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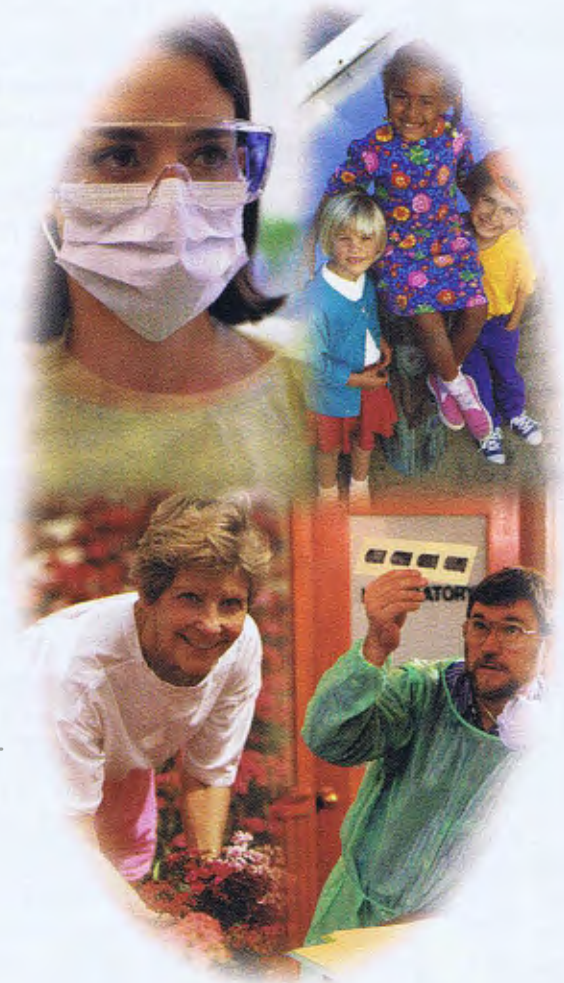
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Governor's Prison Medical Plan Makes Sense

**Giunchigliani
rejects the
Governor's
plan to priva-
tize prison
medical care
before she has
all the facts.**

The Democrats, led by chairwoman Chris Giunchigliani of the Senate-Assembly budget subcommittee handling prison matters, are lining up to reject the governor's plan to privatize medical care in the state prisons. Although the decision will not be made until the last of this month when state budgets are approved, it appears the Democrats, who hold a 28-to-14 advantage in the Assembly, are prepared to reject the proposal. That's unfortunate. No, it's downright criminal.


What's interesting is that Giunchigliani publicly stated she will reject the plan even before she's had a chance to evaluate the proposals by companies bidding on the project. Two private companies have submitted plans that will offer savings to the state of more than \$4.4 million over two years. It seems, that with such a substantial savings to taxpayers, the companies deserve consideration from our lawmakers. Frankly, I am surprised and disappointed that Giunchigliani, who's not an amateur politician, would take such a strong position before she has the facts. Shame on you, Chris. And shame on the Legislature if they don't review the plans with an open mind and give the idea due consideration.

Governor Guinn, who is not a politician, but a successful businessman, has his hands full as he strives to make our state government more efficient. He understands the value of private companies – that they can often perform services better and for less money than government agencies. Unfortu-

nately, Guinn's views on privatization are not necessarily embraced by our lawmakers. Nevada currently provides dozens of services that could be handled better, and cheaper, by the private sector.

In fact, the state government often competes with private business. Take, for example, Employers Insurance Company of Nevada (formerly SIIS), a state-run worker's compensation insurance agency that directly competes with private insurance companies. The state possesses a monopoly on worker's compensation until July 1, when the private sector will be allowed to provide the service. These insurance companies, in competition with the state, pay substantial taxes. The ultimate result is that of the insurance companies subsidizing their competition. How much sense does that make? And why has the government put businesses in that position in the first place?

Don't misunderstand, I'm not advocating that the state be void of all services. However, it should provide only those services that cannot be handled by the private sector. And, our state should never put itself in direct competition with businesses that are helping to support the government. It simply does not make sense.

On the other hand, Guinn's idea of privatizing prison medical service makes a great deal of sense. But whether or not it passes depends on whether Giunchigliani and other democrats are able to get past partisan politics and have the courage to do what's right for Nevada. 

Comments? e-mail: lb.nbj@usa.net

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Arnie Adamsen: Working

As a Councilman from Ward 2, Arnie has spent the last 12 years working for all the people of Las Vegas, whether it's dealing with our ever-increasing traffic problems, or making sure we are safe in our homes. No one can match the Adamsen record. Take a look for yourself.

For Protection

Arnie fought to add five new police substations in our neighborhoods. He's insisted that the Bike Patrols be expanded and he is the only candidate with a plan to reduce juvenile crime.



For Traffic Control

Arnie is the leading proponent of the downtown Monorail, to ease congestion on the Strip. He was an early supporter of CAT and has worked to expand its service throughout our neighborhoods. And, he sits on the state commission studying the plan to bring the bullet train from California to Las Vegas.



For Our Environment

Arnie led the fight for cleaner air in our city by authoring and passing the Dust Reduction Ordinance and the ban on wood-burning fireplaces in new construction. Last year, his efforts to pass the "Gray Water Initiative" were successful. It is estimated this plan will save 1.5 billion gallons of water over the next five years for all of our citizens.



For Seniors

Whether it's making sure seniors are safe in their homes, fighting to reduce crime in our senior apartments, or helping to ensure that residents



have affordable golfing, older citizens of Las Vegas have a true friend in Arnie Adamsen.

For Safety

Las Vegas firefighters and our citizens have Arnie Adamsen to thank for making sure our Fire Department is the best-equipped in America. The Las Vegas Fire Fighters Association and the Las Vegas Police Protective Association have both endorsed Arnie Adamsen for Mayor.



Let's keep him working for us. Elect him our next Mayor.

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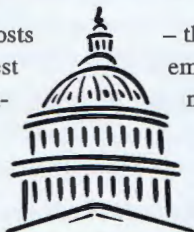
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LEGISLATIVE UPDATE

**The uninsured:
Coming to a hospital near you?**

Nevada already posts one of the highest rates of uninsured residents in the country. That number may rise if the Legislature passes the diverse healthcare legislation it's debating. The session features "dozens of bills that would require employers to purchase more expensive insurance for employees," according to lobbyist Jim Wadhams, who represents insurance companies, hospitals and dentists, among others. Those bills order



"If we mandate that employers of the few have to pay more, we're ultimately discriminating against small business."

— JIM WADHAMS
LOBBYIST

employer coverage of everything from osteoporosis screenings to in vitro fertilization. "If we increase benefits, insurance becomes more expensive," Wadhams said. "The question is whether small business owners already facing higher premiums will stop buying insurance for employees after the state mandates even greater coverage requirements."

As Wadhams acknowledges, the issue revolves less around the importance of access to care and more around who can afford to pay. The state's biggest employers, such as resorts, can afford to self-insure, thus exempting themselves from the onus of higher state-imposed insurance standards. That leaves the burden to employers who can least afford to foot the bill

— those with 50 or fewer employees. Such businesses comprise 75 percent of the state's enterprises, according to Wadhams. Compounding the problem are numerous bills seeking to create a healthcare consumer advocate, or ombudsman. One ombudsman bill calls for a \$1-per-employee tax on companies unable to self-insure. Wadhams, a former Nevada insurance commissioner, asserts an ombudsman is redundant given the extensive consumer assistance the state divisions of Health and Insurance already furnish.

Wadhams would rather see the tenability of some of the laws addressed in interim sessions. "If, upon further study, the Legislature determines in vitro fertilization is an important medical need, we should find a way to spread the cost across the state rather than place the burden of paying for it on the backs of small business. If we mandate that employers of the few have to pay more, we're ultimately discriminating against small business."

While much of the healthcare legislation has already passed out of the Assembly and into the Senate, Wadhams notes there's still time to register your concerns with your senator.



Corporate jets: an affordable alternative

If you once thought a corporate jet was out of your financial grasp, think again. Executive Jet, a Woodbridge, N.J.-based Berkshire Hathaway company, is offering what it calls fractional aircraft ownership for companies with executives who log many air miles, but not enough to justify owning a corporate jet. The company offers planes with seating capacities ranging from seven to 19 and ranges

of up to 6,600 nautical miles. Though you'll share an interest in a plane with other companies, you're guaranteed aircraft availability 24 hours a day, every day of the year with as little as four hours' notice. It's important to carefully assess your travel needs, however; fractional ownership only makes financial sense for those who plan to log 50 or more air hours on an annual basis.

It's not exactly Detroit, but ...



Nevada's already-extensive manufacturing industry can add another product to its diverse roster of goods: Shelby American, Inc. rolled out Nevada's first production car — its Series 1 — last month. The company, which relocated to Nevada from Texas in 1996,

will make 500 Series 1 cars. The cars are valued at more than \$113,000 each and are available through 25 dealerships across the country, including Findlay Oldsmobile in Las Vegas.

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ECONOMIC DIVERSIFICATION

Silver screen action in the Silver State

Southern Nevada Economic development officials make no secret of their desire to attract significant television and film production to the region. In an effort better inform Hollywood movers and shakers of Southern Nevada's attributes, executives from the Entertainment Development Corp. (EDC) paid a visit to Los Angeles earlier this spring to tout the area. The meeting drew more than 200 industry members, including heads of production from NBC, Paramount and Disney. The response, according to EDC president and CEO Mimosa Jones, was "phenomenal. They were excited about the opportunity to speak to the business people and decision-makers who want to entice them here." EDC also presented its first industry *Perspective* – a compendium of statistics about the labor pool and existing production infrastructure – and gained valuable feedback regarding areas for improvement.



EMPLOYEE RELATIONS

Where do the best ideas in your company come from?



Traditionally, many companies relied almost exclusively on mid-level managers and higher-ups for creative solutions to business issues. That's changing dramatically, according to a Robert Half International study. "A growing number of companies are soliciting input from staff at all levels," noted Max Messmer, chairman and CEO of Robert Half International. "Employees with direct customer contact, for example, are becoming an invaluable resource for identifying cost-saving and revenue-enhancing opportunities." Messmer added that as businesses develop a more relaxed corporate culture, they are also building an environment promoting innovation.



Show Me The Money

BY MICHAEL L. DIERSEN



In the movie *Jerry Maguire*, Cuba Gooding, Jr., the pro football player, kept yelling at his sports agent, Tom Cruise, to "Show me the money!" And for good reason, too. Talk is cheap. The bottom line in any business transaction is how many hard dollars actually end up in your pocket.

The same holds true for investing in the stock market. No matter how great a company's product may sound or how flamboyant the CEO, eventually the business must generate positive free cash flow or it will cease to be in business. Surprisingly, however, Wall Street and particularly most individual investors do not focus on analyzing cash flow as a valuation mechanism, but instead focus on items like P/E ratios, earnings per share and price-to-book value.

There are probably two main reasons why most investors ignore free cash flow. The first is that evaluating it requires some hard work. Most investors looking for a "quick hit" in the market are loath to actually sit down and dig through a company's financials to track every dollar. Secondly, standard accounting practices do not make the job any easier. Although the information is there, it requires some "tinkering" by the investor to arrive at the correct number.

However, it is well worth the extra effort to accurately track a company's free cash flow. An investor must realize that while standard accounting information may be manipulated to show higher earnings per share or growth in sales, it is far more difficult to manipulate the bank account balance. The cash is either there or it is not. In fact, by tracking free cash

flow, investors can often times unearth accounting irregularities, such as whether a company is "loading its receivables" to show an increase in sales.

Although entire books are written about tracking free cash flow, the average investor needs to focus on two

main items: non-cash expenditures and capital expenditures. Non-cash expenditures include items such as depreciation and amortization. On the income statement these items are subtracted from revenue, resulting in a lower net income or earnings per share. Since they do not involve a cash outlay they should be added back into net income to track the actual cash flow.

Capital expenditures are the monies a company spends each year just to maintain its infrastructure so as to continue producing its product. They need to be subtracted from net income in order to gain a clearer picture of how much free cash a business owner can actually expect to put in his or her pocket after spending the funds required just to stay in business.

Tracking free cash flow by itself is not an end-all in business valuations, but it is an important tool in conjunction with other valuation methodologies. In another article we will investigate how the manner in which management allocates this free cash flow will influence the ultimate business value. In the meantime, requiring the companies you own stock in to "show you the money" will make you a better investor in the long run.

Michael L. Diersen, a 15-year veteran of the securities industry, is senior vice president of Wedbush Morgan Securities and President of MLD Investment Advisory, Inc.

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Tech heads cry for traditional business

BY BOB FELTEN



It was an interesting group. They sat around the table talking about the cutting edge, talking about the Web and where it's going.

They came from a mix of companies. There were representatives from a couple of hotel/casinos who market their properties on the Internet. There were people from a software company, Web design firms and Internet service providers. A utility that has been among the early leaders in using the Web as an information and marketing tool was also represented.

It was a focus group organized by two university professors hoping to develop information on the skills needed by college graduates seeking their futures in Web management. The initial emphasis was on technical skills. The tech heads in the group started listing the various computer programs enthusiastically focusing on the "hottest" new programs and capabilities.

Then a thoughtful young man stopped the conversation and said, "Things are moving too fast for this list to mean anything. By the time you develop your classes, there'll be a whole new list and that list will change before the semester's over."

"What you really need to be doing is teaching people how to stay on top of the technology," another person said. "Don't focus on current technology, focus on techniques for finding and using emerging technologies." There's a pretty strong insight in an industry moving at the speed of light with no apparent boundaries.

But then, the conversation took a fascinating turn toward the traditional. The group started listing all the skills they be-

skills training

lieve are currently hard to find in the cutting edge, Web-tech arena. And it was a long list.

People need training in customer service, project management, budget development, marketing, supervising, business administration, interpersonal communications, organizational philosophy, sales techniques, finance and other more traditional disciplines.

The researchers leading the group kept trying to steer the discussion back to areas of technical issues and technical training, but this bunch wasn't going there. They wanted to talk about how the tech heads who work for them just don't have many of the basic business and people skills expected in a more traditional environment.

For this group at least, there was some truth in the stereotype of the pale, bug-eyed computer fanatics who do amazing things, but must be separated from others in the organization and should never, ever be allowed to interact with actual customers. Everyone in the focus group claimed to value technical wizardry, but they also believe they will need employees with a broader skill set in the future.

Yes, there will always be a conflict between people and technologies. But the most successful businesses will be those able to get the most from both human and technological resources.

It's a simple, almost-obvious truth. The fact that it's a revelation shows the danger in being too narrowly focused on the technical side of business, even out there on the cutting edge. 🍄

Bob Felten is a principal with Innerwest Advertising in Reno. E-mail him at bob@innerwestadv.com.

TECH TALK

A quicker route to filing unemployment claims

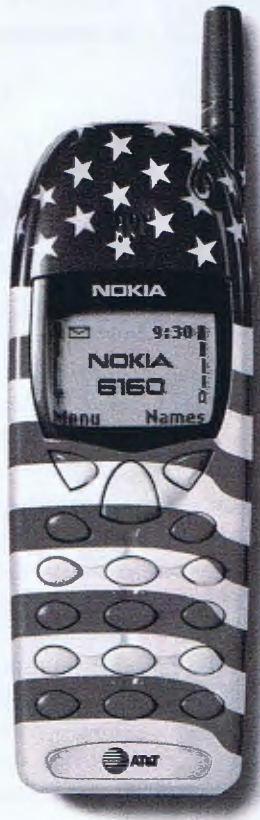
The Department of Employment, Training and Rehabilitation's Employment Security Division recently launched QuickClaim, an integrated telephone system designed to expedite and improve handling of unemployment insurance claims. QuickClaim receives and processes unemployment insurance claims overnight, versus up to two weeks via mail. Another bonus: in most cases, QuickClaim eliminates the need for in-person filing at Division offices. For more information about utilizing QuickClaim, call the department at 1-775-684-3911.

Southwest Gas goes public with Y2K readiness status

For those concerned about uninterrupted utility service at the turn of the century, Southwest Gas Corp. has established its Year 2000 Readiness Disclosure Information Phone Line. The toll-free message line provides callers with three menu options, plus a toll-free number for preparedness information from the President's Council on Year 2000. In Nevada, customers can call 1-888-515-5165. The public can also obtain information on the company's Y2K compliance status by visiting its Web site at swgas.com.

Going back to school gets easier

Mastering the learning curves of starting a new business can be challenging, but one company hopes to make it easier. UPStart University, a virtual college dedicated solely to the needs of small business executives, offers a variety of teleconference-taught courses from 13 schools of interest ranging from accounting and human resources to international business law and risk management. Most "teleclasses" run about an hour, with courses lasting up to four weeks. Faculty members include small business leaders, academics, consultants and others. Log on to upstartu.org for course listings. 🍄



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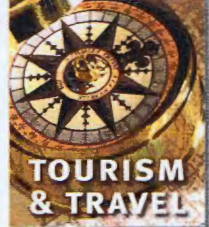
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Creating Links to Opportunity

Golf takes Northern Nevada's tourism industry to a higher level



BY J. PHILLIP KEENE

Golf is driving tourism into the next millennium, no ifs, ands or putts about it. Like the variety of clubs duffers carry, the Reno-Sparks Convention & Visitors Authority (RSCVA) has developed a multi-faceted

plan to market the game of golf in the Reno-Tahoe area.

Offering 35 courses within an hour's drive of Reno – and additional clubs now under construction – the region is truly a golfer's paradise. Arnold Palmer, Fuzzy Zoeller, John Harbottle and Robert Trent Jones Sr. and Jr. are some of the pros who have designed area courses.

In this region, your game will reach

new heights – skill level notwithstanding. In fact, everyone who plays here enjoys improved scores because the simple physics of hitting a golf ball at Reno-Tahoe's elevation – above 4,200 feet – result in a much longer flight path.

The RSCVA is taking a leading role to market the region's golfing opportunities. Information about local hotel golf packages is being compiled by RSCVA staff, who will distribute it at consumer and travel agent trade shows. Plans also call for the package information to be developed into a slick brochure for distribution and a direct mail campaign next year. Packages include tee times at local courses along with discounts and special offers at the featured hotel.

RSCVA convention sales managers are making golf a priority by suggesting

meeting planners include a tournament or individual tee times as part of their Reno event. Visitors traveling to the National Bowling Stadium will be encouraged to bring their golf clubs as well as their bowling equipment so they can visit the links after they compete on the lanes.

Spectacular area golf tournaments scheduled are also developing Reno's reputation as a popular golf attraction. The PGA's newest tour stop is at Montrêux Golf Club, south of Reno in the Sierra Nevada foothills. Many of the PGA's top players will compete in the Reno-Tahoe Open, August 23 through August 29, which is expected to draw thousands of golf fans and enthusiasts.

Other tournaments booked in the Reno area include the Nevada Women's Amateur Golf Association Tournament, slated for August 15 through August 18 at the Lightning W Golf Club, and The Reno Cup, scheduled for May 16 through May 22. The Reno Cup is played by airline employees, retirees and their families and friends from around the world. More than 400 participants are expected to play at four local courses during The Reno Cup.

Because the mid-summer climate features sunny days under cool blue skies, the Reno-Tahoe area provides a refreshing summer alternative to the sweltering desert golf destinations to the south. And after a day on the links both Reno and Tahoe offer a sophisticated menu of evening entertainment options, including fine dining, stage shows, concerts, casino gaming and more.

Golf is the fastest-growing recreational sport in the world – a development that creates a window for the expansion of Northern Nevada's crucial tourism industry. To take advantage of the opportunity, the RSCVA is currently stepping up its efforts to raise awareness and increase the profile of Reno-Tahoe as a premier golf vacation destination – or as the advertisements describe it: "The Mountain Golf Capital of the U.S." 🌲

Phillip Keene is president and CEO of the Reno-Sparks Convention and Visitors Authority.

Renowned golf course architect George Fazio designed the Edgewood Tahoe Golf Course, which meanders through the forested hills and spectacular views along the South Shore of Lake Tahoe. (Read more on page 59)

TRAVEL TRENDS

MGM Grand, Marriott call off co-development deal

The competition generated by the latest Las Vegas resort building boom posted its first casualty – though the problem involves a yet-to-be-constructed facility. MGM Grand, Inc. and Marriott International, Inc. canceled plans to build a 1,500-room hotel adjacent to MGM Grand's flagship property on The Las Vegas Strip. According to MGM Grand officials, the room capacity added to Southern Nevada in 1998 and 1999 led the firm to "[believe] it can more productively deploy its resources for new projects" in Detroit and Atlantic City. Officials of MGM Grand, which recently acquired Prima-donna Resorts, Inc., haven't ruled out future attempts to construct a hotel next to its new Las Vegas convention center.

LVCVA offers info, consumer discounts on new CD-ROM

The Las Vegas Convention and Visitors Authority is partnering with Ann Arbor, Mich.-based Reserivation, a multimedia firm, to offer the city's first consumer CD-ROM. The disc, sponsored by Samsonite, America West Airlines and Nevada Bob's Golf Outlets, features videos produced by resorts and the LVCVA, Las Vegas trip-planning details and more than \$1,500 in discounts. The CD is available for \$4.99 plus shipping and handling, and can be obtained at gift shops in participating hotels and other Las Vegas businesses, or by calling toll-free (877) MY-VEGAS.



Rio opens new meeting and convention space

Southern Nevada's burgeoning convention and meeting space market grew by more than 110,000 square feet upon the opening of Rio Suite Hotel & Casino's Pavilion. The \$80 million center includes such high-tech features as floor lifts and movable ceilings and walls. The main hall is capable of dividing into 28 separate rooms, allowing the center to offer "countless configurations for any event specification," according to Rio officials. 🌿



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Lyon County Economic Development Authority

*Industrial, manufacturing explosion
redefining area's economic climate*

VITAL STATISTICS

POPULATION

32,200

AREA

2,204 square miles

MAJOR CITIES

Fernley, Dayton, Silver Springs,
Smith Valley, Yerington,

PRIMARY ECONOMIC ENGINE

Agriculture, Distribution,
Manufacturing

MAJOR COMPANIES

Amazon.com, Bruce Industries,
Hodges Transportation, MSC
Industrial Supply, Marathon
Equipment, Nevada Cement,
Quebecor, UPS, Valley Joist,
Trex, O'Sullivan Plastics,
Paugho Inc., RTP

NEWER BUSINESSES

Amazon.com, Quebecor, Trex,
Valley Joist

YEAR AUTHORITY EST.

1979

EXECUTIVE DIRECTOR

John W. Sanderson

TRANSPORTATION THOROUGHFARES

I-80, U.S. 50, U.S. 95A

AIRPORT

Dayton Valley Airpark
Rosaschi Air Park-Smith Valley
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Tiger Field-Fernley
Yerington Municipal Airport

RAILROADS

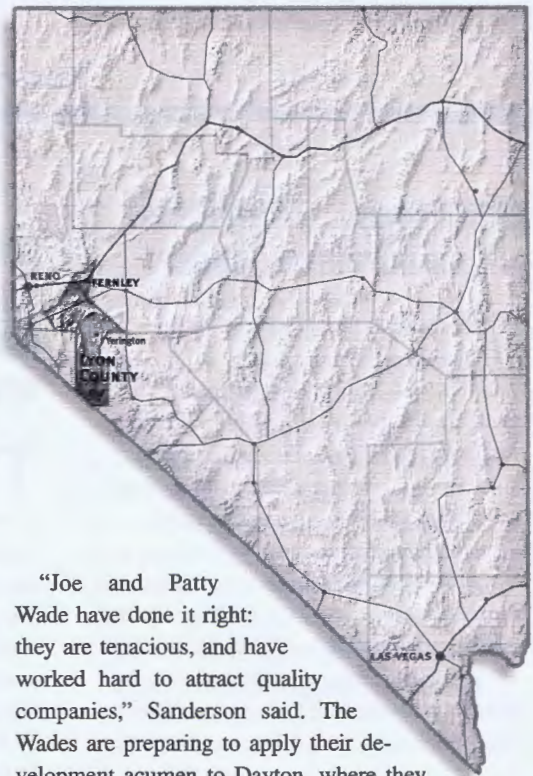
Burlington Northern Express
Union Pacific
Spur from Hazen into
Silver Springs/Yerington

Though peaceful Lyon County lies just outside Reno and Carson City, much of the area's growth rate has more in common with Nevada's major southern city – Las Vegas. A boom in manufacturing and distribution companies establishing operations in Lyon County, most notably in Fernley, has propelled the region's growth in recent years beyond what many in this heavily agricultural area might have imagined just 15 years ago.

