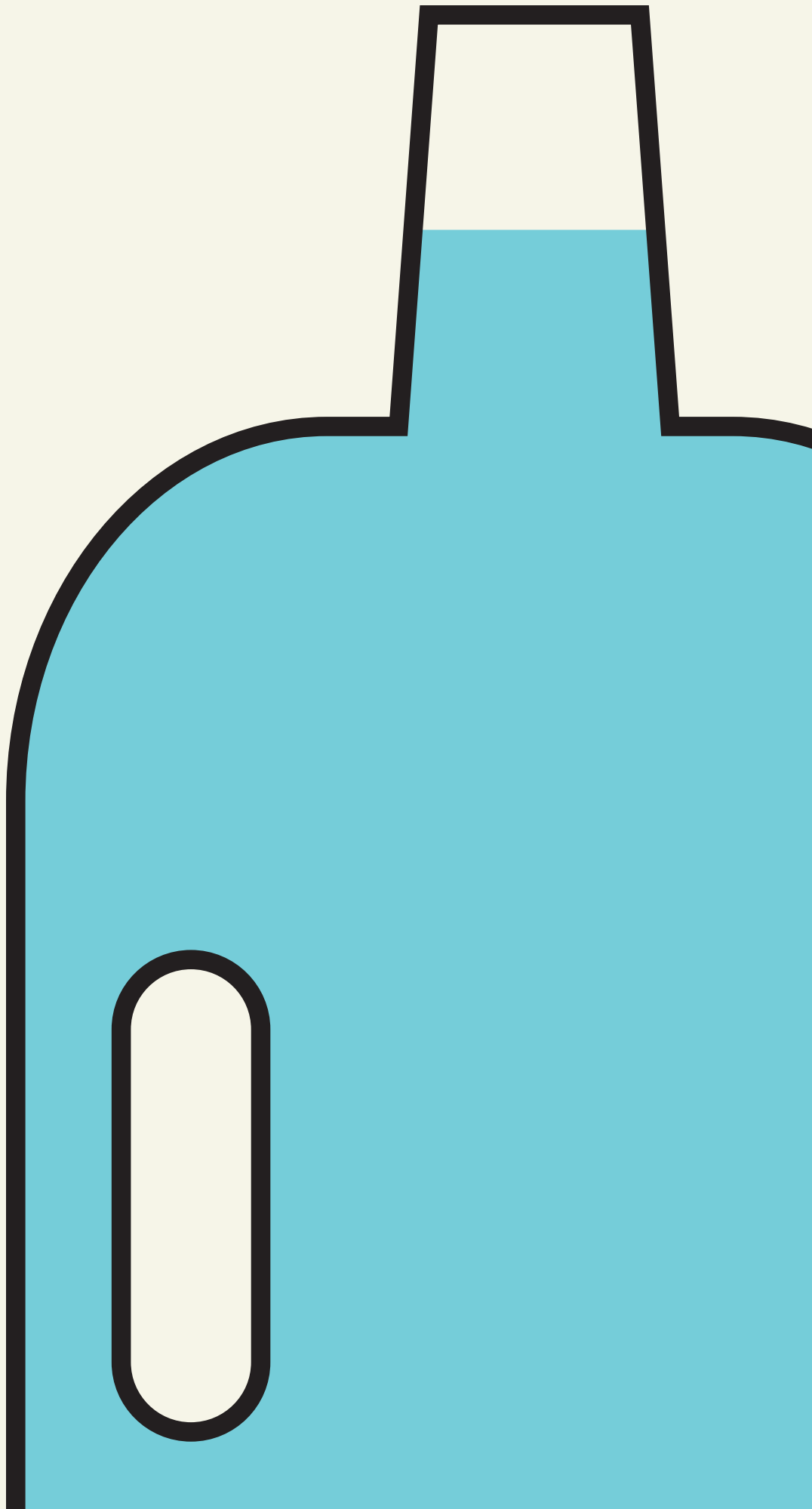


Not Eligible
53%

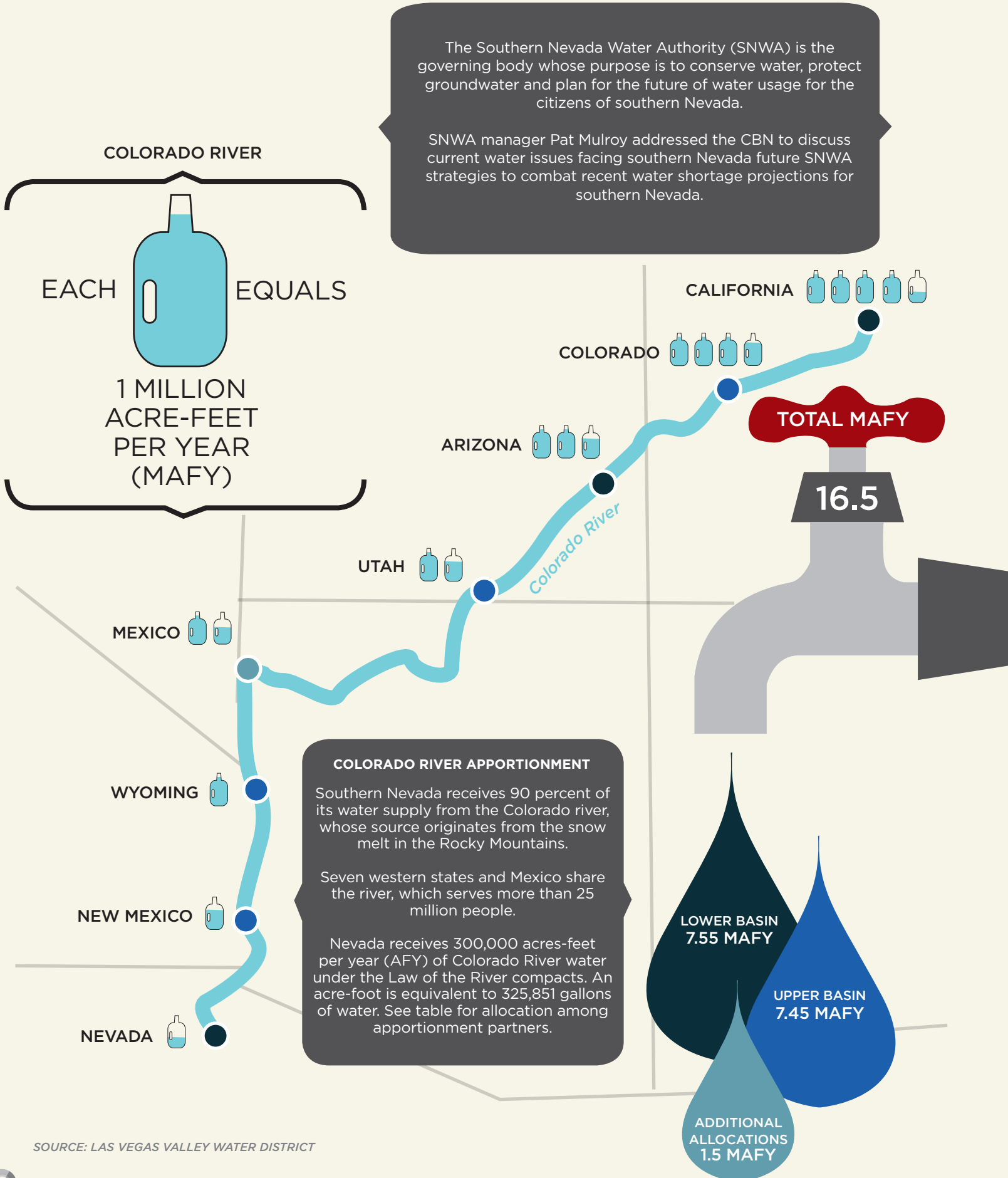
Eligible
47%

STUDENT GROUPS, NATIONAL SCHOOL LUNCH PROGRAM
% OF STUDENTS

ENRICHMENT

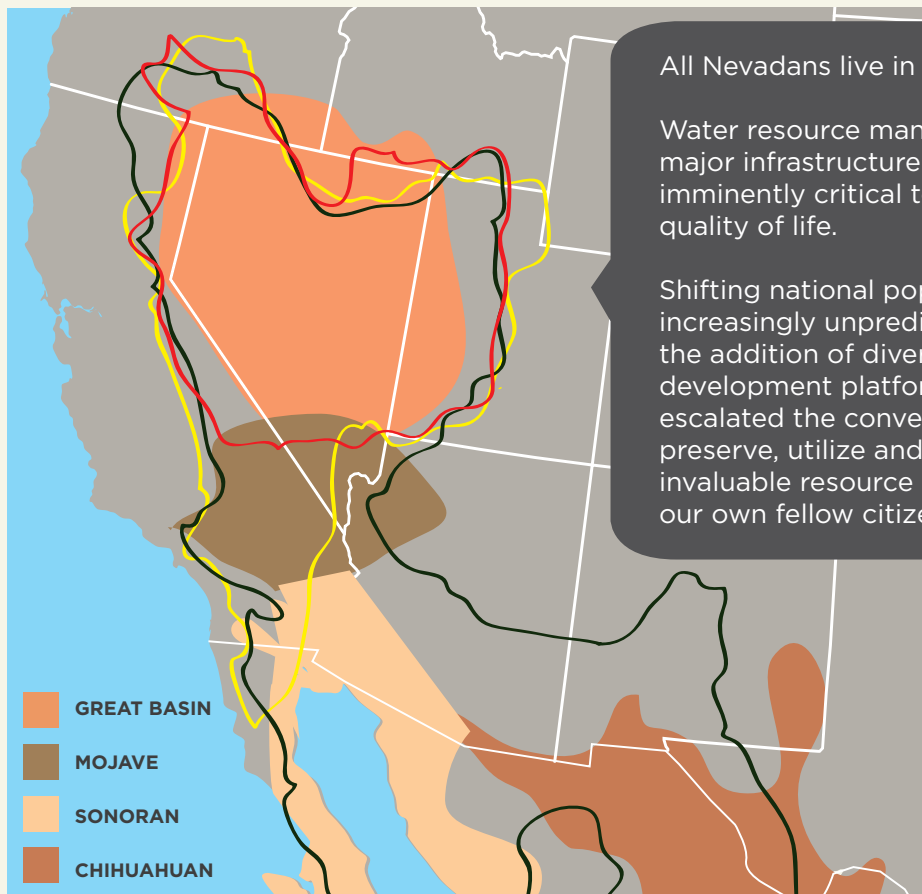


WATER RESOURCES



SOURCE: LAS VEGAS VALLEY WATER DISTRICT

WATER RESOURCES



All Nevadans live in a desert.

Water resource management continues to be a major infrastructure issue facing Nevada. The issue is imminently critical to the future of our economy and quality of life.

Shifting national population demographics, increasingly unpredictable weather cycles and the addition of diverse and robust economic development platforms in the region have further escalated the conversation about how we best preserve, utilize and share in the cost for this invaluable resource amongst our sister states and our own fellow citizens in Nevada.