As with so many of Nevada's rural communities, Lyon County's story begins with mining. Gold and copper reserves brought early populations to such towns as Silver City, Sutro and Pine Grove. However, ranching and agriculture quickly claimed a primary economic role as well. Lyon County boasts three rivers, an unusual geographical feature in a desert state with few major bodies of water. The East and West Walker, Carson and Truckee rivers all feed the county's soil with vital moisture, ensuring success in cattle ranching and dairy, onion, garlic and high-grade alfalfa farming. Some Reno residents may actually have a piece of Lyon County covering their property: Dayton and Yerington are farming centers for the turf gracing so many Reno yards.

Though such symbols of rusticity sound appealing, many saw the benefits of effecting growth in Lyon County. "A number of people work very hard to make things happen for Lyon County," noted John W. Sanderson, executive director of the LCEDA. "We owe many people credit for those things now going so well for us – our economic development committee, our county commissioners, and area developers have all accomplished a great deal."

One of Lyon County's most prominent successes is Wade Development's Nevada Pacific Industrial Park, a 5,000-acre land parcel attracting Fortune 500 tenants such as UPS. Canadian printing firm Quebecor, Marathon Equipment and Trex operate sites at the park, and Amazon.com recently announced plans to assume more than 322,000 square feet of warehouse and distribution space at the growing center.



"Joe and Patty Wade have done it right: they are tenacious, and have worked hard to attract quality companies," Sanderson said. The Wades are preparing to apply their development acumen to Dayton, where they recently purchased land for a similar, albeit smaller, industrial park. Sanderson hopes agribusiness firms and large product manufacturers with an eye to expanding west will take to the Dayton park the way they have the Fernley site.

Though industrial business is flocking to Lyon County, area officials plan to avoid relying too heavily on one type of commerce for ongoing prosperity. Economic development officials are increasingly targeting tourism growth as a vital component to the region's economic security. Fernley Hills will feature a 36-hole Hale Irwin-designed golf course, and two different racetracks are changing the travel landscape of Lyon County as well. Another golf course is planned, as are two Motocross tracks. The county is also developing mountain biking trails between Yerington and Dayton. Lake Lahontan is considered a crucial component to the tourism mix as well.

Industrial expansion combined with an increasingly diverse economy is likely to translate into added growth, which is fine with Sanderson. Lyon County seems capable of supporting brisk growth in some important ways – 1,500 workers showed up to apply for the 300 jobs Amazon.com is bringing to Fernley. "We're pleased with our growth rate. However, attracting well-paying jobs is more important to us than mere job growth," Sanderson explained of the region's economic diversification philosophy. "The Fernley area has been very successful in drawing well-paying jobs."

It's likely to stay that way. According to Sanderson, the region is considered an ideal distribution hub for agricultural and manufacturing products going to the Western United States and the Pacific Rim. "We're

close to Reno and Carson City, so we offer excellent highway, rail and airport access," he stated. "We're close to California, but we're not California, with its heavy regulation and pollution. We also enjoy a lower cost of living than the Reno/Carson City area. Nevada's tax structure is excellent, with no distribution tax on warehoused items, and a lot of people combine that with the idea of proximity to Reno without having to be in the city."

In addition to Nevada's economic development attributes, Lyon County offers its own distinct advantages. Lyon County officials sit on the Nevada Commission on Economic Development, enabling them to "understand the process," according to Sanderson. Political accessibility comes in other forms as well. Nevada Assembly Speaker Joe Dini hails from Yerington, giving community members the opportunity to maintain regular contact with government leaders. A solid working relationship with the University of Nevada-Reno and a quality county school system supplement the close-knit political environment.

Such factors are critical to any business considering relocation. But Lyon County's abundant and varied land supply is what's most likely to sustain interest in the region among companies looking to go west. "We offer industrial land ranging from a state-of-the-art industrial park in Fernley to raw land you can develop however you see fit," Sanderson asserted. "We even have geothermal land for those with such needs." Ongoing infrastructure enhancements – an improved airport with a new hangar in Fernley and a planned road linking I-80 to Silver Springs – only add to the region's appeal for distributors and manufacturers.

Though the outlook for Lyon County is decidedly positive, the region does possess its share of obstacles, as does every community. "Most of our negatives are only problems for some," Sanderson asserted. "We're rural, and some consider that a detriment. Also, some residents don't want to see the area change too much, and that can be problematic."

Those are minor issues for a region where officials seem to have a good grasp on the importance of economic development, as well as an understanding of how to make it work. The Lyon County of the future, according to Sanderson, will furnish residents with all the benefits of growth and, hopefully, few of the detriments. "We'll experience some of the growth problems other areas have, but we'll



This peaceful pastoral scene is not typical of what one would expect of the desert state of Nevada. However, Lyon County boasts three rivers which support the county's flourishing agricultural economy.

not experience them in the same way. Our government officials have witnessed growth in other areas and have learned from that. We have frequent planning meetings to make sure we're moving in the right direction for everyone. Also, new industry is broadening our tax base, which is good for the the development of parks, roads and other key infrastructure needs," Sanderson said.

"Our economy will be healthy because it

will be diversified," Sanderson concluded. "We still have a lot of developable land in the area, so the next five years will likely bring ongoing strong growth." As some of business and industry's biggest names continue to migrate to Fernley and Dayton, the entire state will benefit from the efforts of the LCEDA and the government leaders and developers who assist the authority in fulfilling its mission.

Technology for Your Business

*Assessing, meeting
your company's
technological
requirements
needs not be an
unpleasant process*

BY TOM DYE

Technology can be a mystery for someone starting a new business. Entrepreneurs with a solid business plan, financing and logical cash-flow projections often discover it can be difficult determining the best ways to take advantage of advanced technology in the workplace. How much money should one invest in computers, fax machines, copiers, phones and other equipment needed to run the operation?

The know-how to operate a home computer system may not be enough. Those venturing into business may need to take computer classes to improve their skills and knowledge. It's also a good idea to get professional guidance. Business experts recommend entrepreneurs find someone who can advise them on new technology, especially computers.



Each of Realty Management, Inc.'s 37 local properties has its own Web page, including rent range, floor plans, amenities, hours of operation and location.

PLANNING FOR BOTH SHORT-TERM, LONG-RANGE NEEDS

One of the first things many new businesses need is the ability to keep track of money. This means buying the right accounting software, according to Scott Seegmiller, a former computer consultant with the accounting firm Laventhol & Horwath.

When in 1990, Seegmiller joined Realty Management, he used his expertise to focus Realty Management on the cutting edge. As a result, the business grew into one of Nevada's largest property management companies, efficiently overseeing more than 10,000 apartment units. "You need the right tools to start a business from the get-go," he said. "When you turn on the valve and money starts to

flow, you need the capacity to track it."

Entrepreneurs can buy accounting software designed for smaller businesses and later upgrade to software for more financially complex companies, Seegmiller noted. Business owners can take the same approach when purchasing computers, starting out with a small business computer system for about \$2,000. The business can then upgrade its system every three years or so as computers advance, Seegmiller advised.

Entrepreneurs often spend too much money initially on a system, according to Steve Schneider, vice president of business banking for U.S. Bank in Nevada. "Computers are necessary, but a small business person is often starved for working capital in the first year and needs to save as much as possible."



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AVOIDING, ADDRESSING TECHNOLOGICAL GLITCHES

The entrepreneur not only needs someone to help set up the right computer system, but also must have someone who can troubleshoot problems and assist with system expansion. "When our computer network fails and I know I can't fix it, I have someone familiar with the system come in to resolve the problem," Seegmiller explained.

Brian Chausmer, vice president of Cam Data Systems, one of the nation's largest retail automation software and service providers for small to mid-sized businesses, warned that entrepreneurs with limited computer expertise need help when things go wrong. "If you don't have the expertise in-house, don't attempt to fix it in-house," he said.

Of course, the need for such troubleshooting decreases if entrepreneurs are careful to buy technological components they can comprehend. "You have to buy a system you understand," cautioned U.S. Bank's Schneider. "With current technology, it's not difficult to buy a user-friendly system."

Chausmer cautions, however, that many of the computers available through retail outlets or mail order companies are not designed for business use. Nor are clones: Chausmer urges business owners to stick with brand name technology. "Business computer needs are different from home computer needs," he asserted. "We're seeing a general trend where people just go out and buy two or three PCs for their workplace. I would suggest finding a computer dealer that provides business technology solutions."

THE IMPORTANCE OF TRAINING

The best technology in the world is useless if entrepreneurs and their employees aren't adequately trained to maximize its use. New companies should make sure their employees receive good training on how to use their computers, according to Chausmer. "I think computer education is important," he said. "You should invest time in learning how to use the tools of the workplace."



Realty Management's newest state-of-the-art system collates, folds, inserts, stuffs and posts mailing materials in seconds.

Entrepreneurs should know as much as possible about the system they are going to buy. Seegmiller advised reading computer magazines and going to computer trade shows.

Business owners can find computer consultants on the Internet and by talking to personnel at computer stores. Entrepreneurs can also find information about computers and consultants by talking with others who have started their own business, as well as by joining trade associations and local organizations that promote business networking.

Seegmiller also advised entrepreneurs to check consultants' credentials. For example, the Certified Network Engineer designation gives a consultant special expertise for working on a Novell system. Microsoft also has designations for qualified technicians.

NEWFANGLED PRODUCTS: NOT JUST LIMITED TO COMPUTERS

Useful technology isn't confined to PCs and company networks. A new business can save money by keeping up on the latest technologies outside the computer realm. Realty Management recently found a new postage meter system that cut mailing costs in half. According to Seegmiller, the company saves \$3,500 a month as a result of the new system. The company also invests in new software and can now compile budgets for apartment complexes in a fraction of the time it used to take.

The success of a business may depend on technological innovations. Seegmiller

said he knows a landscaper who found a way to gain an edge in a very competitive business. The landscaper takes pictures of people's yards, inputs the photos into his computer and produces an enhanced picture with appealing landscaping features. Homeowners are usually impressed when they see what their yards could look like.

Businesses should also take advantage of banking technology and set up an electronic transfer system for their accounts, Schneider said. This allows businesses to receive payments from clients and customers electronically and pay bills the same way. Money can be transferred from general accounts or interest bearing accounts without having to pay a visit to the bank to make the transaction. Efficient cash flow makes businesses more profitable.

Seegmiller said it's important to seek out vendors and service providers that offer reliable support for their service and/or product. Realty Management started its operation with a "hand-me-down" phone system from a company that could support only a few phone lines. Seegmiller later made a deal with Amtel Communications to install a system with a capacity of more than 200 phones. "We have built up loyalty with them," he said. "They respond when they say they will and they don't gouge us on price."

Realty Management also does a lot of shopping around before buying a product. Seegmiller said the company obtained about eight bids before settling on an office copier system. "I told each contractor what price we would pay. It's amazing what [the winning bidder] did to get down to that price."

Realty Management wound up leasing its copy systems with an option to buy. This strategy enables the company to turn copiers in periodically in exchange for more advanced machines.

Though many dread wading through the multitude of technological needs for their company, the process doesn't have to be difficult. With some forethought, research and professional assistance, pinpointing and meeting your firm's technology needs can be economical and even enjoyable. 🍀



BANKING & FINANCE

Reno-based **COMSTOCK BANK** promoted **KEVIN ELDER** to vice president of commercial lending. He was previously assistant vice president/commercial loan officer. Elder has served in the banking industry for more than 23 years, and has been with Comstock Bank since 1994.



MARCIA SYNKO

MARCIA SYNKO joined **BANK-WEST OF NEVADA** as loan officer. Prior to joining the Las Vegas bank, Synko was an area service and control manager for Citibank (Nevada). She possesses more than 20 years' experience in the financial services industry.

U.S. BANK promoted **LYNN POTENCIANO** to branch manager of its location at 401 North Stephanie in Henderson. Potenciano, who has been with U.S. Bank since 1988, most recently served as teller coordinator of the Henderson branch. **RAYMOND KNOX** was named vice president and bank account executive in U.S. Bank's private financial services group. Knox has 10 years of bank management experience, most recently as a private banking relationship officer with Bank of America. U.S. Bank also named **GLORIA WITT** community lending mortgage banker. Prior to joining U.S. Bank, Witt managed a Las Vegas apartment complex.

Goleta National Bank named **GARY CROUCH** loan advisor for the Las Vegas branch of its Small Business Administration (SBA) loan division.

BUSINESS SERVICES

THE **SMALL BUSINESS ADMINISTRATION (SBA)** assigned **JOHN NORTON** and **JEFFREY EVELAND** to serve small business owners and commercial lenders in the Reno/Sparks/Carson City area and the rural communities of Fallon, Winnemucca,

Elko, Wells, Wendover, Ely, Tonopah, Hawthorne and other communities. Norton previously worked for the Hawaii SBA district in Honolulu. Eveland most recently served in the SBA's Sacramento Disaster Office. Both are stationed in Reno.

MANAGEMENT ACTION PROGRAMS appointed **BARRY WALNER** to recruiting manager. Walner, who has more than 30 years' experience in management consulting, strategic planning and marketing programs, will coordinate the recruiting, selecting and hiring of staff at the management consulting firm's Las Vegas offices.

DEVELOPMENT & REAL ESTATE

Las Vegas-based **INSIGHT REALTY ASSOCIATES**, a division of Insight Holdings, hired **BRIAN RIFFEL** as marketing specialist and **CARLOS HUERTA** as land specialist and investment advisor. Riffel previously worked as the network administrator and graphic designer at Colliers International. Huerta joined Insight from Becker Realty.



CARLOS HUERTA



FRANK PANKRATZ

DEL WEBB CORP. announced **FRANK PANKRATZ**, senior vice president and general manager of Sun Cities Las Vegas, will now oversee Del Webb's Northern California operations. Pankratz has served with Del Webb in a variety of executive positions since 1987. The developer also named **MIKE JESBERGER** vice president of land planning and development for Del Webb's Sun Cities Las Vegas. Jesberger was previously vice president of planning for Sun City Grand in Phoenix and general manager for the company's Sunflower property in Tucson. Del Webb promoted **JOHN VANDER VELDE** to vice president and division manager for its Coventry Homes operations in Las Vegas. Vander Velde, who has been with Del Webb for more than four years, was most recently



MIKE JESBERGER



JOHN VANDER VELDE



CHRIS HAINES

vice president of operations for Coventry Nevada. Also, **CHRIS HAINES** was named general manager for Anthem Country Club. Haines has been with Del Webb for more than seven years, holding posts such as vice president of sales and marketing for the company's three Las Vegas-area Sun Cities.

ROBERT A. "TIM" SNOW was appointed president of the **THOMAS & MACK DEVELOPMENT COMPANY**, and **THOMAS M. HART** was named senior vice president of design and construction for the newly-formed division of the Thomas & Mack Co. Snow, who has 30 years' experience in real estate development and brokerage, will lead the firm in pursuing joint venture and build-to-suit development opportunities throughout Southern Nevada. Hart will monitor the construction and development of site work, buildings and tenant improvements on the company's various projects. He has more than 25 years of experience in developing construction projects.



CHRISTOPHER VAN YERGENSEN

REALTY MANAGEMENT added **CHRISTOPHER VAN YERGENSEN** to its Las Vegas team as general counsel. Prior to joining Realty Management, Van Yergensen was an associate attorney at Jones Vargas. He will oversee legal issues such as zoning, payroll and insurance.



SHELLEY CAIAZZO



MITCH MCCLELLAN

SHELLEY CAIAZZO was named director of membership sales and marketing for **SOUTHERN HIGHLANDS GOLF CLUB** in the southern end of the Las Vegas Valley, where she will oversee sales and marketing for the 360 private golf memberships. **MITCH MCCLELLAN** was appointed director of custom lot sales for Southern Highlands. Before joining Southern Highlands, Caiazzo was membership director for various country clubs in South Florida. McClellan previously served as director of custom lot sales for Summerlin.

GLENDIA SHAW was promoted from senior property manager to vice president and director of **COLLIERS INTERNATIONAL MAN-**

AGEMENT in Las Vegas. Prior to joining Colliers International, she owned and operated her own real estate company. The brokerage also named **DAVID FLYNN** research analyst. Flynn most recently participated in the startup of a new restaurant at the MGM Grand Hotel. **SHARI M. SHOEMAKER** was appointed applications support specialist for Colliers International. She previously worked as the software specialist for Jackpot Enterprises and in network support for CB Richard Ellis.



SUZANNE SANDERS

SUZANNE SANDERS was named project manager at **PARK TOWERS AT HUGHES CENTER** in Las Vegas. Sanders' duties include the coordination and implementation of architectural and engineering design, entitlement and permits, budgeting and cost control, bidding, contracting and management of the general contractor and daily operations at the high-rise luxury condominium community. Sanders previously served as director of forward planning for Pacific Homes, Pacific Properties and Paradise Development.



DOUG HANSEN

ATI TITLE appointed **DOUG HANSEN** vice president of sales and marketing. The title firm also named **CYNDI JOHNSON** escrow officer at its Flamingo office in Las Vegas. Hansen brings 18 years of sales and marketing experience to his position, and has been with ATI Title since July 1998. Johnson possesses 10 years of experience in the escrow industry. Before coming to ATI Title, she focused on custom homebuilders and buyers for Lawyers Title of Nevada.



DUANE SHAW

DUANE A. SHAW was appointed director of education and instructor at **LAS VEGAS REAL ESTATE ACADEMY**. Shaw has more than eight years' experience as an instructor in real estate pre-licensing. He developed the class courses and materials and teaches pre-licensing and continuing education courses.

Certified Senior Escrow Officer Jo Ann Frank joined Fidelity National Title, where her responsibilities will include handling

commercial and residential real estate transactions. She has 30 years' experience in the Southern Nevada real estate community, and has handled more than 35,000 real estate transactions.



MICHAEL NIARCHOS

The **LAS VEGAS CITY COUNCIL** appointed development attorney **MICHAEL C. "NICK" NIARCHOS** to serve on the board of directors of City Centre Development Corp. Niarchos spent 17 years as an executive with The Howard Hughes Corp., and also serves on the boards of directors for the Boys and Girls Club and the Southern Nevada Association of Home Builders.



JUNE CRAVENS

COMMERCE LOAN COMPANY promoted **JUNE G. CRAVENS** to vice president and business development officer. Cravens, who has over 22 years of real estate and finance experience, has worked with Commerce Loan Co. since July 1997, providing SBA-guaranteed loans to Southern Nevada businesses.



EUMELIA HERRICK

HDR ENGINEERING, INC., hired **EUMELIA "MEL" A.S. HERRICK** as a senior program manager and **EMILEE PRESCIA** as an engineer. Herrick joins the company after serving as a program manager and civil engineer for the Bureau of Reclamation in Boulder City, and Prescia recently completed her bachelor's degree in civil engineering at the University of Nevada-Las Vegas.



EMILEE PRESCIA

The **REVERE AT ANTHEM** named **MIKELENE WELCH** merchandise coordinator, where she will organize price management, buying, merchandising and promotions for the Henderson golf club. Welch's 10-year background in golf merchandising includes posts at Angel Park Golf Club and Spanish Trail Country Club, both in Las Vegas.

GAMING & TOURISM

Reno's **BOOMTOWN HOTEL AND CASINO** promoted **DAVID MUSTARD** to director of finance. Prior to his promotion, Mus-

tard was controller for the property. He is a CPA with 10 years of financial experience.

Las Vegas-based **MIKOHN GAMING CORP.** recently promoted three senior managers. **LOUIE D. PAYTON** was promoted from vice president of operations to executive vice president. **ROBERT J. SMYTH**, formerly Mikohn's vice president of product development and marketing, is now executive vice president of marketing and sales. **ROBERT J. PARENTE** was named vice president of North American sales after serving as Mikohn's director of North American sales since 1996.



ART JIMENEZ

ART JIMENEZ joined the **LAS VEGAS CONVENTION AND VISITORS AUTHORITY** as a sales executive. His duties include going to key domestic and international markets to promote travel to Las Vegas. Jimenez comes to the LVCVA from Wet 'n Wild theme park, where he was vice president of sales and marketing.



DAVID YOUNGER

LAS VEGAS EXECUTIVE AIR TERMINAL named **DAVID YOUNGER** operations manager and **LIZ AMBROGIO** customer service manager. Younger was most recently with Scenic Airlines and previously with the United States Air Force. Ambrogio was previously a manager with Jet Aviation.



LIZ AMBROGIO



BRYAN DUVALL

BRYAN P. DUVALL was named director of business operations for the **NATIONAL CHAMPIONSHIP AIR RACES** in Reno. DuVall brings with him more than 30 years of experience as an air show administrator. Before joining the Reno Air Races, DuVall was in the commercial banking industry.



MICHEL DUCAMP

MICHEL DUCAMP was appointed executive vice president of hotel operations for **PARIS LAS VEGAS** and **BALLY'S LAS VEGAS**. **ROMAN O'GORMAN** was named vice president of hotel operations for Paris Las



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PEOPLE ON THE MOVE



ROMAN O'GORMAN



STEPHEN OPDYKE

Vegas, and **STEPHEN OPDYKE** was hired as vice president of hotel operations for Bally's Las Vegas. Ducamp, who comes to Paris and Bally's from luxury hotel Balmoral in Scotland, has more than 20 years' experience managing luxury resorts. O'Gorman possesses more than 18 years of experience in the hospitality industry, including 10 years with Four Seasons Hotels and Resorts. Opdyke has 18 years of experience in the hotel industry, most recently as general manager of the New York Hilton.

NEW YORK-NEW YORK HOTEL & CASINO announced the addition of **LAWRENCE KWOK** as director of player development. Kwok brings more than 25 years of gaming experience to his new post, where his duties include developing casino guests from such primary markets as Los Angeles, San Diego, Phoenix and Hawaii.



JOHN SCHREIBER



MARIE OSBORNE



DUANE RYZNER

PALACE STATION HOTEL & CASINO named **JOHN S. SCHREIBER** director of hotel sales and marketing, **MARIE OSBORNE** director of finance and **TONIE KEREKES** controller. Schreiber joins Las Vegas-based Palace Station from Silver Legacy Resort & Casino in Reno. Osborne came to Palace Station in 1996 as financial controller, and Kerekes joins the property after serving as controller for The New Frontier Hotel & Casino in Las Vegas. **DUANE RYZNER** was named director of operations at **BOULDER STATION HOTEL & CASINO** also in Las Vegas. Ryzner has 19 years' experience in hotel/casino operations, and currently serves as president for the Las Vegas Security Chiefs Association.

HEALTH & INSURANCE

DESERT RADIOLOGISTS AND NEVADA RADIATION ONCOLOGY CENTERS promoted **JOAN HOWELL, R.T.** to its marketing department, where she will serve as provider relations coordinator. Howell has

been with Desert Radiologists for more than four years.



ED HIGGINBOTHAM

HIH INSURANCE, a workers' compensation specialty carrier with new offices in Las Vegas, named **ED HIGGINBOTHAM** its new business development executive for Nevada. Higginbotham joined Employers Insurance Company of Nevada (State Industrial Insurance System) in 1976 and held a variety of posts with the state workers' compensation carrier prior to joining HIH.



H. BARD COATS

PACIFICARE OF NEVADA named **DR. H. BARD COATS, M.D., M.B.A.** vice president of medical affairs and chief medical officer. Coats will oversee medical service delivery and quality care functions for all PacifiCare of Nevada health plan members, its physician network, medical groups, acute care hospital systems and rehabilitation and long-term facilities. Coats was most recently medical director for Woodland Healthcare in California.



MICHAEL FOLKS

MICHAEL F. FOLKS was named director of financial services for **INSURCORP**, which recently broke ground on its headquarters on West Sahara Avenue in Las Vegas. Formerly an independent consultant in Atlanta, Folks' responsibilities include identifying and developing financial services for businesses in Southern Nevada.



DAVID LACERDA

DAVID LACERDA joined **COUNTRY COMPANIES** insurance group as an agent. Lacerda has worked in the insurance industry since 1986 as an underwriter, agent and supervisor in the Reno area.

MEDIA & COMMUNICATIONS

R&R ADVERTISING rounded out its gaming team with the promotion of two staff members and the addition of three others. Recently promoted gaming staff members are team group leader **THOMAS MALLOY** and advertising account executive

NICK SABATELLO. New employees in the agency's gaming practice include PR senior account supervisor **BETSY WARD**, PR account manager **MICHELLE ROSEN LOOSBROCK** and advertising account executive **STEPHANIE BOIXO**.

JOURNAL BROADCAST GROUP, INC. announced **KRIS FOATE** is now vice president and general manager of KTNV-TV, the company's ABC affiliate in Las Vegas. Perry Boxx was promoted from KTNV-TV news director to station manager, where he will oversee the news, production and engineering departments. Foate comes to KTNV-TV from WKTI-FM, a Journal Broadcast Group station in Milwaukee.

VICTOR RODRIGUEZ joined **ADVERTISING & MARKETING SOLUTIONS, INC.** as creative director. Rodriguez is responsible for all graphic design and production supervision, as well as maintaining liaison with printers, illustrators and photographers contracted by the Las Vegas company. Rodriguez previously owned a design firm in Michigan and Florida.

KARIN TOMCIK joined **THE FIRM PUBLIC RELATIONS AND MARKETING** in Las Vegas as a public relations account executive. Tomcik possesses nearly five years' experience in marketing and public relations in Southern Nevada, including serving as marketing director for the Las Vegas Ice Gardens, the Las Vegas Stars and the Las Vegas Thunder.

RETAIL

JAY SHAUGHNESSY joined **FREDDIE'S ROOST GRILLE & SPORTS BAR** at Wingfield Springs in Sparks as restaurant manager. Before joining Freddie's Roost, Shaughnessy was the food and beverage director at FanFare Enterprises inside Reno's National Bowling Stadium.

Reno's **MEADOWOOD MALL** named **ROBERT DARLING** facilities director. Darling will oversee mechanical maintenance and cleaning services for the 95-store shopping center. He comes to Meadowood from Cantex Inc. in Reno, where he was maintenance manager/purchasing

TRIZECHAHN DEVELOPMENT CORP. hired



JAMES R. HARRIS, CSM as general manager for Desert Passage, its entertainment retail complex under construction at the Aladdin Hotel & Casino. Before joining Desert Passage, Harris was general manager of TrizecHahn's 1.1 million-square-foot Downtown Plaza in Sacramento, Calif.

TELECOMMUNICATIONS

ALLTEL named **ROBBIE CROCKETT, JOHN CRYER, MONICA MYERS** and **MICHAEL DIONNE** local market managers for its Southern Nevada wireless phone, paging, residential long distance and Internet communication stores and kiosks. All



ROBBIE CROCKETT



JOHN CRYER



MONICA MYERS



MICHAEL DIONNE

have been with ALLTEL for numerous years: Crockett has been with the company for almost five years and Cryer joined ALLTEL nearly two years ago. Myers is a 10-year employee, and Dionne has been with the firm for five years.

TRANSPORTATION

THE AIRPORT AUTHORITY OF WASHOE COUNTY appointed **MARILY M. MORA** director of administration. Mora is responsible for the day-to-day management and operations of the Reno/Tahoe and Reno Stead airports. She comes to the authority from San Jose International Airport in California, where she served as the deputy director of aviation for business development, marketing and community relations.

UTILITIES

THE SIERRA PACIFIC POWER COMPANY board of directors elected **DOUGLAS R. PONN** vice president, governmental and regulatory affairs. Ponn joined Sierra Pacific in 1986 as a rate analyst, and most recently served as executive director of governmental and regulatory affairs. Ponn also served from 1981 to 1984 as a commissioner with the Public Service Commission of Nevada.

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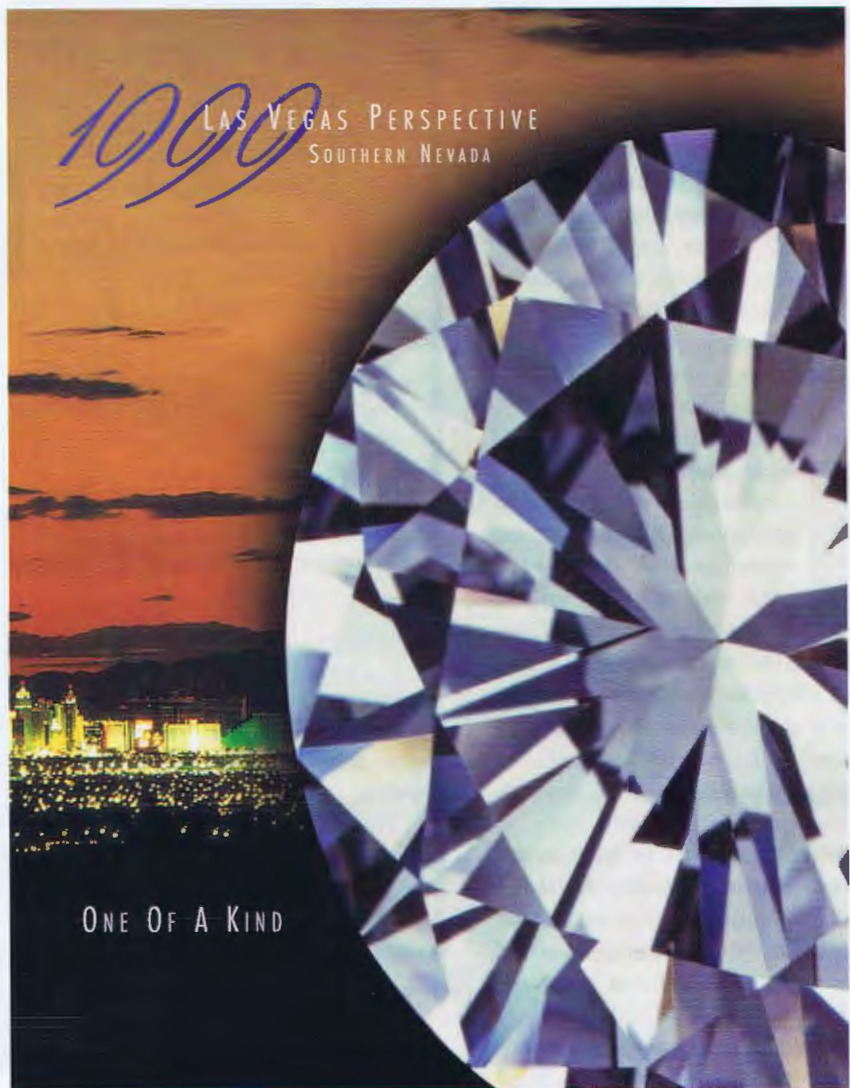
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ROOM AVAILABLE:

Nevada Seeks Foreign Businesses, Steps Up Global Marketing Efforts.

by Jennifer Rachel Baumer

Nevada presents an attractive package to businesses looking to relocate, corporations looking for tax breaks and companies looking for West Coast locations. The commercial climate in Nevada offers a pro-business government with the desire to help companies boost productivity and expand to potential markets. According to the Nevada Commission on Economic Development, "We believe that healthy businesses – not bureaucracies – are the architects of a healthy economy."

Transportation also figures into the equation; both Northern and Southern Nevada are excellent distribution hubs. Businesses in Southern Nevada have access to 51 million people, and Northern Nevada features two huge industrial parks: Fernley's Nevada Pacific Industrial Park and the new Tahoe/Reno Industrial Center. Northern Nevada is also a major transportation hub for the West. Both metro areas offer state-of-the-art airports, with Las Vegas providing international

nonstop service from Tokyo and the rumor of potential nonstop flights out of China and Taiwan.

The package isn't just offered to domestic businesses. Nevada is in the market and actively seeking foreign business and foreign businesses are seeking Nevada. Figures show that in 1996, approximately 25,000 employees in the state of Nevada were employed by the U.S. affiliates of foreign companies and that over the last five years, the numbers have remained constant. The Nevada Commission on Economic Development reports an increase in foreign-owned business locating here.

And they're not arriving here by accident. Foreign businesses are being actively enticed to Nevada. "I'm becoming so busy," says Gayle Anderson, director of international trade for the Commission on Economic Development. "I'm getting calls and faxes from different countries, and e-mails with questions from businesses saying, 'We want more information about the advantages of being in Nevada.'"

Great Location; Inquire Within

Anderson's job is to promote the state, and she does it with help from business people around the world. Through the appointment of consuls from foreign countries, the states can recruit foreign businesses to their soil. Approximately 80 countries have jurisdiction over Nevada, and the consuls for those countries are posted in Los Angeles and San Francisco. The consuls are charged with promoting trade between their country and the states under their jurisdiction. Should a state choose not to recognize the consul is there to do business within its communities, the consul will move to the next state under his jurisdiction.

Anderson focuses on working within the consul core and introducing the consuls to Nevada and the opportunities here for business. She is also building the consul core in the state, trying to encourage the consuls general to place honorary consuls in Nevada. Currently with seven, the

state is waiting for accreditation of the eighth honorary consul, from Uruguay. The most recent honorary consul appointed within the state is Dr. Bernard Brady, from Ireland. "They looked at other states," says Anderson, "but since Nevada is the fastest growing state in the nation and Ireland has the fastest growing economy, they felt this was a good state in which to promote business."

Trade shows and conferences draw visitors to the state as well, and Anderson works closely with Nevada Development Authority (NDA) and the city of Las Vegas, showcasing the state to foreign visitors at these events.

Recruiting the World

For NDA, recruiting foreign companies already in the U.S. has been the most effective method for drawing foreign-based operations. Companies that are somewhat Americanized, says Somer Hollingsworth, president/CEO of NDA, already know the tax situations and work force options in various states.

"Let's say they're in California; they'll have the same problems as everybody else in California," says Hollingsworth. In that situation, for a company wanting to distribute into Southern California but not be located there, the opportunities in Nevada are readily apparent. "We don't have to go from square one, explaining what we're all about."

Some companies are targeted when NDA is recruiting and finds them within a specific industry. Often the companies contact NDA, looking for a West Coast location because their market is in California but they don't want to be situated there. In instances such as these, the needs of the companies relocating or expanding to Nevada aren't particularly different from any other American company. "In essence, they really are pretty much American companies that are foreign owned, because they've been here awhile," explains Hollingsworth.

The process of locating and connecting with companies to be recruited is becoming less difficult. When past delegations

from Nevada visited other countries to arrange meetings with businesses, they faced language and scheduling barriers. Now when a delegation heads overseas they have definite meetings set up, interpreters available, and are sitting down and talking to the companies one on one, instead of spending all their time trying to establish the relationship from scratch. Such changes are a development due in part to the growing consul core.

As the southern part of the state becomes more international, Hollingsworth expects Nevada will be more able to attract companies directly from foreign soil rather than waiting until they're established in the U.S. The more foreign companies Nevada attracts, the more credible the state becomes to other countries looking to relocate.

Industry-specific trade shows also offer Nevada the chance to bring new businesses in, as well as find opportunities for Nevada businesses to expand export activities. In March and April a healthcare trade show in Japan offered the Commission on Economic Development another opportunity to sway businesses our way.

Who Are They?

Ask most people what foreign countries they expect businesses in Nevada to hail from, and they'll likely say Canada. While Canada is well represented, information from the Economic Development Authority of Western Nevada (EDAWN) also shows companies from Australia, England, France, Germany, Holland, Israel, Japan, Taiwan, Scotland and Switzerland.

According to Hollingsworth, a lot of the companies coming in are high tech. "I think it's ideal, I really do," he says. "If you look at the industries with great growth, and industries that are very clean and high-paying, it's in the high-tech industry, and I think that's probably the way that we'll end up here in the next five to 10 years." After all, he points out, the equipment produced for the gaming industry is extremely high tech, limited to one specific industry. Furthermore, one of the com-

panies that established its American headquarters in Las Vegas is JCM American Corporation, the Japanese company that created the standard money validator used on slot and video machines.

Dongsong America Co., Inc., a South Korean company, established a 50,000-square-foot facility in Henderson to manufacture organic photoconductive drums, used in printers and faxes.

Nikkiso Company, Ltd. located in Nevada to manufacture pumps and equipment used in fields such as high purity water-conditioning systems for thermal and nuclear power stations and medical equipment.

WaterPur International, sister company of a Canadian firm, came here to work within the mining industry. WaterPur treats industrial wastewater.

Quest International Management Services, Inc., the management arm of a Canadian company, relocated its headquarters from Canada to Reno in 1996.

Raab Karcher Electronics, one of the largest electronics distribution companies in the world, set up shop in a 75,000-square-foot facility in Northern Nevada, giving competition to rival company Arrow Electronics, Inc.

Quebecor, a Canadian printing company and the second largest printer in the world, located operations in Fernley's Nevada Pacific Industrial Park.

Why are they here? For the same reasons U.S. companies come to Nevada — a good business climate, service-oriented work force, the absence of corporate, personal, franchise or income taxes, minimal incorporation requirements and a number of business assistance programs to help businesses expand their opportunities.

Stumbling Blocks

"Nevada's downside concerning economic development includes the image many foreigners have of Nevada as a gambling Mecca rather than a site for expansion, and the lack of workers in some high-tech industries," says Brad Harker, of the Commission on Economic Development.

Often when foreign delegations come in to Las Vegas for conferences and trade shows, says Anderson, they see the airport, the Strip, and the inside of the conference rooms. In an effort to change that image, Las Vegas officials are scheduling trade booths and presentations to get the information out to the visitors regarding the opportunities for businesses in Nevada.

Many of the high-tech businesses relocating or expanding to Nevada are hiring here, says Hollingsworth. "They may bring in some of the more experienced technical people who are already working on the project and know what's going on, and usually the top people are moved in. But most of the rest are hired locally." However, that also leads to concerns about Nevada's work force available to the companies coming in.

"Our technical work force is not really where it should be," admits


Hollingsworth. "We're working on that right now. We started a task force to address the issue and pair companies already here [together] with the educational system - UNLV, CCSN, even the juniors and seniors in high school. We're trying to develop the work force necessary to recruiting those companies and showing them what we have."

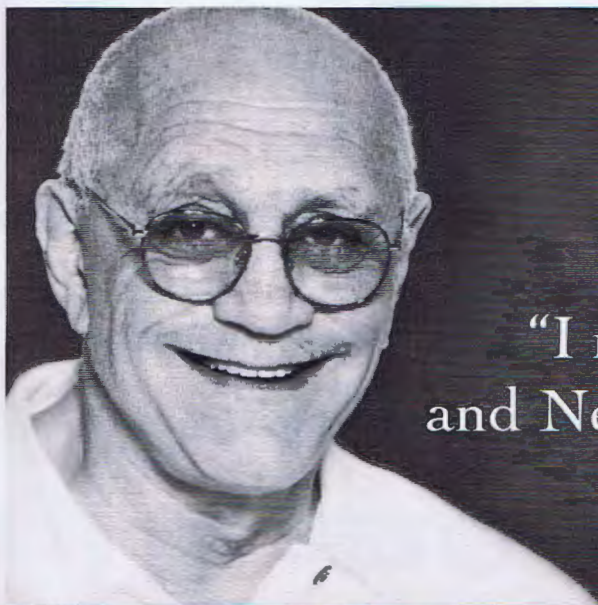
It's a solution that sounds good for everyone involved. Through the combination of educational facilities and companies, "The young person has a job and the company has a great person they're developing. Same thing at the junior college and college level - you're creating their work force. So many of these kids graduate and leave town to find jobs. We should be able to put everybody together. It's sad that any young person has to leave town because he or she can't find a job locally," says Hollingsworth. And with Nevada trying to

recruit more businesses into the state, losing the work force is counterproductive.

Nevada continues to actively recruit foreign companies. The Commission on Economic Development is compiling an international directory. Also, says Brad Harker, the commission wants the Secretary of State to ask incorporating businesses if they're a subsidiary of a foreign corporation, to enable agencies to better track what companies are coming here and learn what brought them here in the first place.

With the state's tax structure, transportation and a work force that is expanding by more than 5,000 new residents a month, Nevada is becoming a Mecca for foreign businesses.

And that's exactly what the state wants to become. 



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shouldn't either."

Jerry Tarkanian



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SATISFACTION GUARANTEED

by Kim Pryor

The Customer Service Challenge

Even the savviest companies may be neglecting the most important revenue building tool in their arsenal – customer service. Here’s how to tell if your business is at risk.

When workers’ compensation insurance in the state becomes a free-for-all on July 1, Employers Insurance Company of Nevada will face competition for the first time in 86 years. Company CEO Douglas Dirks sums up the company’s approach to retain its client base in two words: customer service. By implementing top-notch customer service, Dirks said, Employers Insurance Company can overcome the mistaken perception that because the company is state-affiliated, it’s not customer friendly.

“In the first year the market is open, all companies will charge the same rate,” explained Dirks. “So the way to distinguish yourself from a competitor is through better customer service.”

Like Employers Insurance Company, many Nevada businesses implement strategies to ensure customer satisfaction. They recognize effective customer service offers them an edge over competi-

tors. Given this awareness, one would think customer satisfaction would be at an all-time high. Instead, customer complaints are on the rise. In 1998, consumers filed 111 more complaints with Reno’s Better Business Bureau than in 1997. Las Vegas showed a similar upward trend last year. Though customer complaints there have dropped considerably since 1996 – 3,006 in 1998 compared to 4,901 in 1996 – they’re still way above the 1995 level of 1,718. The question remains: if everyone recognizes the importance of customer service, why aren’t matters improving?

“I think of it as the same reason everyone knows they should exercise but don’t: it’s hard to maintain consistent dedication to service. Employees don’t have time to provide excellent customer service,” theorized Kathleen Farrell, executive director of the Tahoe-Douglas Chamber of Commerce. Farrell conducts a customer service refresher course together with Larry

Friedman, director of rural programs for the Nevada Commission on Tourism.

It’s a matter of mixed messages. Management conveys to employees the necessity of generating short-term profits when instead they should impart the importance of generating long-range customers. After all, it’s five to eight times more expensive to attract new customers than to cultivate repeat business.

According to John Graham, president of Graham Communications, a marketing services and sales consulting firm in Quincy, Mass., many companies don’t realize the irrelevance of the product they’re selling. “Most businesses think about making a sale when making a sale should not be the objective,” said Graham. “Making a customer is the objective. Most businesses say the goal is to sell this box or to sell that service. If you’re not interested in buying it then you are not viewed as the customer. I say that’s wrong.”

Businesses confront higher customer, employee expectations

The goal behind customer creation is repeat business, and companies who fail to achieve this goal are left in the dust. As gaming expands nationwide, Nevada's casino industry must use customer service to lure visitors away from other states.

It's no different in the home-building industry. Years ago, when a builder sold a house, the occupant usually remained for at least a decade; repeat business was the last thing on the builder's mind. Today, homeowners move an average of once every three years. Paul Tanguay, Nevada division manager of Reno-based builder Braddock & Logan Group describes the approach like this: "We would prefer to spend less money on advertising and let our customers do the majority of advertising for us."

Generating repeat business isn't easy. Today's customers have higher expectations, another reason for increased complaints, according to customer service experts. And because they've been burned in the past, customers are becoming more skittish. Between 1997 and 1998, the Reno Better Business Bureau received 2,000 more calls than the previous year from consumers who wanted to confirm the dependability of a business prior to patronizing the establishment. "It's almost like a 'I won't put it up with it anymore' attitude is starting to come out," said Tim Schneider, president of Soaring Eagle Enterprises, a Las Vegas-based training company specializing in customer service programs.

Employees' expectations are also high. Each supervisor should treat employees like customers, and each employee should treat fellow employees with respect. The challenge, said Schneider, is communicating the detrimental effect a back-of-the-house employee can have on customer service. Management often doesn't believe an accounting clerk who grumbles at fellow employees can affect front-line operations. But an accounting clerk with a bad attitude sends the message to co-workers that service isn't important internally, and therefore not important externally.

Management must do more than tell employees service is important; it must show them by interacting with customers. Restaurant supervisors should bus tables when the dining room is bombarded with business. Hotel owners should spend time behind the front desk.

"Once a year, a lot of companies roll out their CEO, stand him up at the microphone, and he talks about the importance of service, and then they roll him back and you don't see him again for a year," said Schneider. "That's not the kind of top-down tone that's going to drive a service organization. They're giving us the lip service that the customer's important, but they haven't built a culture sustaining that. We're not talking about intensive capital [investment]. It's about managing your people's and organization's mindset correctly."

While repeat business and brand loyalty are two benefits of this top-down culture, understanding your customer is also an effective analytical tool that can prevent costly mistakes. Nordstrom department store is a customer service leader because prior to opening the doors of a new location the company informally gathers customer feedback regarding other department stores. The customers' biggest complaint? Salespeople never listen to them. But Nordstrom's listens — and it shows.

"Nordstrom built its business on customer dissatisfaction with other department stores," said Steve Bottfeld, executive vice president of Marketing Solutions, a Las Vegas marketing research company. "You can't walk into a Nordstrom's store without two salespeople pampering you. Those other stores could have done a simple customer survey and they'd have known it. Because they didn't, Nordstrom occupied the unique position in the marketplace. And even now that other stores have great salespeople they can't occupy the same position."

"In your opinion ..."

Customer comments like those Nordstrom culls should drive your customer service program, but according to Schneider, a lot of companies overreact to both uncomplimentary and complimenta-

ry comment cards. Only 10 percent of customers, in Schneider's estimate, actually fill out the card. The other 90 percent aren't impressed or upset enough to bother. "Those 90 percent are the guys who will shop you for price, those are the guys who if somebody else treats them better they'll leave," said Schneider. "That's where you need to get feedback."

Instead of waiting for feedback, hunt it down. In a bank, for example, call the last five people to make a deposit and ask about their experience. And don't wait until you see someone else stealing market share. "By then it becomes a repair, and it's not as effective as dealing with it up front," said Schneider. "Folks are really good about getting their business license, new carpet and furniture. They need to pay the same attention to customer service early in their business cycle."

Customer service experts recommend hiring a third party to conduct telephone satisfaction surveys of both current and former customers so respondents will be less timid about expressing their opinions. Using another company-wide department separate from the department servicing the customer is also effective. In addition, you should conduct surveys at different phases of customers' experience with your company.

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Bottfeld recommends devising a customer satisfaction index allowing customers to rate each component of the

index to gain a more specific read on concerns. A newspaper using this method, for example, might discover most complaints fall into the circulation component, and can take the necessary steps to remedy the situation.

One red flag to watch for when evaluating surveys or daily customer communication: comments about pricing. Shoppers can buy essentially the same products at Nordstrom as at Wal-Mart, but they spend thousands of dollars more at Nordstrom just because they want the Nordstrom experience. "There's no price sensitivity when you're a great service provider," said Schneider.

In addition to surveys, focus groups and customer satisfaction indices, experts recommend mystery shopping, where a business sends someone incognito to evaluate its own customer service. Also, shop your competitors. Write down not only what they're doing right but their mistakes as well, so you can prevent the same snafus in your own business.

Putting a service plan into action

If your company is short-staffed, Farrell recommends brainstorming innovative ways to satisfy customer needs. When one employee of an ice cream shop complained about not having time to answer customers' requests for directions, Farrell suggested devising a list of the most frequently asked questions. Using this list, management created a visual for customers to read.

By implementing a customer service plan, businesses establish a customer service position in the marketplace. When the customer thinks about your company, he thinks you're a customer service leader in your industry. Take Steiner's, a "Nevada Style" pub in Las Vegas. It's claimed a market position as a tavern that delivers the customer service of a four-star restaurant.

"It separates us from the other guys in town," said Roger Sachs, director of operations. "I think a lot of restaurants know it's not just about décor anymore, and it's not just about the food. There's so much competition out there that people want the best service around."

Les Schwab Tire Centers learned firsthand about market position when opening

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its first store in Northern Nevada five years ago. While car owners in Portland, Oregon knew what to expect from the company, Nevadans had not previously sampled the product. Customers are now recognizing the position the company occupies. It's known for clean service — mechanics wear bright white shirts — and for greeting customers before they even step out of their car. Les Schwab even wrote *Pride and Performance*, a book about customer service.

"I have a motto on my wall: winning requires a 'whatever it takes' attitude," opined Kirk Buck, Les Schwab zone

manager. "That's the way we run our business. We do whatever it takes to satisfy the customer, whatever it takes to get the customer in and out in a timely fashion. If that means hiring more people, tomorrow we have more people. We ask ourselves every day if we did well enough yesterday. We can't become complacent about thinking we're doing a good job."

It's this personal touch some say will never go out of style. Schneider believes many prefer sitting in their bathrobe at 12:30 a.m. while shopping on the Internet. But he can't picture online shopping completely replacing in-person transac-

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Bottfeld recommends devising a customer satisfaction index allowing customers to rate each component of the

index to gain a more specific read on concerns. A newspaper using this method, for example, might discover most complaints fall into the circulation component, and can take the necessary steps to remedy the situation.

One red flag to watch for when evaluating surveys or daily customer communication: comments about pricing. Shoppers can buy essentially the same products at Nordstrom as at Wal-Mart, but they spend thousands of dollars more at Nordstrom just because they want the Nordstrom experience. "There's no price sensitivity when you're a great service provider," said Schneider.

In addition to surveys, focus groups and customer satisfaction indices, experts recommend mystery shopping, where a business sends someone incognito to evaluate its own customer service. Also, shop your competitors. Write down not only what they're doing right but their mistakes as well, so you can prevent the same snafus in your own business.