- THE HYDROGRAPHIC GREAT BASIN** is a 200,000 square mile area that drains internally. All precipitation in the region evaporates, sinks underground or flows into lakes (mostly saline). Creeks, streams and rivers find no outlet to either the Gulf of Mexico or the Pacific Ocean. The region is bounded by the Wasatch Mountains to the east, the Sierra Nevada Mountains to the west and the Snake River Plain to the north.
- THE BASIN AND RANGE REGION** is the product of geological forces stretching Earth's crust, creating many north-south-trending mountain ranges. These ranges are separated by flat valleys or basins. These hundreds of ranges make Nevada the most mountainous state in the country.
- THE GREAT BASIN DESERT** is defined by plant and animal communities. It is a temperate desert with hot, dry summers and snowy winters. The valleys are dominated by sagebrush and shadescale. Because the Great Basin exhibits such dramatic elevation changes from its valleys to its peaks, the region supports an impressive diversity of species, from those adapted to the desert to those adapted to forest and alpine environments.

SOCIAL INFRASTRUCTURE AND SYSTEMS CHANGE

“END HOMELESSNESS IN SOUTHERN NEVADA IN TEN YEARS.

NOT MANAGE IT.

END IT.”

Social services infrastructure is as critical as ever in Nevada today. How do we redefine our delivery systems in order to best serve those in need but, more importantly, seek to remove those from needing those services altogether if possible? A new approach is required, and new solutions are available to tackle chronic social problems that plague our communities today.