Putting a service plan into action

If your company is short-staffed, Farrell recommends brainstorming innovative ways to satisfy customer needs. When one employee of an ice cream shop complained about not having time to answer customers' requests for directions, Farrell suggested devising a list of the most frequently asked questions. Using this list, management created a visual for customers to read.

By implementing a customer service plan, businesses establish a customer service position in the marketplace. When the customer thinks about your company, he thinks you're a customer service leader in your industry. Take Steiner's, a "Nevada Style" pub in Las Vegas. It's claimed a market position as a tavern that delivers the customer service of a four-star restaurant.

"It separates us from the other guys in town," said Roger Sachs, director of operations. "I think a lot of restaurants know it's not just about décor anymore, and it's not just about the food. There's so much competition out there that people want the best service around."

Les Schwab Tire Centers learned firsthand about market position when opening

Which Big Five firm has the largest tax practice in Nevada?

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its first store in Northern Nevada five years ago. While car owners in Portland, Oregon knew what to expect from the company, Nevadans had not previously sampled the product. Customers are now recognizing the position the company occupies. It's known for clean service – mechanics wear bright white shirts – and for greeting customers before they even step out of their car. Les Schwab even wrote *Pride and Performance*, a book about customer service.

"I have a motto on my wall: winning requires a 'whatever it takes' attitude," opined Kirk Buck, Les Schwab zone

manager. "That's the way we run our business. We do whatever it takes to satisfy the customer, whatever it takes to get the customer in and out in a timely fashion. If that means hiring more people, tomorrow we have more people. We ask ourselves every day if we did well enough yesterday. We can't become complacent about thinking we're doing a good job."

It's this personal touch some say will never go out of style. Schneider believes many prefer sitting in their bathrobe at 12:30 a.m. while shopping on the Internet. But he can't picture online shopping completely replacing in-person transac-

tions. Schneider also thinks "the Amazon.coms of the world need to focus on making their product as customer friendly to the non-technocrats of the world."

Even with all the technological improvements in the banking industry – including the ability to bank online – Georgia Baker, vice president and retail market manager at U.S. Bank, notices a number of customers still crave social interaction. "We call them traditionalists. They make a conscious effort to make banking a destination point. So we have to find a balance between technology and personal attention."

Others believe consumers value convenience over socialization and that the Internet, particularly e-mail, creates a new sense of intimacy. "An e-mail message from a company says you are a noted customer," said Graham. "I communicate more with my clients today than I have in the last 25 years because of e-mail. That's not social interaction. That's immediate response."

While technology has added a new di-

mension of convenience to customer service, it also poses challenges. Businesses must keep up with competitors' technological improvements or risk being innovated out of business. And companies sometimes blame technology for lack of service.


Schneider pleads with businesses to take the proactive stance when a computer system shuts down. Instead of telling a customer to call back later, take their name and number and call them back. He also recommends accepting customers' checks even when the check validation phone line goes down.

"I would much rather have a bad check than lose a customer," Schneider said. "What would you rather have, \$100 of groceries sold or the one-percent risk of an insufficient funds check coming back? I will take your loyalty and that \$100 basket of groceries once a week any day."

Technology's role in the marketplace has led consumers to expect personalized communication. According to Graham, beginning a letter with "dear friend," "dear customer" or "dear valued cus-

tomor" is no longer effective "because how can you or I be a valued customer when they don't even know our name?" Just putting somebody's name on the communication isn't the goal – it must also build a relationship. Written communication, said Graham, must demonstrate knowledge of the customer. How long have they done business with your company? How much have they spent? And it should never look like a customer's name has been dropped into the letter.

For those who believe the competition will destroy Employers Insurance Company of Nevada, take a look at AT&T. When the company's monopoly was shattered, everyone thought it would go out of business. But it's still king, said Bottfeld, because it's developed brand loyalty through customer satisfaction research.

Like AT&T, Employers Insurance is "willing to take on that challenge," said CEO Dirks. The company agrees with Bottfeld when he said, "If you look at customer satisfaction today, you will be in business tomorrow." 



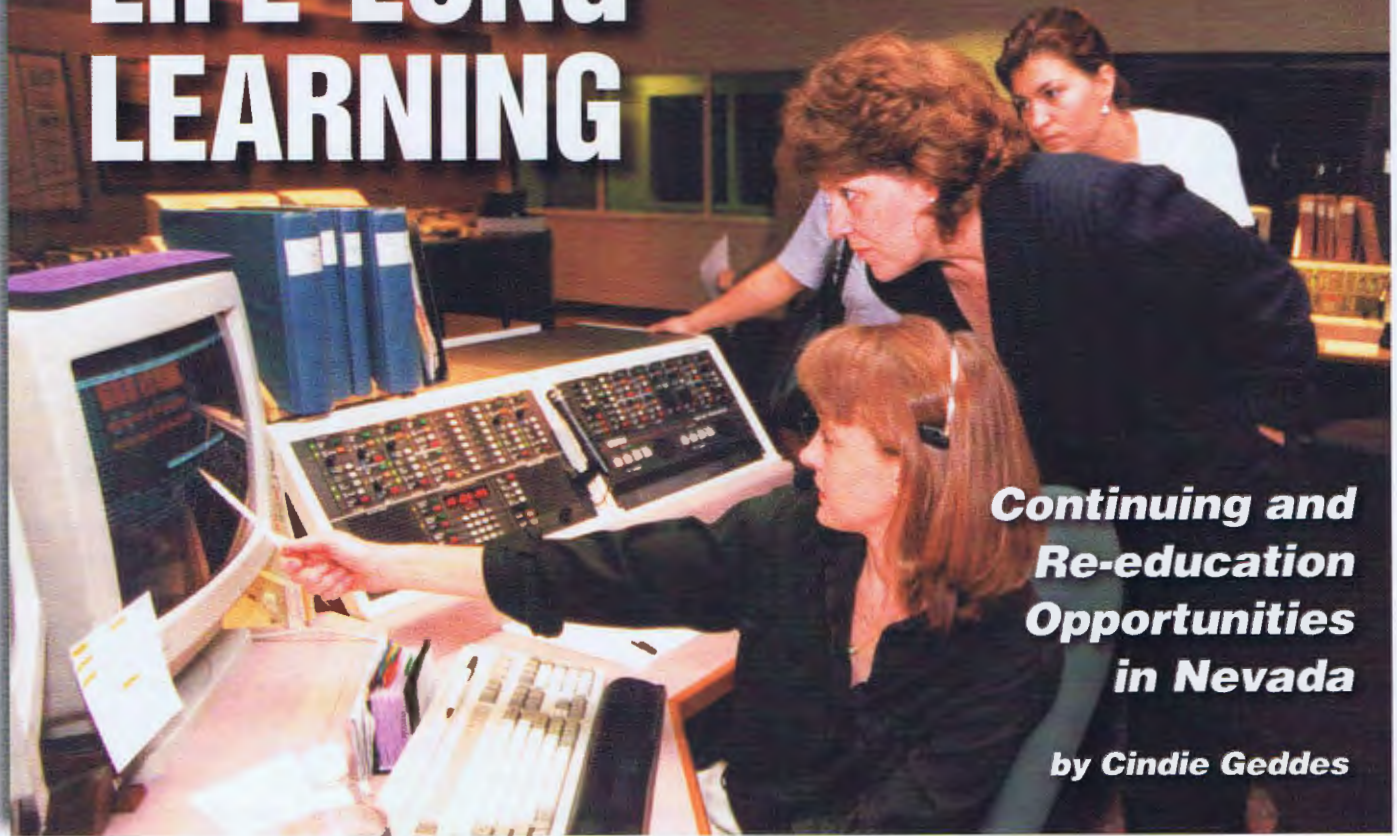
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LIFE-LONG LEARNING



Continuing and Re-education Opportunities in Nevada

by Cindie Geddes

It took Inez Schaechterle 36 years and the deaths of her parents before she felt able to put aside other people's expectations and pursue her life-long dream to become a writer.

As an administrator and teacher at the Center for Employment Training (CET) in Reno, she'd seen many people pulling up their educational roots and heading into greener pastures. But Schaechterle already had BS and MS degrees under her belt and a resume to be envied. She'd found a solid, fulfilling career track. But as she reflected upon her mother's life, she noticed that this woman who had done so much for so many had spent all her years with one watchful eye taking in

other people's reactions, rather than keeping both eyes on her own horizons. Though she had a full life of children and family and community service, she had died without ever pursuing her own dreams. It was not a legacy suited for Schaechterle. Though it took her more than two years to finally make the jump and enroll in a master's program in creative writing at UNR, Schaechterle says it would've taken her much longer without the wake-up call. She may have never made the leap at all. Now, at 38, she says she feels more liberated and confident than she has since her 20s when she felt able to take on the world.

Reyna Vallejo was one of Schaechterle's students at the Center for Employment Training. Vallejo says Schaechterle told her about a position as an accounting assistant for NEL Laboratories, Inc. in Reno – the job Vallejo now holds. Vallejo, 19 and the mother of two, had a friend who worked at CET and told her about the program. It would require six months of classes, a babysitter, time away from her husband and family and the costs of the courses. But

she'd been searching for a job and found nothing. She weighed her options, and signed up. Now she says she'd like even more training, and recommends continuing education to anyone who wants to make a change. "The pay is better," she says, and so are her confidence level and willingness to take risks. "It's worth the cost," she asserts, "worth the time, worth finding someone trustworthy to watch the kids. It's really worth trying for."

Sally Pelham, director of processing at Southwest Engineering in Las Vegas, waited until her son was grown and is now juggling a full-time job and a BS degree program in business management through the University of Phoenix's Henderson campus. The sacrifices are great, according to Pelham, but it is worth it. "Basically you give up your life," she says. "You really don't have any spare time. Even when you squeeze in every minute you

UNLV's Continuing Education Series offers classes such as "Crisis Communications," taking place above at the Henderson Dispatch Center.

can with friends or family, you feel like you have to get back to studying. It's always there." Pelham and a friend from work, Flora Jackson, are pursuing degrees together at the university after hearing advertisements for the school and deciding they had nothing to lose. Pelham will graduate April 30; Jackson has another year of classes. The two now say they might go for their Master's degrees together as well. Pelham explains: "The more education you obtain in your lifetime, the better prepared you are in the workplace. It helps you have an open mind and be aware of the changes happening in the world so rapidly."

An Option for Every Need

The diversity evident in the reasons Schaechterle, Vallejo and Pelham cite for their return to school is also characteristic of the state's educational opportunities. From bartending schools to vocational training, there is virtually no end to the educational opportunities in Nevada. Grants-in-aid, student loans, scholarships, work-study programs and employer funding are just some of the financial options. The hard part? Figuring out what you want to do and where to go for training. Community colleges, employment agencies and state offices offer the computer-based Career Information System, which helps people figure out where their aptitudes lie. Once you know what you're good at (and the answers may surprise you) the computer can help you figure out what the job market is like in that field. Then comes researching the different kinds of schools and programs to see which suits your study styles best. Some programs have check-ins, class requirements and home-



Eva Stowers was a librarian at Desert Research Institute when she enrolled in a graduate program administered on campus by UNLV Continuing Education and the University of Arizona. When she got her master's degree, she also received a major promotion to a new job in Library and Information Science.

work, while others are self-driven, at-your-own-pace. Some classes are one hour long; others last an entire semester.

Helen Jones, manager of the Re-entry Center at the Community College of Southern Nevada, identifies two kinds of students: older people upgrading skills and younger people trying to figure out what they want to do. For the upgraders, she suggests taking a good look around at others in the field to identify your weaknesses. For the new careerists, she suggests creative thinking when it comes to jobs. Look at alternatives within the most common fields. If you like to teach, consider corporate training. If you like music, think about putting on events or doing the bookings. Don't limit yourself.

Truckee Meadows Community College's Institute of Business and Industry focuses on training specifically in areas companies request. "We'll train in any

area, anytime," says Tom Sargent, the program's director, "as long as there's an audience for it and it's something we should be in." This comes down to primarily computer training, though the program also delves into construction, manufacturing and business and leadership skills. Sargent identifies his students as lying at either end of a shallow inverse bell curve. There are those who know nothing about computers and those who taught themselves for a while and hit a wall where they couldn't justify the hours required to continue self-teaching. "People tend to teach themselves through the middle," he notes.

Continuing education is also a great resource for finding your interests. Taking a short class of a few hours or a few days can help you figure out if you really want a career in photography or you just want an excuse to buy that fancy new digital camera. Some of the best hobbies are destroyed by the pressures and constraints of a job. Maybe it's enough to simply take classes in a field you enjoy, surrounded by other people who share that passion. And maybe having that outlet is enough to make your current job seem bearable. New pursuits are a great solution to burnout. Carrol Steedman, director of continuing education at UNLV, says she knows of students who have been coming to short courses for more than 30 years.

There are a lot of reasons people seek



When it opens, the JFDI Ranch will become Nevada's first executive retreat center, and the exclusive training site for Rapport Leadership International's leadership courses.

The Rat Race Goes High Speed

According to conventional wisdom, the heights of business success are best reached via a methodic, deliberate path. A Las Vegas-based corporate development firm has established a faster way – literally – to the group cohesion and people skills many businesses usually spend months imparting to employees and executives.

Companies ranging from Chrysler, Citibank and Black & Decker to Allstate Insurance and Mack Trucks have sent executives to the Las Vegas Motor Speedway for Performance Learning's three-day seminar. As a key element of the training process, attendees jump behind the wheel of Richard Petty NASCAR Winston Cup Stock Cars and Derek Daly Indy-style Formula One race cars, among other high performance vehicles.

Performance Learning's philosophy is simple: performance excellence is a direct function of speed in areas ranging from executing goal-related duties to coordinating required action. Through team driving relays, competitive exercises and pit crew experience, Performance Learning says executives derive valuable lessons in formulating strategies and systems for improving company perfor-



Performance Learning's COO Dennis K. Pawley poses during a team relay at the Las Vegas Motor Speedway.

mance in a variety of ways. The three-year-old company, headed by chairman and CEO Donald J. Steele and president and COO Dennis K. Pawley, former executive vice president of manufacturing for Chrysler in North America, has hosted about 1,200 executives. How effective are the school's lessons, which cost \$1,575 per person? In one case, the joint attendance in March 1997 of Mack Trucks executives and UAW leaders brought an early and successful conclusion to contract negotiations slated for the following September.

out education, according to Steedman. Nevada's high school drop out rate is high, but what happens when those kids hit 30 and are no longer satisfied with what seemed like a good job at 16? Some obtain GEDs and pursue advanced training courses; others sign on for full four-year degrees. Another group seeking higher education is the union employees who were making great money at 18, but are now looking for something more satisfying. And in the '90s, there is also the group dumped out of their jobs at 50 by an increasingly downsized corporate America.

Going Back: Making It Easier

One of the biggest challenges teachers of continuing and re-education face is convincing people they can come back. The longer it has been since potential scholars were in school, the less likely they are to think themselves capable of learning. Nevada recognizes this and is working hard to make education more accessible. Many classes are taught during evenings and weekends, offered in big bulks one night a week or available via correspondence. The new wave is virtual

classrooms on the Internet. Some programs are offered entirely through the Internet, with students never having to step foot in a classroom.

Patricia Andrew, associate dean of continuing education at UNR, is a product of continuing education herself, having received her doctorate at 56 while working full time. She says it's imperative workers remember what they know today may be irrelevant tomorrow. She sees an increasing number of students sent by employers to upgrade their skills.

Anne Tate, director of UNLV's Professional Development Center, adds that with adults now making four to five major career changes during their lifetimes, education has become a life-long pursuit for many. And with today's rapidly changing job market, it is important to remember that of all the benefits you receive from an employer, the only one you can take with you is education. In fact, notes Paul Karres, president of Nevada Leadership Institute and Leadership Institute of Utah, many now see training as an entitlement. "People want to know they're going to be trained," he says, and they take a company's training program into account when weighing benefits.

Programs like Karres' Dale Carnegie training and the leadership programs offered by companies such as Rapport Leadership International have grown rapidly over the last few years. Rapport is even building a 70-acre ranch in Southern Nevada for world class learning retreats. Many businesses now recognize the need to keep employees educated and motivated. Circus Circus Hotel/Casino in Reno offers an educational assistance program to help employees with everything from basic computers and English to intense leadership training. Employees are given time off and pay for workshops and seminars, and they're reimbursed for up to \$400 per year. Randy Connors, the property's retail manager and former human resources manager, says this makes common business sense. "It creates employees better-equipped to do their jobs," he says. "Education makes employees more efficient and effective." He should know, having taken many continuing education courses himself on his way up the corporate ladder. "After all," he says, "we have the schools nearby and available. It is easy for a company to offer and assist."

Arte Nathan is vice president of human resources for Bellagio in Las Vegas as



UNLV Continuing Education, in concert with the League of Women Voters and KLVX Channel 10, hosted a live campaign debate last fall.

well as chairman of the Nevada Workforce Investment Board, a Governor-appointed board charged with redesigning the system that prepares people for the jobs created in Nevada. It ties together private industry councils, job training partnerships, agencies and the state Department of Employment, Training and Rehabilitation. Though each state has such a board, Nevada is at the forefront, ready to implement a plan within the De-

partment of Labor. It is Nathan's goal to have one-stop shopping for job hunters and employers in several physical centers, as well as a variety of virtual centers by year's end.

With an unemployment rate as low as Nevada's, Nathan says it is imperative that we make the best of the entire workforce while still meeting the needs of employers and job seekers. Right now those going back to school usually become aware of

the educational requirements of getting ahead on their own, but that is changing. More and more employers are sending their workers back to school for advanced training or leadership skills. Mirage Resorts (Bellagio, Mirage, Treasure Island and Golden Nugget), like many other corporations, offers a full load of skills training at all levels, as well as tuition reimbursement. They even take employees without high school diplomas and help them earn GEDs on company time. "It shows how important education is," Nathan says, his passion showing. "Education is everything."

As Schaechterle, Vallejo and Pelham all struggle with the sensitive balancing act continuing education requires, as they each make sacrifices of time, money and family, as they continue to grow in knowledge and confidence, they would agree with Nathan. Vallejo says she tells people all the time to step up and make a change. Schaechterle advises: "Leap and the net will appear." Education is that net. 🍀

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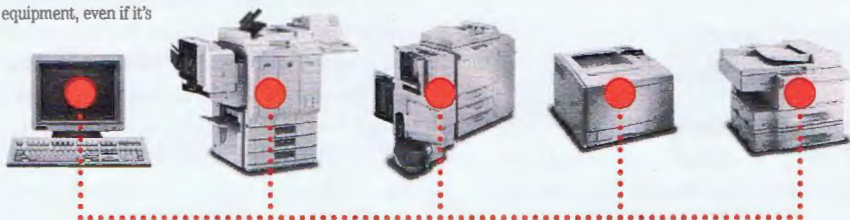
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Reno's just next door to Las Vegas ... Right?

The
challenges of
marketing Northern Nevada PART III

BY CINDIE GEDDES

LONGIE PECK • RENO NEWS BUREAU

The locals love the views of the snow-capped Sierra, aspen sparkling golden in canyons, spring wild flowers thick enough to cradle a baby and clear sunny summer skies etched with feather clouds. Being a Reno/Sparks resident means catching some rays at the beaches of Lake Tahoe or Pyramid Lake in the summer and hitting the slopes for skiing in winter. It is arts and culture and business and industry and recreation and gambling and sports and festivals. It's a place where neighbors know one another, crime still makes the news and being a native is not a thing to lie about. And yet, for the longest time, all the ads ever showed were casinos. Mostly the insides of casinos.

Now don't be mistaken: Renoites love their casinos and the tourist dollars they bring in. They like the great buffets, 24-hour entertainment and the jackpots just as much as the rest of the country. But they seem to prefer the rest of the area – the part lying outside the bright lights and

ringing bells. Tapping into that local pride represents the keystone of the marketing approach Reno tourism officials are assembling.

highlighting travel & tourism diversity

By Nevada standards, Reno/Sparks is filled with a diversity of tourism interests and attractions – bowling, golf, skiing, hiking, fishing, camping, rafting, gaming, conventions, arts and culture, sports and festivals. Getting the entire area to agree on a marketing emphasis remains one of the biggest challenges of the Reno/Sparks tourism industry. John Shelton, executive director of the Pioneer Center for the Performing Arts, says, "We all have to work as a team to broaden the definition of what a tourism experience means."

For the longest time, the targeted tourism experience in Reno/Sparks was

gaming, and no one had to work very hard to bring tourists to the region. If a person wanted to gamble, the legal options centered on Reno, Las Vegas or Atlantic City. But with the proliferation of legalized gaming around the country, Reno has been forced to reevaluate its uniqueness in order to bring in a new kind of visitor – a younger visitor who travels for regional experience rather than entertainment.

The traditional "gaming first" attitude is still demonstrated at nearly every level of city planning, from a debt-laden, asset-heavy convention authority to a downtown with major buildings backed right up to the Truckee River. Locals have always liked their river, but business interests historically tended to see it as a nuisance, a distraction. Anything that took people away from gaming was anathema. Lake Tahoe, Virginia City, Carson City and

The Wildcreek Golf Course is one of 64 within two hours of Reno.



Idlewild Park is a popular picnic spot for local families.

Pyramid Lake were all carefully ignored in advertising. Skiing, golf, hiking, fishing, boating, culture and the arts – these were all grudgingly seen as things locals could enjoy, but not activities toward which to direct tourists.

Now, in an effort to promote the attractions that distinguish Reno from other gambling destinations, all those attributes the advertising campaigns tried to suppress are exactly the activities they're thrusting to the forefront. All those little nuisances now embody the hopes of keeping Reno's tourism numbers high.

strategies begin downtown

Bity leaders in both Reno and Sparks concur that revitalization of the whole area begins with renewing downtown Reno. Bruce Breslow, mayor of Sparks, says, "Downtown Reno must be strong for the whole community to survive." Jeff Griffin, mayor of Reno, agrees, saying the health of downtown is essential to the overall economy. The casino core cannot be ignored – not that anyone would want to ignore it. Neon looks nice against a pastel Nevada sunset.

A major part of the area's rehabilitation involves locals. Griffin says Reno must satisfy two constituencies – "ourselves

and the rest of the world." According to Dorene Soto, economic development manager for the redevelopment agency of the city of Reno, "Residents are our best promotion. We need to give them a reason to come downtown again."

Charles McNeely, Reno city manager, moved to Reno from Los Angeles three years ago. He says he's surprised that Reno residents take it all for granted. The quality of life, a good climate, abundant recreational opportunities, a low crime rate, an effective transportation system, a conveniently situated airport – Reno has a lot to offer. "We can be our own best or worst ambassadors," McNeely explains. "It's time to sell the residents."

Shelton has talked about that need for years. The Pioneer Center has always attracted locals, but once they get to the theater, there is little else to do. That part of downtown has become dark over the last few years. But that hasn't slowed Shelton down. He has continually pushed the envelope of entertainment in Reno, even bringing Broadway to the city. The locals have responded. Arts and cultural events are working to bring residents back downtown. From free movies and concerts at Wingfield Park to Uptown Downtown ARTown, which covers the city in arts programming for the entire month of July, to the huge array of Pioneer Center offer-

ings to cultural festivals, it's a good time to be a Renoite.

It's a good time for the casinos as well. Corporate sponsorship represents a huge part of arts funding, and gaming interests are seeing the benefits of promoting the arts. Some offer visitor packages that include Shelton's Broadway, others offer in-kind donations for Uptown Downtown ARTown, still others bring art in to display at their facilities or sponsor such venues as the Nevada Museum of Art. The old attitude that turned its back on the river is now becoming one that offers a rich support of arts and the community.

Susan Boskoff, executive director of the Nevada Arts Council, sees gaming interests embracing the arts because of the economic reality of the industry, which has its officials seeking synergistic activities that complement gaming. The arts can be a great multiplier and an effective draw for businesses. Erin Taggart, public relations director of the Nevada Opera, notes that a good arts program is a sign of a healthy community, just like a good school system and a low crime rate.

Karen Craig, executive director of Uptown Downtown ARTown, says the arts constitute a way for the city to polish its image and attract national media attention. After all, people don't expect the level of arts programs that exist in Reno: the area boasts ballet, modern dance, a philharmonic, chorale groups, Basque studies, chamber orchestras, museums, poetry, creative writing, painting, folk arts, jazz, a planetarium, gospel choirs, a book festival, Chautauqua, belly dancing, crafts, bluegrass, Pow Wows, and more art galleries than you can shake a brush at. In fact, Mark Curtis, Jr., one of the founders of Uptown Downtown ARTown, saw civic renewal as a primary purpose of the festival.

convening to bring more visitors

Conventions comprise another missed opportunity Reno tourism officials are embracing. Past thinking held that conventioners didn't gamble as much as other tourists, so Reno didn't proactively pursue them. Indeed, it was virtually useless to attract conventions if

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Reno's Bowling Stadium plays host to the four largest tournaments in the world.

rooms were unavailable. Casinos were unwilling to give up blocks of rooms during their peak times; they might have been willing during the winter months, but even that was inconsistent.

Mayor Griffin wants the Legislature to pass a law requiring a commitment from properties for rooms during conventions. Though Reno has the rooms, many feel the convention center is tired and outdated. Some think it needs renovations. Others believe tearing it down and starting over entails a better option. The issue is not likely to be resolved soon, but at least the dialog has begun.

Reno also has image problems. Griffin explains how at last year's U.S. Conference of Mayors, attendees were pleasantly surprised that people can walk around downtown Reno. According to focus group studies recently conducted in Dallas, Los Angeles and Chicago, Reno is a dry, dusty suburb in the shadow of Las Vegas. Many people assume the area is filled with hicks and horses, bereft of natural attractions. Out-of-staters are constantly surprised to learn Reno is closer to San Francisco than Las Vegas, and that the area is filled with trees. "There's a misconception of who we are," says Soto. "People don't understand the beauty of the area."


But Reno was, after all, meadowland. The Truckee Meadows, to be exact. Now the river corridor is hosted by trees, new neon and old brick that mix to form a unique downtown. The brick architecture is also carried up the hill to the University of Nevada-Reno, a classic campus modeled after Thomas Jefferson's University of Virginia.

Phil Keene, president and CEO of the Reno-Sparks Convention and Visitors Authority, says 90 percent of the people alive in the U.S. today have never been to Reno, so perceptions are based on hearsay, friends, media and other sources. The city needs to portray contemporary Reno as it really is: the golf capital of the nation with 64 courses within two hours, a world class ski destination with 18 resorts within an hour-and-a-half and the "Taj Mahal of Ten Pins," with a bowling stadium that hosts the world's four largest tournaments.

Peter Wilday, of Wilday Architects, adds the marketing attitude in Reno has been focused on how to get someone to

come to one property one time. With that approach, Reno is buying the one-time business of these trial rejectors. They come to town based on the promise that Reno is as fun as Las Vegas. They expect Las Vegas, and they have a different experience. Reno is a whole separate world. "You have to deliver on the promise," Wilday stresses. Word-of-mouth advertising is better than misunderstood promises.

Gary Derck, general manager of the Wingfield Springs master-planned community, says people have made too much of perception. If people visit Reno and enjoy the experience, they carry away a positive perception. It comes back once again to the best ambassadors of all – the Reno/Sparks residents.

Despite all the challenges of marketing the area, Northern Nevada seems to be doing alright. Keene says the area's tourism numbers are flat. There hasn't been a loss in tourism yet. In fact, the area, despite its fractured vision, draws six million visitors per year. Just think what's going to happen once the locals take up the cause. 

Next month we conclude our four-part series on the evolution of tourism in Northern Nevada.



Its world class golf course notwithstanding, non-gaming attractions can often be found taking place at the master-planned community of Wingfield Springs, such as open-air concerts at Wingfield Park.

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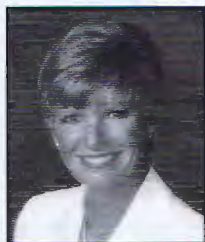
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courtesy Commercial Specialists

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A New Approach to Property Sales

Marketing varied commercial properties

a mix of personal touch, traditional

sales approaches and emerging technologies

BY BRIAN E. CLARK

Though real estate agents in other parts of the country continue to drool over Las Vegas' vibrant economy, Jones is right. Brokers agree leasing and selling commercial property isn't as easy as it was a year ago. "Successful marketing takes effort," said Mel Koich, a senior vice president with Lee & Associates Commercial Real Estate Services in Las Vegas and an expert in industrial property.

"Property owners need professional guidance," Koich said. "A sign on the door and an ad in the paper aren't enough. You need professional exposure from someone who knows the market and can negotiate the right price for you. That's especially important in a tenant's market. The days of 1 to 3 percent vacancies are over. Now we are looking at 8 or 9 percent. There is more product than the market can absorb right now."

When Las Vegas commercial Realtor Soozie Jones thinks about the last four years in her business, she nearly begins to wax poetic. "Oh gosh, was it great," said Jones, a broker with Realty Executives of Nevada and a Certified Commercial Investment Member (CCIM).

"It was a wonderful period and a lot of us became spoiled here in Las Vegas," she remembered. "You can't just put up a sign anymore and expect people to call you about an office, retail building or industrial site. Vacancy factors are rising here, so it's back to the basics of direct calls to clients. We're all just going to have to work a little harder."



Targeting Potential Tenants

Though commercial real estate markets around the state are suffering from a surfeit of available property, it's still possible to successfully market commercial space. Key to that process is determining the right users for a given facility. "If you hold many showings and receive no proposals, perhaps your rates are too high or maybe you're trying to market to the wrong potential tenants," Jones counseled.

For retail space, Jones said property owners should ask for a "synergy report" to determine the types of businesses best suited to their property. "That means having a good mix of tenants who can help each other," she said. "If you have a shopping center with lots of vacancies, you need to aggressively find out why. The former tenants may not have blended well together."

Likewise, if a builder is putting up an office structure, he or she should work with potential clients to meet their design, parking and other requirements. "In this case, you need a target report to zero in on the right kind of tenant," Jones advised. "They may not care who is next to them, so a synergy report isn't important."

Koich, who specializes in industrial property, said he pinpoints and "micro"-pinpoints his marketing efforts to companies needing specific types of buildings. "If it's a cold-storage company, a woodworking firm, electronics business or another kind of company, we'll consult directories and member associations to reach the right people locally, nationally and internationally," he explained.



Tried-and-True Marketing Tactics Prevail – For Now

Ascertaining well-suited tenants is only one step in the property marketing process. Reaching them comprises the next critical phase. Jones, who has worked in real estate for more than two decades and specializes in office and retail properties, said successful marketing means making phone calls – lots of them – and faxing and mailing brochures to potential clients. Contacting other commercial brokers to get the word out about a property is vital as well.

"What works best to get property leased and sold?" mused Gary Baker, a Reno-based senior vice president with Lee & Associates. "It's the basics – having signage on the property so the public knows it's available, placing ads in the appropriate publications, preparing professional brochures that include floor plans, sending them to potential clients and then following up."

Baker, who has been in the business for 25 years, said old-fashioned relationship building with clients has also been important to his success. According to Baker, the current industrial vacancy rate in Reno is 9.2 percent, while retail is 4.6 percent and office is 10.8 percent. Because of the relationships he and other brokers foster, many properties – vacant or full – may not require substantial marketing efforts.

"A significant number of transactions involve properties that never actually come on the market," he said. "Someone will call us for a preliminary estimate on a property and we'll already have a client in mind. We can hook [buyer and seller] up right away. There is almost no marketing cost incurred in such cases and only one broker is involved. It's a huge source of business: it happens up to half the time. It's fairly typical of brokers who are higher producers, who have many years' experience and a solid client base."

For transactions that do require marketing, Baker said it's not unusual to spend \$1,500 for a four-color brochure. To reach potential retail clients, he'll almost always contact chain stores' real estate specialists. "You can't just stick a sign up and hope someone will call you," he noted. "It takes hard work and money. You may need to do multiple direct mailings at \$3,000 a pop."

Many property owners mistakenly think the marketing expenses they might save make it worthwhile to avoid broker repre-



It is important to market a property through the proper channels in order to reach the right potential tenant mix. Above, Southwest Commerce Center, and left, 750 South Rock Blvd.; both photos courtesy Lee & Associates in Reno.

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sentation. "If building owners think they can lease or sell a property without a broker, they're deluding themselves. More than 80 percent of the work done in commercial real estate is done through real estate brokers – and for good reason."

For property owners deciding to retain a broker, knowing whether they're receiving quality representation means doing their homework, according to Realty Executives' Jones. "Since it's not a landlord's market anymore, property owners must hire a quality real estate specialist who is plugged into the area, has a proven track record and can get valuable information such as relocation referrals."

Once a broker is retained, Jones said communication is important. "You don't need to be on the phone every day, but you should be receiving reports and know your agent is working the property for you," she stated.

Technology's Growing Influence

Though traditional methods of marketing a property still prove to be the most effective in a majority of cases, commercial real estate experts are noticing the growing role of the Internet in leasing and selling space. Jones said she's convinced much of the direct mail brokers send out ends up in the wastebasket or recycling bin. "I think the national rate of return on mail-outs is 1 percent," she said. "If someone doesn't know who you are, they'll toss your information, which is why I meet with people – and call, and call again."

"It also means using the Internet, because that is part of the future of this business," she continued. "Ninety percent of my business comes from direct contacts. I may call someone 10 times to close a deal.

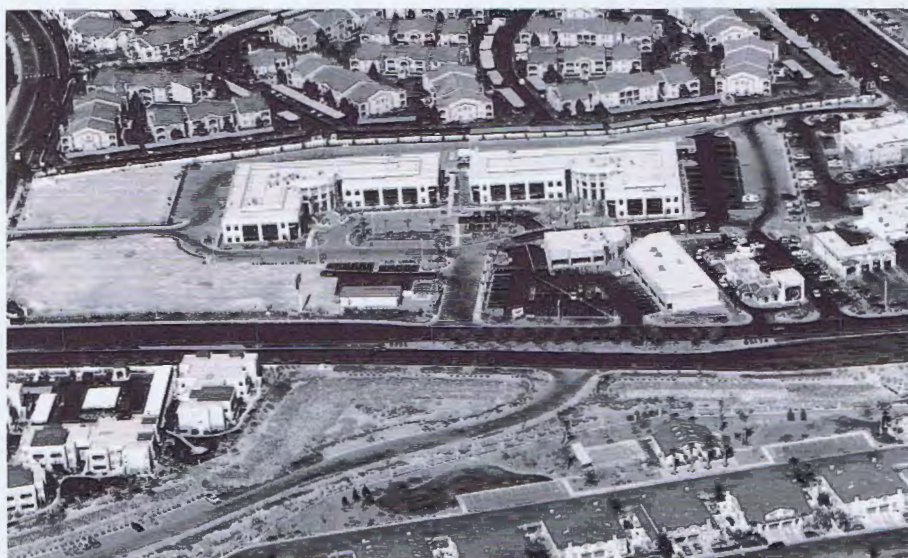
I think landlords deserve that kind of persistence. But they are also asking for their property to be listed on the Internet because it's another tool. We can't just rely on the Internet, of course, and I don't think we ever will. But it's a resource. If it produces one transaction, it's a good thing "

Baker, of Lee & Associates, said use of the Internet is still in its infancy when it comes to commercial real estate. In the future, however, Baker believes technology will play a larger role in the business. "Instead of laborious direct mailings, we'll be faxing more material, using more e-mail and using the Internet to communicate and send crucial information to clients. The Internet will be critical to reaching investors around the country. We'll see the Internet used more as people get up to speed and acquire the right hardware."

Koich said Lee & Associates, which has 19 offices and 350 brokers around the West, has its own Web site. In the near future, individual offices will have their own Web pages on which they can list properties.

Peter Pike, who operates a commercial real estate Internet service in northern California, said commercial brokers who don't get on the Internet bandwagon may regret

Using professional, well-composed photography in printed collateral material speaks volumes for a development. Including an aerial shot gives the prospect a means to establish a point of reference regarding nearby services and amenities. Above: McCarran Corporate Plaza, courtesy Colliers International, Las Vegas; Left: Summergate Corporate Plaza, courtesy Commercial Specialists, Las Vegas.



it. Pike, a former commercial real estate broker in San Francisco, said his service provides 3,000 links to sites with detailed information on office, industrial, retail and apartment real estate for lease and sale.

"This is the future," he predicted. "This is exciting. While the Internet is not yet an absolute requirement for marketing a commercial property, it will be. Brokers will come to understand the Internet extends those all-important personal relationships. But many brokers will have to lose their fear of the Internet before they sign on."

According to Pike, when brokers begin to view the Internet as a useful tool similar to the phone or the fax, they're likely to become enthusiastic users. "They'll see listing on the Internet provides a good way to communicate with existing and potential customers. The Internet will provide answers to questions about property any time of the day or night. It's a way of making the information on your brochures more available. It's not a silver bullet, but it is another arrow in your quiver. Those who don't use it will be vulnerable."

Pike said less than 10 percent of commercial real estate is now listed on the Internet. "Younger brokers are quicker to take advantage, probably because they are more comfortable with computers and technology overall," he explained.

Pike, whose "Pikenet" service and electronic dispatches currently reach 6,000 real estate professionals weekly, said many brokers fear they will be displaced by technology. "They worry the Internet will take out the real estate middle man. That might happen to some, but it won't take away the need for personal contact. It's much more likely the middleman with a strong Internet presence will develop tighter relationships with clients. That's already happening."

Jim Stuart, president of Nevada operations for Colliers International, couldn't agree with Pike more. "Net-based technologies will dramatically alter and challenge the existing real estate broker business model," said Stuart. According to Stuart, who frequently lectures at the University of Nevada-Las Vegas, the Internet has "empowered customers and clients to retrieve information on a previously un-



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known scale. At Colliers, we now conduct 80 percent of our research through Internet-based services," he noted. "We are drawing from a massive knowledge bank that is growing at an exponential rate."

Over time, Stuart said brokers and clients will view the Internet as they do a fax machine – a mandatory business tool. "It's still acceptable for some business people to say they don't have e-mail," Stuart said. "But that won't be true for long. The same will hold for the Internet. If you don't compete with the latest models, customers will do business with someone who does."

Stuart said potential customers can take video tours of buildings on the Internet and make crucial decisions before they enter a market. "The biggest challenge facing the commercial real estate industry isn't technology; it's the culture of the business," he said. "The unfortunate reality is that too many brokers still think they are isolated from change. Second, there is a historical disincentive to share information."

Stuart said he believes 99 percent of all commercial real estate transactions continue to be cultivated through traditional means such as direct mail and phone calls. "These practices have not changed for generations," he said. "I agree that we are a relationship-based business. But what if we can maintain relationships while delivering at 10 times the speed? I may have a great relationship with my lawyer, but if someone else has the same skills, is faster and more affordable, that relationship will be challenged." Stuart said there's good news for brokers: they have time to get up to speed because landlords are not yet demanding Internet-based services.

"The key word here is 'yet,'" he stressed. "Within two or three years, they will be. You can't take on a client like Nike or Microsoft without managing the entire transaction electronically. Other clients will be demanding the same thing."

"To me, it's simple," Stuart concluded. "We need to see our value to clients from an intellectual interpretation side and not so much from a transaction side. If we believe clients have access to an extraordinary amount of data, it's the broker who can interpret that data who will be successful. It's like any other great revolution. Once a critical mass is established, you either adapt or you slowly perish." ❁



THE DIGITAL REVOLUTION

Theater Technology Hits Home

by Tony Illia

For anyone duped into buying a Beta-max or still in possession of an eight-track cassette player – brace yourself. The gadget gurus are pushing digital as the latest wave of “must-have” technology. Digital stereos, discs and televisions are redefining the quality and clarity of home theater systems. More people are foregoing long box-office lines, inflated ticket pricing and cramped seating to stay at home. Hectic work schedules and around-the-clock availability have undoubtedly contributed to the shift. Renting a video is as easy as pay-per-view. Manufacturers are acutely aware of this trend, offering a myriad of products to the consumer. Unfortunately, it isn’t always easy to predict what will still work in five years.

The Coming Digital Revolution

Digital versatile discs are one technology almost certain to grow in popularity in the next five years. “The computer industry has chosen DVD technology to replace CD-ROMs over the next few years,” claims Sean McIntyre of Broadway Digital. “It is 100 percent the future.” DVDs offer a sharper resolution picture with digital sound. Always a music junkie, McIntyre began connecting televisions to stereos in the early ’80s when MTV

emerged. “That was the beginning,” he recalls. “*Miami Vice* was one the first major shows that ran stereo feed with video.” Things have come a long way since then – or perhaps not. “As you deal with everything today, it’s all digital – except for television. That is the last thing to turn digital,” McIntyre explains. “The National Television Signal Code (NTSC) is still analog. It’s the same format in existence since television’s inception.”

Dan Paradise, of Starvision Audio Video Home Theater, concurs with McIntyre’s assessment of the move toward digital. “DVD is really hot and will soon overtake VCRs. It will become a monopoly,” he believes. “Right now it is really just a compressed analog format. Eventually you will be able to watch a video in different camera angles. It will be like seeing alternate versions of the same movie where the observer can select various viewpoints for each scene.” Another interactive DVD feature would enable subtitles in multiple languages. Both concepts are currently in development.

Many manufacturers are building digital televisions, but the problem lies in receiving a high definition signal. Apparently, TV stations in 20 major markets are sending such feeds. But in most cases, people have to run antennae on top of their roof to re-

ceive it. Network stations have begun using it sparingly for major sporting events such as the *Super Bowl* and the *World Series*. HBO and Showtime are beginning to test it. But according to McIntyre, “They haven’t learned how to run a high-definition signal through a cable. They are still two years away from that technology.” Part of the difficulty lies in the signal itself. A high definition feed, when compressed, takes up more information space than a normal signal. In other words, where analog uses one channel, digital takes up three. As a result, McIntyre calls satellite television the most important component to building a home theater system. “It is literally like being at the movies,” he claims. Perhaps it’s even better. At present, there are more than 200 satellite channels; and once it has acquired a second transponder, the Dish Network will offer 500 channels.

“For the value, projection televisions are the way to go,” recommends McIntyre. “Picture tubes are brighter and sharper than projection, but the technology has changed so the rear projection actually has a finer resolution and better image.” Rear projection TVs – which presently go

Above: Custom home theater designed by Starvision, located in Crystal Bay. Photo courtesy Starvision.

up to 80 inches in size and can cost \$50,000 – even hold a picture quality edge over the newest screen innovation, the flat TV screen. Standing in at a mere four inches in depth, the flat television screen is hung on the wall, as one would a painting. However some believe the flat TV's picture quality has yet to become equitable with its lofty price tag.

Of course the home theater is nowhere near complete once the visual components are in place. Assembling and installing a good surround-sound home theater can cost up to \$200,000. Surround sound optimally consists of six speakers: two in front, two in the rear, a center channel and a subwoofer, which delivers low-end frequency. "Nearly 90 percent of home theaters installed today use Dolby Digital," claims McIntyre. "It enables every speaker and channel to receive a separate feed for clearer sound." He advises using an audio and video receiver at 80 watts or higher. "Of course, there is no limit to how high you can go." He notes, however, it is vital to match the speakers to the receiver so they're capable of handling the wattage. Failure to do so may result in a distorted sound or blowout.

Home Theaters Increasing, Becoming Ever More Customized

Home theater systems are the fastest growing segment of the construction industry," says McIntyre. "Almost 60 percent of all homebuilders offer it as an option." That's a notable increase from five years ago, when only 10 percent offered it. "Clients range from teenagers to retirees," McIntyre says. "Essentially home theaters are for anyone who likes movies and music." Specializing in retrofitting homes, his company completed more than 40 theater systems last year, and a countless number of antenna hook-ups and equipment sales.

"Home theaters are becoming much more common, especially in the Lake Tahoe-Incline Village area," notes Starvision's Paradise. "Several spec houses have rooms pre-wired for dedicated theaters. We're seeing this in the Reno area as well."

For Paradise, his fascination with electronics began in the Navy. "I like to make things happen with controls," he says.

"Having to piece things together is what we had to do." Eighteen years later, he does 10 custom home theaters per year and hundreds of antenna installations.

Paradise has also installed some intricate and involved systems where the entire house was wired for both audio and video. "It is becoming a very popular technology. It can range from volume control in every room to a complex keypad." In one instance, he installed video monitors in multiple rooms, leaving one channel dedicated to the front door. One can change the station to see who's at the door and pick up the telephone to deactivate the lock. Requests run the gamut. Some families want the equipment in the media room completely hidden so they can enjoy the space when the system is not in use. A screen can drop from the ceiling, and walls can conceal components, speakers and wiring. If inclined, a moviegoer can recreate the theater experience down to the curtains, columns and popcorn machine.

"Bigger is better in my opinion," says Paradise. "I like to see a minimum 50-inch rear projection screen, voice coils matched to switch from speaker to speaker seamlessly and the proper viewing chairs." Depending upon the client, he will go so far as to re-angle walls, install sound blankets and alter flooring and furniture to achieve an acoustical solution. "While speakers are important, the space is more important. You can perform acoustical treatments to reduce the amount of reflections [or resonance] of a room," Paradise says. He also remarks that the center channel is the workhorse of the audio system, performing nearly 90 percent of the processing.

Integrating Home Technologies

Home theaters are also adapting to include such items as video games, WebTV and personal computers. "The product manufacturers are starting to listen to the custom installation market and recognize its importance. They are making it easier to integrate products than they did 10 years ago," says Paradise. Standard features now include additional input/output capabilities. "In many cases, the pieces come ready to plug in and play," Paradise says.

According Alex Bustios of Best Home

Theaters in Las Vegas, the practice of integrating personal computers into home theater systems is steadily increasing. "Client education is the highest it has ever been," claims Bustios. "People are more knowledgeable and aware of the technology available to them, dedicating whole rooms to media applications."

He too believes digital is here to stay. Dense, vivid and cleaner, DVD offers 300 lines of resolution. When coupled with a digital television, however, the resolution will be over 1,000 lines. "Analog televisions simply are not capable of handling that high degree of resolution," explains Bustios. "Digital makes things incredibly lifelike, as though they are in the room with you." Also, digital TVs are the only way to receive a high definition feed. When comparing digital TV picture options, Bustios says, "The picture tube televisions give you something unaffected by ambient light." "The projection is capable of performing more, however, provided it is in a dedicated room. The images are almost seamless with no grain or lines."

Although recordable CD-ROMs are already available, Bustios anticipates more widespread popularity for such products in the future. Furthermore, he warns it is better to wait than to rush out and buy the newest item. "Only a few people can afford to buy first generation equipment. Most often, it's better to wait for a second or third generation model to appear. Typically, the manufacturer has worked out kinks by then."

The longevity and adaptability of any technology is important. And with a deluge of choices before the consumer, making the right decision can be difficult. Bustios claims there are ways to prevent your system from growing outdated. "Components and products are available with flashback memory which enables you to load it into a processor and plan ahead."

Ultimately, the digital revolution has raised the technology stakes, forcing consumers to reconsider the reasons for going out when staying home is not only easier but better. A wealth of culture and arts is within our reach. As people cram more hours into the day, accounting for every minute through cellular phones, faxes and e-mail, it seems a natural transition that home theaters make a similar metamorphosis heading into the new millennium. 🌱

Mark S. Doppe

Las Vegas homebuilder applies diverse experience to new neighborhood

by KATHLEEN FOLEY

Mark S. Doppe, president of Carina Corporation, knew at an early age what he wanted, and wasn't afraid to go for it. Shortly after graduating from Las Vegas' Clark High School in 1973, he became the youngest real estate salesperson ever licensed by the state of Nevada. He spent the next three years working at his father's firm, Camelot Realty, covering all aspects of real estate sales. In 1976, he entered the mortgage business to further broaden his knowledge of the industry and spent the next three years working as a mortgage loan officer. He took a break from the workforce in 1980 to study full time at UNLV, studying business management and accounting, graduating magna cum laude with a bachelors in business administration. After graduation, he worked for Lincoln Property Company, handling all types of financing, including arranging and closing tax-exempt municipal bonds, participating loans and joint ventures.

In 1986, Doppe put his education and experience to the test by founding Falcon Development with three partners. Serving as CEO and president, Doppe led the company from a startup venture to the 24th largest homebuilder in the nation. At Falcon, Doppe presided over the development, construction and marketing of more than 9,600 homes and apartments.

In 1996, Doppe left Falcon and founded Carina Corporation with his wife, Michelle. Carina's first project was Sweetwater, a development of 85 homes near Decatur and Alexander, now in its closeout phase. "We have assembled a talented group of highly experienced people who work well together," says Doppe. "At Carina, we are not necessarily trying to be the biggest, or to grow as fast as we did at Falcon. We prefer to take it easy, do things right and be the best."