A bold agenda, but that’s exactly what The Southern Nevada Regional Planning Commission (SNRPC) publicly committed to when it rolled out Help Hope Home—a ten year plan to end Homelessness in Southern Nevada in 2007. Given the annual financial cost of homelessness to the region, such a bold agenda was warranted. The Commission was rewarded for its efforts: three years after Help Hope Home was implemented, Southern Nevada witnessed a 30% reduction in homeless on the streets despite undergoing the worst economic crisis our community has ever experienced.

No longer business as usual. This dramatic move away from downstream program investment to upstream problem solving with a clear focus on the return on investment of public funds in underlying solutions became the foundation for the core work of Accelerate Nevada. The Research and Development arm of the Nevada Community Foundation, Accelerate Nevada seeks to move Nevada up the ranks in critical quality of life indicators.

In order to do this, Accelerate Nevada (ACN) has aligned its resources with our partners in local, state and federal government, private philanthropy, higher education, business and the nonprofit community to ensure the highest return on investment by focusing our efforts on funding the right things - driving measurable, scalable impact and strategically positioning Nevada for dramatically increased federal grant and national private funder investment. ACN is strategic about focus of time and efforts, and obsessive about outcomes and measuring impact.

In each of the projects, ACN views its investments--financial and otherwise--through the lens of upstream problem-solving rather than downstream giving. They believe this approach, in conjunction with the work of our many valued community partners, strengthens the systems our communities rely upon.

THREE KEY AREAS



IDENTIFYING THE REAL DRIVERS OF MEASUREABLE CHANGE

For example, Nevada leaves approximately \$1.5 billion dollars “on the table” in federal funds each year that could support our communities and improve our quality of life. We are 51st out of 50 states and Puerto Rico, in terms of bringing in federal grant funding. That’s dead last in the country.

Recently, the Lincy Institute and Strategic Progress, LLC (architect of the successful Help Hope Home Plan) identified the structural, match and capacity issues that result in this inexcusable loss of critical funds. As a result of this analysis, the Institute and Strategic Progress will develop and roll out a Federal Grant Solutions Pilot Project over the next 12 months to begin to address this crippling problem. The Nevada Community Foundation and Accelerate Nevada envision playing an integral role by helping to mobilize private philanthropy and build public will to advance Nevada’s ability to compete, nationally.



SYSTEMS THINKING, CONNECTING AND LEVERAGING RESOURCES, ASSETS AND INFRASTRUCTURE

For example, through a partnership with the Nevada Office of Veterans Services, the Nevada Community Foundation and the Pentagon, we worked to inform the drafting of a statewide initiative aimed at better serving returning veterans and their families. The Green Zone Initiative, led by Caleb Cage from the Governor’s Office, identified where veterans are struggling in the key areas of health, employment and wellness, and is working to align resources across the state to connect systems, improve access services, bridge services gaps, seed programs where unmet needs exists, and make policy changes that will change the lives of thousands of veterans and their families.



STRATEGICALLY FINANCING AND SUSTAINING PROGRESS

ACN’s work through projects such as our Child Welfare Strategic Financing Plan in partnership with the Ritter Charitable Trust, the recent Healthy Communities Strategic Financing Analysis in partnership with United Way and the Wells Fargo Foundation and the Green Zone Federal Funding Analysis for the Nevada State Office of Veterans Services in partnership with Strategic Progress, have set forth detailed analyses on the high quality federal funding streams that are available to us and the obstacles we face to accessing those funds. Through ACN’s efforts, we are providing roadmaps to fund and sustain large scale systems change work through our research and development and making this research available to the community.

The above examples reflect a dramatic paradigm shift in the way communities address seemingly intractable social problems and arose out of two candid realizations: first, that what was being done wasn’t working; secondly, that the cost of continuing to do the same things—both economic and otherwise, was no longer tenable.

WE’VE ALWAYS KNOWN WE CAN DO BETTER.

NOW WE KNOW HOW.

Accelerate Nevada is a community benefit initiative of Nevada Community Foundation, led by Cyndy Ortiz Gustafson, CEO of Strategic Progress, LLC. Accelerate Nevada is managed in partnership with, and supported by, the Nevada Community Foundation, where our research, programs and projects are open-sourced to benefit the community of Southern Nevada and to advance Nevada’s progress on a national scale.

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“A BETTER QUALITY OF LIFE FOR ALL NEVADANS.”

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