Doppe is enthusiastic about a new concept called Lamplight, which Carina is pre-

miering at Lamplight Village at Silverado Ranch, opening this month. A gated community of 147 single-family homes, it will offer three models ranging from 1,270 to 2,234 square feet. "Lamplight is a concept we want to eventually apply to all types of housing, from condominiums to large, semi-custom homes," explains Doppe. "It was inspired by the paintings of Thomas Kincade, whose cozy cottages and old-fashioned houses evoke a warm, comfortable feeling in the hearts of most Americans. We want to capture the spirit and the sense of community shown in those paintings. All the houses in Lamplight Village have front porches so people can live in the front of their houses and get to know their neighbors. There are no cul-de-sacs because we want to encourage people to take walks through their neighborhood." Each street in the village has a strip on both sides lined with trees, which will eventually branch out to form a leafy canopy. A large park will form the entrance to the development, with an old-fashioned gazebo to disguise the entry keypad. Colorful plantings and flowers around the park and gazebo will imitate the lush, green foliage of the Kincade paintings. Doppe plans to have a community center next to the park where an employee will coordinate the activities of the garden club, bridge club and babysitting exchange, and work with the Homeowners Association to arrange holiday activities and decorations.

"Diversity is part of the Lamplight concept," says Doppe. "We want the homes to look different from each other, like an old-fashioned neighborhood rather than a modern tract. All homes are available in three different elevations and six different roof styles. We will encourage homeowners to plant hedges or have picket fences across their front yards." There will be no harsh



electric streetlights in the development. Instead, each home will have a natural gas-fueled lamplight in the parkway in front.

Lamplight Village is located at Silverado Ranch, at Maryland Parkway and Pyle, just north of Lake Mead Boulevard. Future projects for Carina include condos and large homes along the same theme. Lamplight Estates at Tenaya Farms in the far northwest end of the valley is scheduled to break ground in June.

"The difficult aspects of being a homebuilder – competition, regulations, dealing with growth – sometimes make me stop and wonder why I'm doing all this," says Doppe. "But then I think of the good part. It gives me the ability to be creative and do something different. That makes it all worthwhile."

Doppe's active presence in the community includes presiding as president of the Southern Nevada Home Builders Association, where he currently serves as second vice president. With a keen interest in environmental issues, he is a life member of the Sierra Club as well as a member of the Nevada State Environmental Commission. Doppe has two children, Cassandra and Joseph. His hobbies include flying, nature photography, scuba diving and bicycling. He is an accomplished musician and enjoys spending time with his family. 🌿

Commercial Specialists

Brokerage's success results from a focus on client relationships as backbone of business

by ALLEN GRANT

"We've always emphasized the full-service approach. It's important to strengthen the brokerage, management and leasing aspects of a property for it to succeed as a whole."

— KEVIN DONAHOE
PRESIDENT

Whether it's the relationship between a married couple, a pair of bordering countries or the alliance that matches a company with its client, healthy relationships built on communication foster success. That's the philosophy behind Commercial Specialists' success in the commercial real estate industry in Las Vegas.

"We want to build a relationship with the client and use it to develop his or her investment objectives and determine what works best at furthering those objectives," said Kevin Donahoe, president of the Las Vegas-based firm. "Our goal is to create a program specifically tailored toward each client's individual needs."

Donahoe credits the company's business philosophy of building strong foundations for client relationships with its overall success in the commercial real estate market. A full-service commercial real estate company and leasing agency, Commercial Specialists handles a variety of tasks, including property management, leasing, brokerage and the consulting needs of its customers.

According to Donahoe, Commercial Specialists utilizes the importance of relationships to gain an insider's knowledge into the owner's objectives for each property, and achieve those objectives. "Every client is different, so we need to build different strategies," noted Donahoe, whose clientele include private investors and financial institutions such as banks. For example, some investors want to create value while others are pushing to yield more cash flow. That's where the relationship and individualized attention can help determine a path for success, according to Donahoe. "Some clients are seeking a tax vehicle with their property," he said. "Others are focusing on their future retirement needs."


Just as the firm's clients represent a diverse array of needs, Commercial Specialists' broad range of properties also require assorted management and marketing strategies. Successfully marketing real estate property means knowing the property inside and out, said Donahoe. "Every property has specific characteristics and understanding the property evaluation process, including the physical and fi-





growth rate forever," Donahoe acknowledged. "It's going to be important for companies to establish a solid groundwork to protect themselves in the future. We're looking at a conservative approach and advising clients to take better care of their properties and put a little capital aside."

According to Donahoe, property owners need to understand the commercial real estate market is a constantly changing field. "Companies need someone to consistently measure the pulse of that change," he asserted, "and we offer that. The information age is rapidly effecting dramatic change in the real estate industry. We're marketing properties in an Internet world."

Though Donahoe admits to an uncertain future for the commercial real estate market in Las Vegas, one thing is clear: Commercial Specialists will utilize its experience and understanding of the local market to evolve with the coming changes. Most importantly, the company's clients can rest assured that Commercial Specialists' belief in enduring client relationships will ease their path through any market transitions. 

financial aspects, is vital," he said. "That, along with knowing what enhances a property's value, is fundamental to successful property management, sales and leasing."

Commercial Specialists applies its individualized approach to the more than 1.5 million square feet of property it represents in Southern Nevada. Since its inception in January 1991, the company has built its reputation on providing results and offering a multitude of services. "We've always emphasized the full-service approach," Donahoe said. "It's important to strengthen the brokerage, management and leasing aspects of a property for it to succeed as a whole. Any weak link in the chain can adversely impact the other components. We heavily emphasize maintaining the overall integrity of the property. We want to perform in a way that enhances the property's performance, whether it's month-to-month cash flow or improving the overall property value."

Commercial Specialists has augmented its success throughout the decade thanks to its positive reputation within the community. The firm maintains memberships in such trade organizations as the International Council of Shopping Centers (ICSC) and the Institute of Real Estate Management (IREM). Some of the firm's brokers also hold designations as Certified Commercial Investment Members (CCIM).

The principals at Commercial Specialists aren't just keeping their eyes on the firm's past accomplishments. According to Donahoe, understanding and preparing for the future is the key to succeeding in the coming years. He also believes ongoing ed-

ucation is a key contributor to success in the industry. His company utilizes accounting, maintenance and financial evaluation software to foster efficiency and effectiveness throughout the management and leasing process. This type of systematic organization is helping Commercial Specialists prepare its clientele for the market swings of tomorrow.

"Las Vegas is a unique market. It's recession proof. I don't know that it's always going to be that way. We can't maintain our



Facing page and above: Summergate Corporate Center; Top: Arville Industrial Park.

Burnett Haase awarded two Southern Nevada contracts

Las Vegas-based Burnett Haase Construction was awarded construction contracts for the Chicago Brewing Company and Sunset Corporate Center Retail Building No. 1. The \$2 million Chicago Brewing Company project, situated in the Village Square Shopping Center at Fort Apache Road and West Sahara Avenue, will comprise two stories and 8,000 square feet. The 18,000-square-foot Sunset Corporate Center building will be located at Sunset Road and Pine Drive, with an estimated construction cost of \$900,000.

Del Webb Corp. performance ahead of last year

Del Webb Corp. announced net orders for the quarter-to-date period through March 22 were up 33 percent over last year. The company also says it may exceed previously stated earnings expectations of \$2.75 to \$3 per share. Del Webb executives primari-

ly attribute the growth to openings over the last few months of new communities, such as Anthem in Henderson.

Roel completes Red Rock Country Club component

Roel Construction completed two gatehouses for Sunrise Colony Company's Red Rock Country Club in Las Vegas. The two gatehouses represent the first of six elements that will make up the country club. Additional components Roel is working on include four gatehouse monuments, five signage/directional monuments, a food pavilion and an 8,000-square-foot sports and fitness center. Construction of a 15,000-square-foot golf maintenance building and a 45,000-square-foot clubhouse are slated to begin in the near future.

Ramada Inn opens near Las Vegas Speedway

Speakeasy Gaming opened The Ramada Inn/Speedway Casino & Café at I-15 and

Cheyenne in North Las Vegas. The property features 115 redecorated guestrooms, three suites, a 15,000-square-foot casino and a 5,000-square-foot café. The hotel features a motor speedway theme throughout.

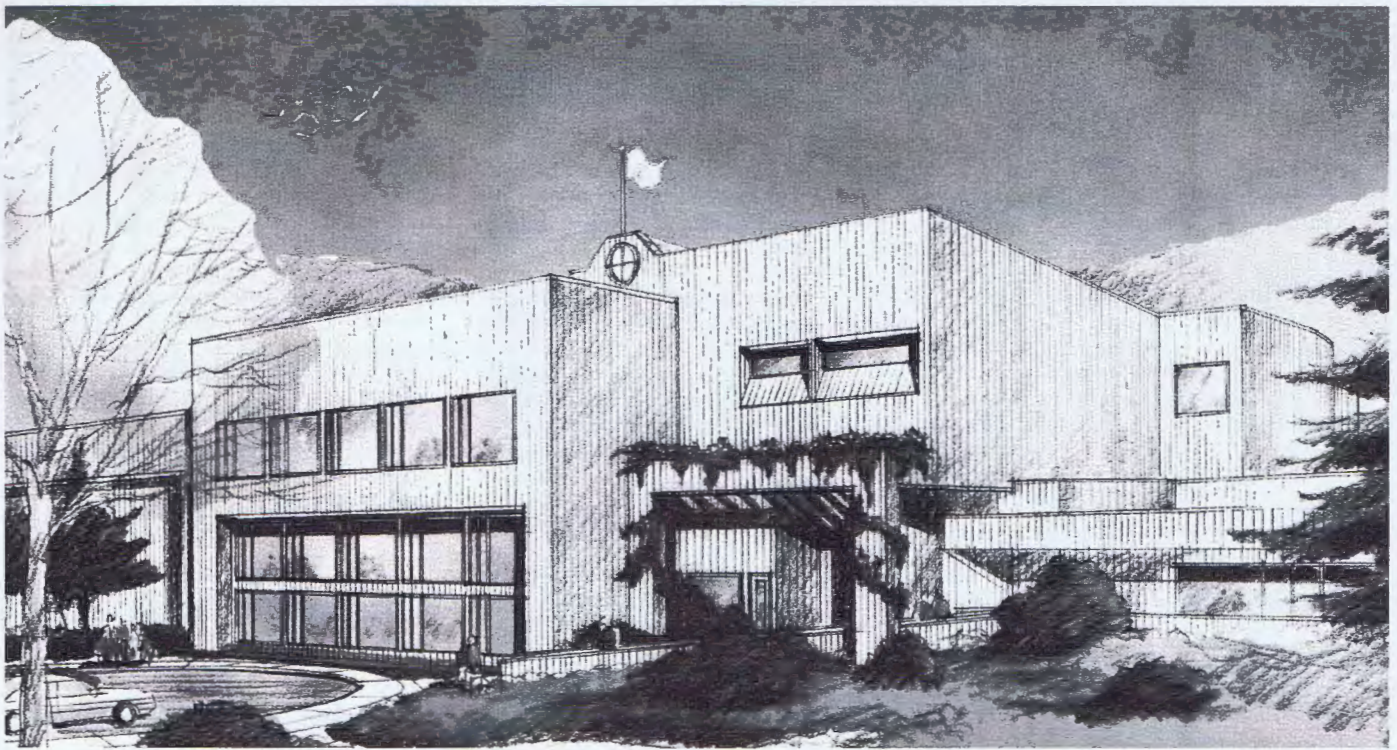
Martin-Harris general contractor for JCM project

Las Vegas-based Martin-Harris Construction will serve as general contractor on the 59,000-square-foot, \$3.5 million warehouse and corporate office building JCM American Corp. is opening at Hughes Airport Center. JCM American, the North American arm of Japan Cash Machine, plans a September completion date for the facility. Dennis Moyer and Doug Devol will serve as project manager and superintendent, respectively.

Howard Hughes commits property to road construction

The Howard Hughes Corp. committed more than 520 acres of right-of-way, flood





LTC begins construction on expansion

Reno's Lakeridge Tennis Club recently began construction on its second significant addition in the last three years. The newest expansion will extend the club's facilities to three floors and include a new locker room facility, a Pilates studio, a martial arts area, a teen center and a new fitness room. The addition is slated to open the first quarter of 2000.

control channels and trails to facilitate the construction of an eight-mile stretch of Las Vegas' Western Beltway. The land, worth \$50 million, will also enable the extension of Summerlin Parkway from Town Center Drive to the Beltway. Improved roads in the Summerlin master plan are quickly becoming a necessity: Hughes Corp. announced its 1999 sales through March outstrip those of 1998 48 percent.

Terracon acquires HBC

Terracon, a geotechnical, environmental facilities and construction materials engineering firm with offices in Las Vegas, announced its acquisition of Houston, Texas-based HBC Engineering, Inc. The combined entity will represent nearly \$100 million in revenue generated from 54 offices situated in 21 states.

Carson and Taylor Ball announce merger

Carson Construction, Las Vegas' oldest general contracting firm, merged with Taylor Ball, the nation's 111th largest commercial general contractor. Carson's more than

80 employees will remain, including previous owner Doug Carson, who assumes the post of CEO as joint head of Taylor Ball's newest branch. Mike Carlstrom left positions as president of Taylor Ball branches in Iowa to become the new president of Carson/Taylor Ball.

RE/MAX opens office in Mesquite

RE/MAX International now has a franchise in Mesquite, as Ridge Realty has become RE/MAX Ridge Realty. The latest branch represents the 12th franchise office in the state for the international real estate network, which helped 3,633 Nevada families buy or sell homes in 1998, a 20-percent increase over its 1997 statewide activity.

Ninyo & Moore to work on Summerlin Parkway extension

Ninyo & Moore Geotechnical and Environmental Sciences Consultants is providing construction inspection and materials testing services for the Summerlin Parkway extension. The two-mile, four-lane stretch of highway constitutes a \$12 million project

for the city of Las Vegas, and is scheduled for completion in 2000.

MacDonald Ranch Country Club developer donates land

Foothills Partners, developer of MacDonald Ranch Country Club, donated two acres of land valued at \$500,000 to the city of Henderson. The land, located at Amador and Horizon Ridge Parkway, will serve as the site of an emergency facility to house city firefighters, paramedics and police. The company plans to contribute \$700,000 in cash for the building of the facility.

New Las Vegas-based mortgage company opens

Santa Fe Financial Mortgage Corp., a national sub-prime wholesale direct lending firm, opened its corporate headquarters in Las Vegas at 6600 West Charleston Blvd. Santa Fe specializes in financing mortgage loansait, previous bankruptcies, foreclosures, 100-percent financing, no-money-down purchases, 100-percent refinances and various programs for people with un-verifiable incomes

Commercial Real Estate Market Report

INDUSTRIAL MARKET SUMMARY

LAS VEGAS: Year-end numbers indicate the industrial market is experiencing a "healthy" slowdown. What this means is that building and growth will slow moderately in '99 from record pace over the last few years allowing a normalization and strengthening of development/absorption ratio.

The current industrial base has grown to 52.76 million square feet, with overall vacancy at approximately 11.6 percent and strong absorption. "Time on market" is a factor to consider for the future. Our remarkable market of the past has experienced almost immediate absorption of new inventory. Wise developers will begin to factor a slightly slower absorption rate into their equation.

Land prices have shown sustained increases, while lease rates have stabilized over the past two quarters. With a higher standing inventory of product, landlords will become a little more competitive with their rent rate structure. While developable

property becomes more scarce, land prices increase (ranging from approximately \$2/SF to \$6.50/SF unimproved) and should help to curb overbuilding and perpetuate the development/absorption ratio.

RENO: The northern Nevada industrial market, including Reno, Sparks, Fernley, and the new 104,000 acre Tahoe/Reno Industrial Center, experienced its best year ever with over 5.4 million square feet of gross absorption. Net absorption more than doubled last year's numbers at just over 4 million square feet. These huge numbers are due in part because the Fernley industrial market added to our market study area in 1998. Over 1.5 million square feet of space exists in Fernley with 750,000 square feet coming on line just this year. The Nevada Pacific Park in Fernley is located 25 miles east of Reno. New companies

building in the park this year include Quebecor Printing (410,000 square feet) and MSC Tool Company (350,000 square feet), as well as Amazon.com, which leased the 322,000 square-foot Stanley Tool facility. Escrow closed in mid-September on the 104,000-acre Asamera Ranch, now known as the Tahoe/Reno Industrial Center. The center is located 15 miles east of Reno, adjacent to Interstate 80 and offers 4,000 acres zoned for industrial use. Land prices in Fernley and the Tahoe/Reno Industrial Park range from \$1.35 to \$1.85 per square foot, with all services to the parcels. This well located ample supply of competitively priced land assures our growth as a major warehousing and distribution center for the Western United States for many years to come.

NEXT MONTH:

First Quarter 1999 Office Market Summary

OFFICE MARKET - 4TH Quarter 1998

TOTAL MARKET	LAS VEGAS	RENO
Number of Properties	460	174
Total Square Feet	17,459,683	4,059,253
Vacant Square Feet	2,033,203	434,183
Percent Vacant	11.65%	11.50%
New Construction	144,232	123,509
Net Absorption	99,511	71,620
Avg Lease SF/Mo (FSG - NNN)*	\$1.76	\$1.42
Under Construction	916,073	165,700
Planned Construction	1,742,173	345,400
CLASS 'A' OFFICE PROPERTIES		
Number of Properties	37	23
Total Square Feet	3,966,819	1,556,080
Vacant Square Feet	379,939	176,278
Percent Vacant	9.58%	12.00%
New Construction	0	69,500
Net Absorption	48,282	22,668
Avg Lease SF/Mo (FSG - NNN)*	\$2.08	\$1.65
Under Construction	281,366	102,900
Planned Construction	719,868	145,800
CLASS 'B' OFFICE PROPERTIES		
Number of Properties	274	61
Total Square Feet	10,132,074	1,504,423
Vacant Square Feet	1,299,458	150,920
Percent Vacant	12.83%	10.00%
New Construction	144,232	46,900
Net Absorption	66,325	34,800
Avg Lease SF/Mo (FSG - NNN)*	\$1.73	\$1.40
Under Construction	613,507	35,878
Planned Construction	1,009,505	67,600
CLASS 'C' OFFICE PROPERTIES		
Number of Properties	149	92
Total Square Feet	3,360,790	998,750
Vacant Square Feet	353,806	181,085
Percent Vacant	10.53%	19.00%
New Construction	0	17,500
Net Absorption	-15,096	10,900
Avg Lease SF/Mo (FSG - NNN)*	\$1.52	\$1.10
Under Construction	21,200	15,200
Planned Construction	12,800	18,800

* Average Monthly Lease Rates for Las Vegas reported as Full-Service Gross and for Reno as Net Net Net.

* Las Vegas fourth-quarter 1998 retail figures not yet available - 3rd quarter figures are provided.

RETAIL MARKET - 4TH Quarter 1998*

TOTAL MARKET	LAS VEGAS	RENO
Number of Properties	202	76
Total Square Feet	24,228,257	8,632,059
Vacant Square Feet	1,031,496	440,000
Percent Vacant	4.26%	5.70%
New Construction	0	59,267
Net Absorption	6,902	-
Average Lease (NNN)	\$1.22	\$1.03
Under Construction	1,771,527	421,662
Planned Construction	5,025,972	485,000
POWER CENTERS -		
RETAIL CENTERS > 100,000 SF		
WITH MINIMAL OR NO IN-LINE SPACE		
Number of Properties	19	3
Total Square Feet (GLA)	5,689,615	1,080,400
Vacant Square Feet	332,084	6,300
Percent Vacant	5.84%	6.00%
New Construction	0	49,400
Net Absorption	24,375	43,100
Average Lease (NNN)	\$1.31	\$1.00
Under Construction	0	382,727
Planned Construction	555,850	100,000
COMMUNITY AND REGIONAL CENTERS -		
RETAIL CENTERS WITH ANCHOR(S)		
Number of Properties	111	44
Total Square Feet (GLA)	14,629,970	6,506,475
Vacant Square Feet	401,843	336,344
Percent Vacant	2.75%	5.70%
New Construction	0	8,867
Net Absorption	-17,913	-
Average Lease (NNN)	\$1.28	\$1.05
Under Construction	1,604,297	281,000
Planned Construction	4,144,122	350,000
STRIP CENTERS - RETAIL CENTERS		
Number of Properties	72	27
Total Square Feet (GLA)	3,908,672	919,611
Vacant Square Feet	297,569	66,856
Percent Vacant	7.61%	7.27%
New Construction	0	0
Net Absorption	440	-
Average Lease (NNN)	\$1.05	\$0.96
Under Construction	167,230	140,662
Planned Construction	326,000	35,000

INDUSTRIAL MARKET - 4TH Quarter 1998

TOTAL MARKET	LAS VEGAS
Number of Properties	1,311
Total Square Feet	52,761,427
Vacant Square Feet	6,111,568
Percent Vacant	11.58%
New Construction	792,448
Net Absorption	753,273
Under Construction	1,468,955
Planned Construction	3,157,530
DISTRIBUTION - LESS THAN 10% OFFICE	
Number of Properties	460
Total Square Feet	29,537,524
Vacant Square Feet	4,322,337
Percent Vacant	14.63%
New Construction	765,658
Net Absorption	632,314
Under Construction	1,110,332
Planned Construction	2,926,302
Avg Lease (NNN) < 10,000 SF	\$0.50
> 10,000 SF	\$0.40
MANUFACTURING - 10% - 20% OFFICE	
Number of Properties	747
Total Square Feet	17,483,302
Vacant Square Feet	1,141,594
Percent Vacant	6.53%
New Construction	26,790
Net Absorption	40,245
Under Construction	65,550
Planned Construction	231,228
Avg Lease (NNN) < 10,000 SF	\$0.49
> 10,000 SF	\$0.43
FLEX/MULTI USE - OVER 30% OFFICE	
Number of Properties	91
Total Square Feet	5,067,286
Vacant Square Feet	647,637
Percent Vacant	12.78%
New Construction	0
Net Absorption	80,714
Under Construction	293,073
Planned Construction	0
Avg Lease (NNN) < 10,000 SF	\$0.62
> 10,000 SF	\$0.60

Abbreviations

BTS: Build To Suit
 FSG: Full-Service Gross
 GLA: Gross Leasable Area

MG: Modified Gross

NNN: Net Net Net
 SF: Square Foot
 YTD: Year To Date

LAS VEGAS STATISTICS COMPILED BY LEE & ASSOCIATES COMMERCIAL REAL ESTATE SERVICES
 RENO STATISTICS COMPILED BY GRUBB & ELLIS NEVADA COMMERCIAL GROUP



LIFESTYLES

Golf Venerable pastime enjoyed by tourist and resident alike at dozens of breathtaking courses across the state

REVIEWED BY KATHLEEN FOLEY

Angel Park Golf Club

Las Vegas

702-254-GOLF
888-4 GOLFLV

Angel Park Golf Club, consistently voted Best of Las Vegas in the *Las Vegas Review-Journal Readers' Poll*, offers four distinct golf experiences: the Mountain Course and the Palm Course (both designed by Arnold Palmer), the Cloud Nine Short Course and the Putting Course. The Mountain Course is desert golf at its finest, winding through rolling natural terrain and skirting dense stands of native vegetation. The Palm Course is a modern interpretation of the beautiful classic golf courses built in the Las Vegas of days gone by. Meeting its demands requires plenty of distance off the tees and finesse around the undulating greens. At the Cloud Nine Short Course, each of the 12 holes is similar to one of the game's most famous (or infamous) par three holes, such as the Island Green. The 18-hole, natural grass Putting Course features creative use of sand bunkers, rock outcroppings and water to provide thrills for all levels of players.

Located at 100 South Rampart on the western edge of town, Angel Park features panoramic views of the Spring Mountains and Red Rock Canyon in addition to the Las Vegas skyline. The comprehensive practice facility and nine of the Cloud Nine holes are fully lit for nighttime play, so golfers can enjoy tee times after the summer sun has gone down.



The Desert Inn is the only resort golf course in Nevada ranked in the top 75 by Golf Digest.

Edgewood Tahoe Golf Course

Lake Tahoe

888-881-8659

Edgewood Tahoe promises a challenging but extremely fair test of golf. Tee shots offer ample landing areas and some forced carries. From the landing area the course typically funnels down to large, undulating greens that are well protected by trees, sand and water. The three finishing holes offer spectacular views of lakes and mountains. The enormous pine guarding the 16th fairway and the majesty of Lake Tahoe and the High Sierra lead into the 17th hole, with its lakeside green located next to a sandy beach. With Mount Tallac and the award-winning clubhouse standing guard, the 18th green is the best birdie opportunity on the course. But beware – Lake Lambeer lurks just in front of the putting surface. Renowned golf course architect George Fazio laid out the course on the South Shore of Lake Tahoe on land formerly used as a ranch and pony express station. It opened for play in 1969.

This is Edgewood's ninth year hosting the Isuzu Celebrity Golf Championship, which takes place June 29 to July 4. Previous tournaments featured such celebrities as Michael Jordan, Charles Barkley, Joe Namath and Johnny Bench. The course is open from mid-May to mid-October.

Desert Inn Golf Course

Las Vegas

702-733-4290

The Desert Inn's world-famous golf course is rich with tradition. Since opening in 1952, it has played host to hundreds of celebrity guests, including several U.S. presidents, and it has long been the choice of champions. The Desert Inn is the only resort course in the world to have annually hosted the PGA Tour, the LPGA Tour and Senior PGA Tour events. This classic course, now the last remaining golf course on the Las Vegas Strip, has not been content to rest on its past glory. The course was redesigned in 1994 and a new golf shop and country club were completed in 1997. The Desert Inn is the only golf course in Nevada honored as one of America's Top 75 Resort Courses by *Golf Digest Magazine*.

Surrounded by scores of towering palms and mature trees, the highly-rated course is marked by sharp dog-legs and ocean beach sand bunkers. Its 130 acres of emerald greens and long rolling fairways featuring lakes, waterfalls and streams test even the most seasoned pros, and the seventh hole is consistently rated as one of the toughest on the PGA tour. And it's just a tee shot away from either the gaming tables in the casino or the massage tables at the Desert Inn Spa.

Managing Without Managers

Many companies are increasingly turning to alternative sources to find top-level execs

BY BRIAN E. CLARK

When Las Vegas-based MGC Communications, Inc. was looking for an investor relations director last year, the up-and-coming phone company had trouble finding the executive it wanted. "There just aren't that many people locally experienced in investor relations," said Jeff Hein, MGC's corporate development manager. "We hired someone who worked in the financial arena at Station Casinos and trained him for the job."

While the general labor shortage has been a topic of concern for the past few years as the nation's economy has thrived, not as much has been written about the lack of executives. But MGC's experience is not unique. Recruiters in both Northern and Southern Nevada say companies will continue to fight for top managers, thanks in part to a broad shortage of mid-level executives – the managers who should be moving up to fill the spots of retirees. There simply aren't enough people at this skill level, corporate headhunters say. To lure top managers to the Silver State, recruiters say businesses will have to offer premium wage and benefit packages – and do a better job of promoting themselves.

"There is definitely much more executive material here than when I moved to town 15 years ago," compared Hein. "But our company is growing rapidly. We started with about 30 employees in 1996 and now we employ 500. We've had to hire quite a few people from outside our industry and outside the area. To attract talent, you've got to sell your company, offer good packages and sell the region with its low taxes, affordable

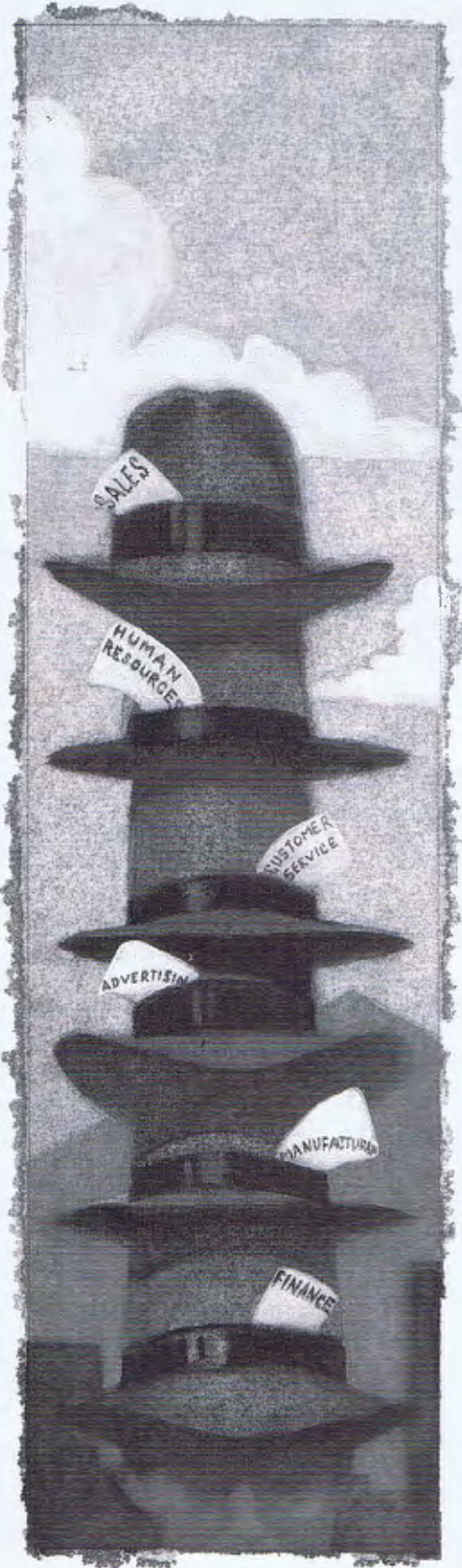
housing, year-round sunshine, golf and other recreation opportunities."

Bob Turi, a vice president of construction for the Sunrise Colony Co., has seen the executive shortage from both sides. Less than a year ago, he was recruited by a Las Vegas company – not his present employer – to fill a management position vacant for months. Then late last year, a friend who offered him a better deal to work for Sunrise Colony lured Turi away. In a continuing cycle, he's now trying to find managers to work for him.

"It's crazy," he said. "Companies let a lot of mid- and lower-level management go during the recession of the late 1980s and early '90s because owners wanted to reduce overhead through downsizing. Now that the economy is going strong, some companies don't have enough managers to handle the day-to-day checking, verifying and processing required to keep an operation running smoothly."

According to Turi, it's increasing difficult to find the right executives. Often, key positions remain empty for months. "At first, companies tap into the local market," he said. But other approaches sometimes become necessary. "I came here from Northern California through an executive search firm because the company had such a hard time finding the right person in town. They made me the right offer and paid my family's relocation expenses."

Turi said firms in search of executives may have to offer salaries above their industry's going rate, spice things up with bonuses and include employee candidates in long-term plans. "People moving their



families here want to know a company is looking beyond the next two years," he explained. "Top executives won't relocate for the short term. They've got spouses and kids to think about."

Jane Whisner, a Certified Personnel Consultant with The Eastridge Group, has been a recruiter working out of Las Vegas for the past 25 years. She says the executive shortage is bad and getting worse. "Those who traditionally held management positions are retiring, expiring and moving to the country," she noted. "A lot of companies won't admit it, but they are having trouble finding people at the upper echelons. For starters, fewer people choose to move into executive positions because they don't want to follow that career path. Next, when so many companies downsized a few years back, middle managers were let go. Now, with the economy humming, the people who should be stepping into those spots aren't there. Some companies are advancing front-line managers, but they might not have the experience or judgment to make that leap."

According to Whisner, companies need to become more proactive and groom executives from within. "They have to do more than think about the bottom line," she advised. "There must be a paradigm shift. In the late 1980s, firms sent the message that employees were expendable. People don't forget that. Companies need to work on retention, investing in their people and regaining that lost trust. That won't bring back the bright, talented people they let go, but it will help in the future."

Gaming, Construction Industries Feel the Executive Crunch

In Las Vegas, which has one of the hottest economies in the country, new casinos are robbing older resorts of their managers by offering more lucrative salaries and benefit packages. "It can be tough to compete," observed Whisner. "Companies have to look at the perks and stock options designed to attract and retain executives. Older properties may need to find someone who wants to revitalize things and turn a place around."

When Whisner signs on to recruit for a company, one of the first questions she

asks is "What's the sizzle?" In this competitive environment, people need a reason to want to work somewhere, she said. "Companies have to do a little soul searching. If there is no sizzle, then I'll have a harder time attracting talent and selling the organization," she stated.

In addition to offering attractive salaries, benefits and stock options, companies must also be flexible. "With today's technology and the Internet, people don't need to physically be at a desk all the time," Whisner said. "Working out of the home on occasion can be particularly attractive to executives with young families, especially mothers." Firms have to follow up on their promises as well. If they don't deliver, Whisner warned, managers in high demand will move on to other, more attractive companies.

In Reno, according to Career Choices co-owner Nancy Rumburg, the story is similar. Her recruiting company is now expanding into the executive search field. "We know it will be difficult, but it's something we want to do," she explained. "Finding workers for many positions is tough because the economy is so strong, but getting top-level managers is especially hard. You just have to make it attractive to prospective employees. You really have to sell your company and convince the prospect it's a good career move."

Duane Hogge, manager of construction and engineering recruiting for Las Vegas-based StaffMark, has been an executive recruiter since 1985. "Filling positions wasn't a problem in the late '80s and early '90s," he recalled. "In fact, layoffs were rampant and companies let many smart, talented middle-management employees go. Many of them subsequently opened their own businesses. They wanted to run their own shows so somebody higher up the food chain couldn't fire them again."

Hogge said he is currently trying to fill five corporate executive positions. And he's not having a lot of luck. "Many firms are in such a growth mode that they don't have time to train and assimilate lower level managers, so they have to go out and lure people away from other companies," he explained.

Luring top executives from other states is also an option many companies pursue.

It doesn't always work. Hogge said he's seen some Nevada companies hire executives from New England, only to have them head home after less than a year because of what he calls "culture shock."


"I know of two executives who had problems with their spouses after they arrived," he recounted. "They didn't like it here: it was quite different from what they were used to. They didn't like the desert or the climate, and they wanted to be closer to their families."

Hogge predicts the executive labor shortage will encourage many companies to promote young people to executive positions before they're properly seasoned. "The big void in the middle will remain," he said. "Universities aren't producing enough graduates. Over the next decade, the job market will be heavy on either end of the spectrum - those with entry-level skills, and those ready to retire. But among middle management, a shortage of qualified candidates will continue."

Widney Hertenstein, a vice president for development with Manpower Southern Nevada, said many companies have been caught short because they don't have a strategy for promoting or grooming up-and-coming executives. "Because corporations historically showed little loyalty to workers, employees don't have any loyalty now either," she said. "They are talking about mentoring programs again, but those were the kinds of things that got chopped first when the economy went sour in the late '80s and early '90s. Such programs often just get lip service."

Hertenstein called laying off mid-level executives "short-sighted" because it has left a void in the management ranks.

"Fortunately, I think Nevada has a lot to offer," she said. "But companies have to be willing to finance the moves for their people. They've got to provide incentives that include good salaries - top executives can make well over \$200,000 a year - and other benefits."

"Then they've got to convince candidates that this region is a wonderful place in which to live, raise a family and enjoy yourself. If you can do that, you'll get attention. But as long as the economy stays strong, there will be a lot of competition for those people." 



AT THE TOP

SPS Non-Ferrous Engineered Fasteners

Las Vegas manufacturer expands business overseas after merger with global firm

by DIANE GLAZMAN

Global manufacturer SPS Technologies' acquisition of Non-Ferrous Engineered Fasteners brings the thriving Las Vegas maker of high-quality, corrosion-resistant fasteners to a global level of play.

"Fasteners are a lot more than just the buttons on your shirt," says Kathy L. Brown, sales manager for SPS Non-Ferrous Engineered Fasteners. Brown's assertion represents an understatement for this company: the fasteners Non-Ferrous manufactures vary from 1/4 inch to 2 3/4 inches in diameter and hold together everything from ships to the Statue of Liberty.

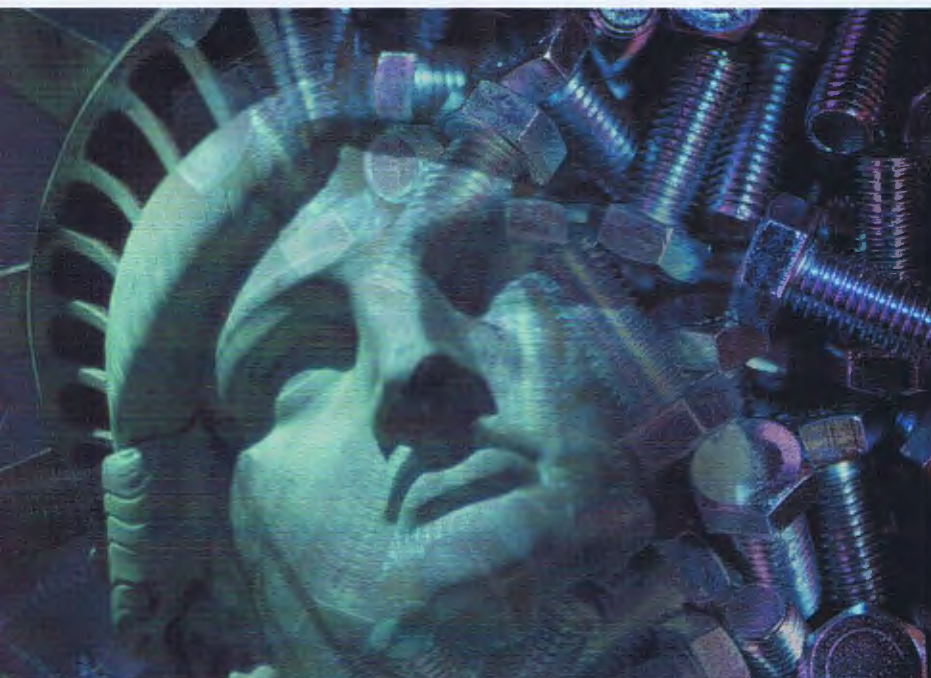
Non-Ferrous specializes in high-temperature and corrosion-resistant fasteners for industries such as petro-chemical, agriculture, shipbuilding, power and desalinization. Their products are found in every locomotive in the world as well as power plants, submarines, tunnels, waterways and several unusual locations, such as Shamu's tank at Sea World, the USS Arizona memorial at Pearl Harbor and the Statue of Liberty.

Founded in 1972 in Las Vegas by Richard

Lassiter, the company maintained its primary focus as a small-run specialty house from the beginning. Non-Ferrous started out as a Las Vegas company as a matter of chance – founder Richard Lassiter was from the area – but discovered over the past 27 years that its location offers several advantages. The climate in Las Vegas allows the company to warehouse its inventory of raw materials outdoors while many of their competitors must store materials in enclosed buildings. In addition, the city's location places Non-Ferrous within an hour by plane from Los Angeles, one of the largest ports in the world.

The proximity to such a major port is fortuitous – the company's products are in immediate demand all over the world. Non-Ferrous uses more than 100 grades of stainless steel and exotic materials to manufacture its wares, and the firm maintains around-the-clock, seven-day-a-week operations to quickly turn orders around. According to Brown, the company implemented just-in-time order fulfillment more than 20 years ago to accommodate customers requiring large quantities over an extended period of time. The practice eliminated the necessity for temporary product storage and allowed a small shop to compete for contracts on a national and international level.

Non-Ferrous started out with 5,000 square feet of manufacturing space in 1972. It now occupies three buildings with more than 100,000 square feet and employs 250 people. In addition, Non-Ferrous recently became a subsidiary of U.S.-based global manufacturer SPS Technologies, a publicly-held company traded on the New York Stock Exchange. The move will provide Non-Ferrous with the resources to expand into new markets. "SPS Technologies brings 90 years of engineering skill, industry expertise and global knowledge. They are in countries where we,



as a small company, would have trouble making in-roads, [such as] Brazil, Ireland, India, China, Mexico and Australia," Brown noted. In addition, Non-Ferrous offers SPS increased flexibility to meet the ever-changing needs of its customer base.

That flexibility has been a hallmark for Non-Ferrous since the beginning. As a small-run shop, the operation has been called on to find creative solutions in areas such as re-building its equipment to meet the specialized needs of a specific customer, finding ways to reduce costs and developing new products to deal with highly corrosive materials.

"With the continuous improvement programs our customers are [implementing], they expect the same thing of their suppliers. They're reducing cost, and they expect the same of their suppliers," Brown said, citing as an example how the railroad industry reduced the cost of locomotives over the past two years.


Changes in environmental regulations have also meant changes in the products

The ability of Non-Ferrous to develop new products has ensured its ongoing success. The company has maintained a 20 percent growth rate for a number of years, and received the 1996 Nevada Distinguished Business award from then-Governor Bob Miller.

Non-Ferrous manufactures, one of the reasons the company works with a variety of materials. "Many metal suppliers design new materials for different applications because the world's ever-changing environments are getting more chemical, more caustic. Where do those chemicals go, and how are they cleaned out?" Brown queried. Non-Ferrous works with a number of mills, testing new alloys so that when they're introduced, the mill can also present its customers with the fasteners capable of withstanding the condi-

tions for which they've been designed.

The company's ability to develop new products has ensured its ongoing success. Non-Ferrous has maintained a 20 percent growth rate for a number of years, and received the 1996 Nevada Distinguished Business award from then-Governor Bob Miller. The award recognized Non-Ferrous for significant contributions to Nevada's economy. The company has also been honored as one of Las Vegas' top 100 businesses for several years.

"This has always been a very youthful company in its view," says Brown. "We have never been staid in our position. Forward is definitely where we look to go. As an employee, every time I have a new idea there's an open door and somebody saying, 'Do you think there's a market there? How can we do this? What if ... ?'" Brown added that with SPS' acquisition of Non-Ferrous, the potential for new ideas and growth has increased dramatically and that it is a very exciting time to be working for the company. 

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Reformed to a Standstill

Have rewritten ethics laws

forced the gavel into gridlock?

by Michael Sullivan

Reform, reform, reform. For years this mantra has been chanted by politicians and those who observe the political process. Indeed, for most of the past decade, a great deal of time and effort have been expended tweaking, fixing and downright dismantling what many have come to regard a flawed political system. Laws have been created to tell candidates how much money they can receive, when they can accept it, from whom they can take it, and how they can spend it. We have laws telling them when they can vote and for whom, how they should disclose and when they should abstain. For a country that prides itself on being the world's greatest democracy, we are incredibly restrictive on the people charged with keeping our freedom alive.

Just when did all this hypersensitivity begin? In Nevada at least, this fascination for legislative ethics and reform can probably be traced to a few key incidents.

In 1989, the Nevada Legislature voted to raise the pension of its members by 300 percent. No matter that their pension was already very low and you had to be in office 10 years just to qualify. The media, led by *Las Vegas Sun* editor and former Governor Mike O'Callaghan, keyed on the 300 percent factor. Editorials and news stories eviscerated the lawmakers and forced them to repeal their vote in a special session.

Numerous lawmakers lost their seats over that vote, including the Democrat majority leader of the Assembly. It was the first real sign the media could make a difference in elections if the issue was strong enough and the stories were plentiful.

The next incident that really poured fuel on the ethics fire was a controversy that came to be known as Good Old Boys Land, Inc. In early 1990 it was discovered that Las Vegas Mayor Ron Lurie and City Manager Ashley Hall were partners in a land deal involving a former councilman. That land was within city jurisdiction and it was determined that some council votes

could have inadvertently affected its value.

For the first time, the little known Nevada Ethics Commission came into prominence as the group ruled on the Lurie matter. The mayor was not fined, but the scandal forced him to abort what would have been a certain re-election bid.

Nowadays, ethics complaints are as common as flies at a picnic. Nearly every controversial vote is followed by a barrage of ethical accusations. Many politicians abstain even when no compelling reason exists for such a move, just to avoid any potential problems.

Politicians are also passing ethics reform laws at an alarming rate. To avoid being caught in an ethical quandary, they want a blueprint for when they can vote and when they can't. They want strict definitions of what constitutes a friendship and when a relationship is too close to allow voting.

Through all this, elected officials continue to make themselves more and more inconsequential to the process. Although ethics laws are important, it is now increasingly easy for a political foe to raise a potential conflict and force a lawmaker to abstain or face ethical ruin.

It's getting hard to remember the days when common sense was enough to guide a politician on making votes. Some in the press lament this phenomenon, but heightened media scrutiny is certainly one of the reasons lawmakers today are so gun-shy.

It used to be enough that if a politician had an actual business arrangement — one that was financially beneficial — with someone appearing before his or her board, then that would be justification for an abstention or at least a declaration. Now, almost any arrangement could subject an elected official to disclosure and an abstention.

One Clark County Commissioner even refused to vote on an issue because one of the applicants had helped her on a campaign 12 years earlier. There was no current business relationship, nor would the

commissioner have stood to profit in any way by the project. But rather than take a chance of being hammered in the press, the white abstention button was pressed.

There's no way to stem the tide of all these new ethics proposals. The public, through the media, has been convinced they are a good idea and the politicians want some vehicle on which to rest their decisions so they won't be hung out to dry.

But I can't help thinking that we were better off when politicians used common sense, voted their conscience and let the chips fall where they may.

As you read this, the Nevada Legislature should be winding its way into the last few weeks of the 1999 session. Legislators and lobbyists alike are trying to cope with the inherent difficulties of the shortened 120-day session. In some ways, the shorter time span has made it easier for lobbyists to kill unnecessary or frivolous legislation — there's just no time to spare on many of these bills.

It's also raised the power of the already god-like committee chairs. All they had to do to kill a piece of legislation was to hold it until April 9, the deadline for all bills to be out of committee and to the floor for a vote.

On the other hand, the new deadlines have also elicited quite a spirit of compromise. In order to avoid long, drawn-out floor debates, lawmakers are forcing lobbyists on opposing sides to work things out before bills are heard by committees. There's been very little controversy thus far, with most legislation passing by unanimous consent.

This cooperative atmosphere is likely to change, however, as the Assembly focuses on Senate bills and vice versa. It will be interesting to see just how long tempers stay at bay in this compacted session. 🍀

Michael Sullivan is the president of Paladin Advertising, a Las Vegas political consulting and government affairs firm.

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What is the biggest customer service mistake a company can make in today's business/consumer world, and what's your advice for avoiding such pitfalls?



LYNN ATCHESON
Vice President of Marketing/Communications
Washoe Health System

Thinking in terms of themselves and what they want, rather than what's important to their customers, is a significant mistake many businesses make. They don't expend the resources to conduct research focus groups, or undertake other efforts to determine clients' priorities and how to deliver on them. Another common misstep businesses make comes from setting high service standards and not giving employees the tools or training to deliver superior service. Over the past six years, our extensive research found that while customers expect great professionalism and state-of-the-art

technology from hospitals and clinics, they really want a more caring, interpersonal relationship with their healthcare providers.

We established the Washoe Health System University, and we put all 3,000 of our employees through intensive schooling. Through the training at the university, we constantly reinforce the importance of great service and living for your customer. It's also critical to hold yourself accountable as an organization. If you say you value customer service, you have to do things that reinforce it. For example, we receive patient satisfaction survey results every quarter, and we link pay for performance to whether the company meets certain service targets.

LOU EMMERT
Vice President and General Manager of Nevada Operations
Sprint

We're in an age characterized by very sophisticated and aware consumers, so companies must constantly pay attention to the service they provide. A major mistake many businesses make comes with failing to understand

"Companies also need to determine whether they're accessible enough to they're customers"

— LOU EMMERT

their customers' expectations. We look for employees capable of focusing on the customer and identifying what he or she wants. Our customer service representatives also complete six to eight weeks of training before they begin assisting our customers. Our training forum, the University of Excellence, is designed to provide ongoing skills education to employees at all levels of the company. It's an ongoing process — you can't simply train employees once and assume that's enough.

Companies also need to determine whether they're accessible enough to their customers. For example, do you maintain office hours conducive to doing business with your company? Las Vegas generally stays open 24 hours a day, so our Southern Nevada offices keep longer hours than Sprint affiliates in other states. Also, Las Vegas is also

a cash-oriented town, so we provide public offices where people can drop by and pay their bills in person.



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by GOVERNOR KENNY GUINN

Fourteen days after being sworn in as Nevada's 28th governor, I delivered my first State of the State address, during which I unveiled my plan to use half of Nevada's share of tobacco settlement funds for a historic education program, the Millennium Scholarships.

One Half for Health ...

A plan for tobacco settlement funds

The Millennium Scholarship Program, which would allow any high school student who graduated with a "B" average, or better, to attend a Nevada university or community college, was received with great enthusiasm by students, parents and educators statewide. Now my staff and I have crafted a plan to use the second half of the tobacco money for a program that I think is just as exciting. We're calling it the Nevada Senior Health Plan.

The Nevada Senior Health Plan has three major components, all of which are designed to help Nevada's senior citizens meet their healthcare needs without draining their life savings. The first component is subsidized long-term care insurance for low-income seniors. The state, using the same income requirements used to determine the senior citizen property tax rebate, will subsidize up to 90 percent of a senior citizen's private insurance expenses. The need for this type of support is crucial: fully half of all people over the age of 65 require some form of custodial care, whether at home, an adult day-care center, or a nursing home. The cost of nursing home care can approach \$100,000 per year, meaning an uninsured senior citizen would almost certainly have to deplete his or her life savings to provide that form of care. Insurance for long-term care can also be financially burdensome - costing as much as \$4,000 per year. As Nevada's Governor, I want

to provide to provide some relief to our seniors from these overwhelming costs.

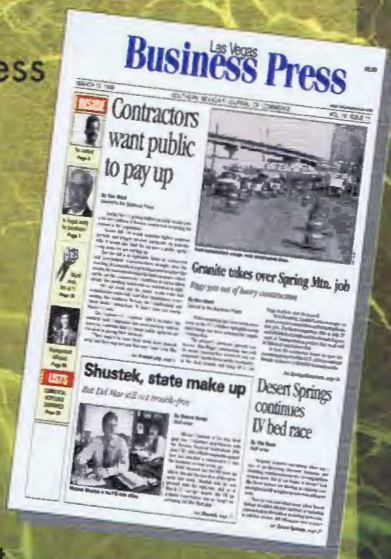
The second major component of the Nevada Senior Health Plan is pharmaceutical insurance for low-income seniors. In most cases, Medicare either does not provide coverage for prescription drugs, or does so only through costly optional programs. This portion of the Nevada Senior Health Plan will establish a prescription drug program to reduce this financial burden for our seniors.

The third major component of this health plan is what we're calling "nest egg" protection. Many seniors have to spend down their assets before they become Medicaid eligible. Imagine two older people requiring the same amount of long-term care at the same time. Person "A" saved all his life and has considerable assets; person "B" does not. Person "B" gets Medicaid coverage right away, but person "A" is forced to spend nearly all his life savings before Medicaid coverage is granted. Under our "nest egg" protection plan, if a senior buys an approved long-term care insurance policy and uses it for at least three years, the state would not require that person to spend down his or her life savings in order to be covered by Medicaid.

In addition to the three major components described above, the Nevada Senior Health Plan will provide a tobacco education and prevention program and will es-

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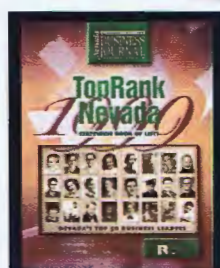
establish a Health Sciences Center to address healthcare concerns in Nevada's rural counties.

Of course, we can't forget the dangers tobacco poses to our state's citizens, especially our young people. That's why my plan includes a comprehensive program to educate the young and help steer them away from cigarettes and chewing tobacco. Under my plan, community and local coalitions will be created to help stop the use of tobacco products by teenagers; an aggressive public education campaign will be launched; and funding will be provided for nicotine addiction treatment, education and research. I believe more teenagers will choose to live tobacco-free if they are properly educated and warned about the dangers of smoking and chewing tobacco.

I'm very proud to have spent more than 34 years as a businessman and educator in Nevada. My wife Dema and I are proud to have raised our children in this state and to have seen our grandchildren born Nevadans. And of course I'm proud and honored to have been elected your governor. That's why I feel so strongly about using the tobacco settlement money to ensure more of our high school graduates go on to achieve a higher education; and that we do whatever we can to make sure the lives of our senior citizens are not fraught with undue stress over the financial requirements of proper healthcare. I'm inviting the Nevada Legislature to join me in crafting the most comprehensive approach to our state's pressing health needs. This plan will enable Nevada's seniors to enjoy their retirement comfortably, without fear of high medical bills leading to impoverishment. The plan also makes sense for the state, since we rely on private, preventive solutions to senior health issues. The special needs of rural counties are addressed, and the plan includes a common-sense program to keep our children away from the dangers of smoking. The Nevada Senior Health Plan contains many important elements. Perhaps the most important is the peace of mind it will bring to Nevada's seniors. 🍀

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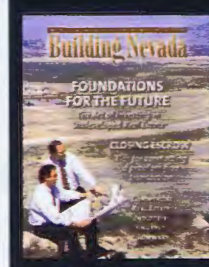
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by Secretary of State Dean Heller

As the Nevada Secretary of State, I am committed to incorporating the capabilities of the Internet into the way my office does business.

Until a year ago, information was received from my office by picking it up in person or through the use of a postal service. In the last year, however, technology has invaded every aspect of the Secretary of State's office.

The first manifestation of modern technology in use at the Secretary of State's office came through in the "Document on Demand" service. By calling 1-800-583-9486, anyone with a fax machine can receive documents needed for filing corporations, LLCs, LLPs, trademarks, notaries, UCCs and certain Nevada securities forms within minutes.

Last March, we opened our Web site at <http://sos.state.nv.us>. Internet users can access commercial filings by searching under the corporation name, corporate officer, resident agent or corporate file number to check the status of an application for corporation, LLC or LLP. Corporate forms are also available for download, and in the near future, other forms

Keeping Pace with Technology

The impact of the Internet on the securities industry is dramatic and far-reaching

required by the other divisions will also be available for download. A user can now review summary and detailed coverage statistics about the 1998 primary and general elections in the Elections Division section of the Web site.

Since the inception of the Web site, we continue to add more information on a monthly basis. Future plans will make it possible to pay corporate fees, modify corporate information by resident agents and reserve corporate names online. The site plans for the Securities Division to include filing forms, an investor education section with calendar of events and a summary of enforcement actions taken by the Securities Division.

I know the Internet has affected many investors' lives in how brokerage firms conduct business and how individuals manage their own investments. All of this is possible because the technology of the Internet provides vast amounts of information and resources instantaneously.

The Internet has also affected the brokerage industry. The National Association of Securities Dealers (NASD) reports more than 100 brokerage firms now offer online trading services, allowing investors to take advantage of access and individual control of their brokerage account. More investors are taking direct control of their investments by opening on-line brokerage accounts, and some investors have even gone the next step and become involved in "electronic day trading." Day trading is the rapid purchase and sale of large blocks of stock to take advantage of small

changes in the per-share price. These activities have generated an increasing number of calls to the Securities Division ranging from simple inquiries to serious complaints. The Securities & Exchange Commission has also reported an increased number of calls concerning online investing and day trading.

How does this affect you as a Nevada resident? Any Nevada firm or individual you transact securities business with must be licensed by the Securities Division, so any online firm must be licensed with Nevada. Before placing your first trade, you as an investor should ask questions of the firm. For instance, how are order executions handled? What is the difference between "market" and "limit" orders and benefits and risks of each? In some conditions, a market order may be executed at a significantly different price than the quoted price while limit orders will be executed only at the specified price, but there is the possibility the order will not be executed. Occasionally these systems may have delays. An investor cannot always expect "instantaneous" execution and reporting. Investigate and understand the alternatives to executing and confirming your orders if online problems are encountered. You should understand that during periods of volatility in price and volume of a particular stock you may have difficulty executing your trade due to system capacity limitations. Ask the firm to explain its procedures for responding to access issues and ask whether their system is adequate to handle high volume.

Another area of technology has brought day trading to investors. Day trading involves a high volume of trading activity and should be considered speculative in nature because of the objective of achieving short-term profits. The activity may actually result in the loss of the entire investment. Even if the trades result in profits, each trade is charged a commission, which can be considerable because it is based upon the number of trades. There are firms that offer day trading capabilities and instruction to the traders and the firm. Individuals who are traders for the firm must be licensed in Nevada.


Along with the beneficial uses of technology comes the scams artists and fraudulent promoters. The Securities Division has participated in joint "sweep days" with other states' securities divisions and the Federal Trade Commission (FTC) resulting in action taken by the FTC against companies offering fraudulent investments over the Internet.

What should you look out for when "surfing the net" for investment opportunities? The main red-flags are mumbo-jumbo about new technology designed to impress and confuse you and premise to buy now. Scam artists have years of expertise in all areas of fraud and are schooled in overcoming every possible objection. Many have simply dusted off the old sales scripts used to sell oil and gas deals of the '70s and wireless cable deals of the '80s. As always, if you don't understand the investment, consult a professional or don't invest. If it sounds too good to be true – it probably is.

HOW TO PROTECT YOURSELF

- 1) **Check for proper registration and prior complaints against the company and broker.** Although you are able to access Web sites from around the world, in order for certain investments to be sold in Nevada, the

issuer must register the offering or have a valid exemption from registration. To see if any investment deal and its promoters are properly registered with or licensed by the Securities Division, call 1-800-758-6440. Also, ask about prior complaints or violations.

- 2) **Get it in writing.** Don't be fooled by slick promotional materials. Anyone can produce brochures at a local copy center, buy a toll-free number and rent a mailbox at a prestigious address. Insist on receiving a prospectus that provides complete disclosure of risk factors and a breakdown of how much of the investment is going to commissions, brokers' fees or marketing costs, versus the amount invested in acquiring and developing the system. Check the financial statements of the company. Do they have them? Are they current? Are they audited? 

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HOUSEHOLD EMPLOYEE TAXES

Don't be a nanny-tax ninny

Finding the right person to care for your home or dependents can be difficult. Fulfilling your tax obligations for household workers shouldn't be. To help you comply, we've summarized the tax rules covering household employees.

Who is a household employee?

If you pay someone to perform household services in or around your home and that person qualifies as your employee, you may face several tax responsibilities on the person's behalf when the worker's wages exceed certain amounts. While household employment taxes are sometimes referred to colloquially as the "nanny tax," in reality, the rules extend to babysitters, housekeepers, home health aides, gardeners, and other similar domestic workers. A household worker is considered your employee if you control not only what work is done, but also how it is done. If an agency supplies the worker and exercises control over what work is done and how it is done, that worker is not your employee. Similarly, if the worker controls these factors, and uses his own tools and supplies, he or she is likely to be categorized as self-employed.

What taxes am I responsible for?

As a household employer, you generally are responsible for paying two taxes: FICA (Social Security and Medicare) and FUTA (Federal Unemployment) taxes. Social Security and Medicare taxes pay for benefits that workers and their families receive under the Federal Insurance Contribution Act (FICA).

Federal law requires you to withhold

and pay FICA taxes if you pay an employee more than \$1,100 during the calendar year. (When your payments equal or exceed the \$1,100 threshold, the entire amount of wages paid and not just the excess is subject to FICA taxes.) If your worker is under age 18 at any time during the year, and the domestic service provided is not his or her principal occupation, you do not have to withhold FICA taxes.

For 1999, you and your employee each pay FICA tax at a rate of 7.65 percent. You either can withhold your employee's share from his or her wages or pay it from your own funds. If you pay the full amount, the employee's share must be included in the employee's wages for income-tax purposes.

If you pay cash wages of \$1,000 or more to all household employees in any calendar quarter, you are liable for FUTA taxes. The FUTA tax rate for 1999 is 6.2 percent of the first \$7,000 of wages you pay to each employee during the calendar year. However, an employer is allowed a partial credit against his or her taxes based on state unemployment insurance tax liability. FUTA taxes are your responsibility and must be paid from your own funds. You cannot withhold FUTA taxes from your employee's wages.


As a household employer, you are not required to withhold federal income taxes from your worker's wages. However, you may do so if your worker requests that of you and you agree. Just be sure you have the worker provide you with a completed Form W-4, Employee Withholding Allowance, so you can withhold the correct amount.

What are my reporting responsibilities?

Generally, you use Schedule H (Form 1040) of your individual tax return to report FICA taxes, as well as federal unemployment taxes and any federal income taxes withheld from the worker. However, if you own a business as a sole proprietor, you can include the taxes for your household worker on the FICA and FUTA forms that you file for your business.

How can I avoid paying penalties?

Beginning in 1998, household employers must make quarterly payments of Federal Household Employment Taxes (Social Security, Medicare, FUTA, and withheld Federal Income Taxes) or risk substantial penalties. (The penalty-free year-end payment option is no longer available.) There are several ways you can meet your obligation of paying enough employment taxes for your household help, as well as sufficient income tax for yourself. You can request that your employer withhold more federal income tax from your wages. For a pension or annuity, you can request more federal income-tax withholding from your benefits. Or, you can begin to make or increase your estimated tax payments.

If you do not have enough federal income tax withheld or pay enough estimated tax, you may have to pay an estimated tax penalty. IRS Publication 505, Tax Withholding and Estimated Tax can help you determine the correct amount of withholding so you can avoid penalties. 

Prepared by the Nevada Society of CPAs

Architectural firms remain steady, chambers grow

This month's lists hold few surprises given the state's high-growth mode. Most architecture firms have either posted gains or a steady performance in terms of number of employees. A small minority show fewer employees, due in some cases to a parting of the ways among principals. The architecture community should enjoy continued good fortune as need for planning and design work keeps pace with the demand for private and public sector buildings.

Chambers of commerce are also benefiting from the state's expanding business community. With few exceptions, membership rose over the last year. In a handful of demographically smaller regions with less developed business communities, chamber membership either dropped or remained stable. Expect membership numbers to continue their upward trend as Nevada remains popular among businesspeople seeking a new climate for commerce.

Master-planned communities compose

a key part of the state's residential development environment. For each neighborhood reaching build-out, another quickly takes its place. Las Vegas' Summerlin retains its position as the country's best-selling master-plan, and Del Webb Corp.'s incipient Anthem will sustain master-plan growth in Southern Nevada for years to come.

The airline industry shows changes in the last year as well: this year's list includes Las Vegas-based upstart National Airlines, slated to begin service near the end of 1999's second quarter. National's new service, combined with increased flight schedules from both Southwest and America West, may yet reverse the fortunes of Nevada's dipping air travel numbers. Indeed, an early glimpse at statistics from the beginning of the year reveal air traffic into the state's major markets is on the upswing for 1999.

TopRank Nevada is also growing: we've added two new lists this month – minority-owned businesses and Nevada's airports. 🍀

BOOK^{NBJ}OF LISTS May 1999

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Coming in June

- AUTOMOBILE DEALERSHIPS
- GOLF COURSES
- HOSPITALS
- PROFESSIONAL & TRADE ORGANIZATIONS
- WOMAN-OWNED BUSINESSES



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Nevada Airports

Listed in Alphabetical Order

AIRLINES MAILING ADDRESS	PHONE	LOCATION	RUNWAY TYPE	FUEL AVAILABLE	ATTENDED	MANAGER(S)	OWNER(S)
Alamo Landing Field 300 Booth St., Reno 89502	775-784-5451	Alamo	Dirt	No	No	Ed Wright	Bureau of Land Management
Austin Airport PO Box 12000, Reno 89520-6400	775-861-6400	Austin	Paved	Yes	No	Bonnie Duke	Bureau of Land Management
Battle Mountain Airport 315 S. Humboldt, Battle Mountain 89820	775-635-2885	Battle Mountain	Paved	Yes	Yes	Bonnie Duke	Lander County
Beatty Airport PO Box 153, Tonopah 89049	775-482-8191	Beatty	Paved	No	No	Robert Wickenden	Nye County
Boulder City Municipal Airport 401 California, Boulder City 89005	702-293-9405	Boulder City	Paved	Yes	Yes	Mike Hafen	Boulder City Municipality
Carson Airport 2600 E. Graves Ln., Ste. 6, Carson City 89706	775-887-1234	Carson City	Paved	Yes	June-Sept.	Yvon Weaver	City Airport Authority
Crescent Valley 300 Booth St., Reno 89502	775-784-5451	Crescent Valley	Dirt	No	No	Leonard Fiorenzi	Bureau of Land Management
Currant Ranch Airport 300 Booth St., Reno 89502	775-784-5451	Currant	Dirt	No	No	Carolyn Drayton	Bureau of Land Management
Dayton Valley Airpark PO Box 1349, Dayton 89403	775-246-5019	Dayton/ Carson City	Paved	No	No	Ken Orcutt	John Lawrence
Derby Field PO Box 820, Lovelock 89419	775-273-2208	Lovelock	Paved	Yes	No	Brad Arnold	Pershing County
Duckwater Airport 300 Booth St., Reno 89502	775-784-5451	Duckwater	Dirt	No	No	Barry Bradshaw	Bureau of Land Management
Dyer Airport PO Box 12000, Reno 89520-0006	775-861-6400	Dyer	Dirt	No	No	Bud/Anita Johns	Bureau of Land Management
Echo Bay Airstrip 601 Nevada Hwy., Boulder City 89005	702-293-8908	Overton	Paved	No	No	Bruce Lenin	Lake Mead Nat'l Recreation Area
Elko Municipal Airport-J.C. Harris Field 1751 College Ave., Elko 89801	775-777-7110	Elko	Paved	Yes	Yes	Cris Jensen	City of Elko
Yelland Field PO Box 659, Ely 89301	775-289-2341	Ely	Paved	Yes	Yes	Ron Cassinelli	White Pine County
Empire Airport PO Box 12000, Reno 89520-0006	775-861-6400	Empire	Dirt	No	No	Elwood and Wanda Heiss	Bureau of Land Management
Eureka Airport County Courthouse Box, Eureka 89316	775-237-5372	Eureka	Paved	No	No	Booth Bailey	Eureka County
Fallon Municipal Airport 55 W. Williams Ave., Fallon 89406	775-423-5107	Fallon	Paved	Yes	Yes	Larry White	City of Fallon
Ft. Ruby Ranch Airstrip Lynn Goodfellow Corp., Boulder City 89005	702-293-7504	Ruby Valley	Dirt	No	No	Kim D. Hanson	Lynn Goodfellow
Gabbs Airport PO Box 153, Tonopah 89049	775-482-3626	Gabbs	Dirt	No	No	Robert Wickenden	Nye County
Goldfield Airport PO Box 51, Goldfield 89013	775-485-6367	Goldfield	Dirt	No	No	Donald Schriber	Esmeralda County
Hadley Airport PO Box 12000, Reno 89502	775-861-6400	Round Mountain	Paved	No	No	Mark Ioli	Bureau of Land Management
Hawthorne Municipal Airport PO Box 528, Hawthorne 89415	775-945-3676	Hawthorne	Paved	Yes	No	Gary Schaaf	Mineral County
Henderson Executive Airport PO Box 11005, Las Vegas 89110	702-261-5150	Henderson	Paved	Yes	Yes	Tom Donaldson	Clark County
Hidden Hills Airport 1204 Westwood Dr., Las Vegas 89102	702-384-2345	Pahrump	Dirt	No	No	Albert R. Carpenter	Roland H. Wiley
Jackass Aeropark PO Box 12000, Reno 89520-0006	775-861-6400	Amargosa	Dirt	No	Yes	Ed J. Rigler	Bureau of Land Management
Hayden Field County Commission, Elko 89801	775-738-5398	Jackpot	Paved	Yes	Yes	Lynn Forsberg	Elko County
Jean Airport PO Box 11005, Las Vegas 89111	702-739-5211	Jean	Paved	Yes	Yes	Tom Donaldson	Clark County
Kidwell Airport PO Box 430, Cal-Nev-Ari 89046	702-297-1228	Cal-Nev-Ari	Dirt	Yes	Yes	Nancy Kidwell	Nancy Kidwell
Lida Junction PO Box 12000, Reno 89520-0006	775-861-6400	Goldfield	Dirt	No	No	Howard Harrell	Bureau of Land Management
Lincoln County Airport Lincoln County Courthouse, Pioche 89043	775-962-5185	Panaca	Paved	No	Yes	Ed Wright	Lincoln County
McCarran International Airport PO Box 11005, Las Vegas 89111-1005	702-261-5150	Las Vegas	Paved	Yes	Yes	Randy Walker	Clark County
Mesquite Municipal Airport 11 E. Mesquite Blvd., Mesquite 89024	702-346-5295	Mesquite	Paved	Yes	Yes	John Robinson	City of Mesquite
Mina Airport PO Box 12000, Reno 89520-0006	775-861-6400	Mina	Dirt	No	No	E.S. Gates	Bureau of Land Management
Minden-Tahoe Airport PO Box 218, Minden 89423	775-782-9871	Minden	Paved	Yes	Nov.-Feb.	Jim Braswell	Douglas County
North Las Vegas Air Terminal PO Box 11005, Las Vegas 89110	702-261-5150	North Las Vegas	Paved	Yes	Yes	DND	Clark County
Owyhee Airport Duck Valley Indian Reservation, Owyhee 89832	775-757-3330	Owyhee	Paved	No	No	Jim Smith	Shoshone Paiute Tribes

CONTINUED

Nevada Airports (continued)

Listed in Alphabetical Order

AIRLINES MAILING ADDRESS	PHONE	LOCATION	RUNWAY TYPE	FUEL AVAILABLE	ATTENDED	MANAGER(S)	OWNER(S)
Parker Carson Stolport PO Box 1728, Carson City 89701	775-882-2133	Carson City	Dirt	No	No	James Parker	James Parker
Perkins Field PO Box 11005, Las Vegas 89111	702-261-5117	Overton	Paved	Yes	Yes	DND	Clark County
Reno Stead Airport PO Box 12490, Reno 89510	775-328-6570	Reno	Paved	Yes	Yes	Rich Bennett	Washoe County
Reno Tahoe International Airport PO Box 12490, Reno 89510	775-328-6405	Reno	Paved	Yes	Yes	Krys Bart	Washoe County
Rosaschi Air Park PO Box 208, Smith 89430	775-465-2417	Smith	Paved	Yes	No	Michael Rosaschi	Michael Rosaschi
Searchlight Airport PO Box 12000, Reno 89502	775-861-6400	Searchlight	Paved	No	No	DND	Bureau of Land Management
Silver Springs Airport 31 S. Main, Yerington 89447	775-577-5037	Silver	Dirt	No	No	Hale B. Bennett	Lyon County
Sky Ranch Estates HCR 37, Box 455, Sandy Valley 89019-8623	702-723-5533	Sandy Valley	Paved	No	Irreg.	Dale Engel	Sky Ranch Homeowners Association
Spanish Springs Airport PO Box 12000, Reno 89520-0006	775-861-6400	Spanish Springs	Dirt	No	No	Dante Edwards	Bureau of Land Management
Stevens/Crosby Field North Fork Rte., Elko 89801	775-758-6433	North Fork	Dirt	No	No	Roy Richards	North Fork Cattle Co.
Tiger Field PO Box 12000, Reno 89502	775-861-6400	Fernley	Dirt	No	No	Sheri Wheeler	Bureau of Land Management
Tonopah Municipal Airport PO Box 153, Tonopah 89049	775-482-8157	Tonopah	Paved	Yes	Yes	Robert Wickenden	Nye County
Wells Municipal Airport PO Box 366, Wells 89835	775-752-3355	Wells	Paved	Yes	Yes	Jim Christiaens	City of Wells
Winnemucca Municipal Airport 90 W. 4th St., Winnemucca 89445	775-623-6333	Winnemucca	Paved	Yes	Yes	Robert Urresti	Winnemucca
Yerington Municipal Airport PO Box 479, Yerington 89447	775-463-3511	Yerington	Paved	Yes	Yes	Roland Adams	City of Yerington

information provided by the Nevada Department of Transportation

BOOK OF LISTS 05-99

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Chambers of Commerce

Ranked by Membership

RANK	CHAMBER OF COMMERCE ADDRESS	PHONE	E-MAIL	WEB SITE ADDRESS	MEMBERS	ANNUAL DUES		F/T EMPL. BOARD MEMBERS	SENIOR NV EXEC YEAR ESTABLISHED
						1998	BUDGET		
1	Las Vegas Chamber of Commerce 3720 Howard Hughes Pkwy., LV 89109	702-641-5822	DND	DND	5,800	\$290-\$25,000	\$5,200,000	52 31	Donald L. "Pat" Shalm 1911
2	Reno-Sparks Chamber of Commerce 405 Marsh Ave., Reno 89505	775-686-3030	DND	Reno-Sparks Chamber.org	1,800	250 minimum 1,000,000		18 23	Harry York 1901
3	Carson City Area Chamber of Commerce 1900 S. Carson St., Carson City 89701	775-882-1565	ccchamber@semp.net	carsoncitychamber.com	1,070	195 minimum 250,000		4 16	Larry M. Osborne 1945
4	Henderson Nevada Chamber of Commerce 590 S. Boulder Hwy., Henderson 89015	702-565-8951	DND	DND	800	DND 470,000		4 14	Alice J. Martz 1943
5	Latin Chamber of Commerce 829 S. 6th St., Las Vegas 89125	702-385-7367	director@lasvegaslatincc.com	lasvegaslatincc.com	720	200-250 350,000		4 25	Otto Merida 1976
6	Sparks Chamber of Commerce 831 Victorian Ave., Sparks 89431	775-358-1976	info@sparkschamber.org	DND	655	DND 187,260		3 17	Don Johnston 1979
7	Tahoe-Douglas Chamber of Commerce PO Box 7139, Lake Tahoe 89449	775-588-4591	info@tahoechamber.org	DND	610	DND 480,000		7 21	Kathleen Farrell 1961
8	Elko Chamber of Commerce 1405 Idaho St., Elko 89801	775-738-7135	elkocc@cyberhighway.net	elkonevada.com	600	190 minimum 250,000		4 20	Carla Wille 1907
9	Carson Valley Chamber of Commerce and Visitors Authority 1512 Hwy 395, Ste. 1, Gardnerville 89410	775-782-8144	DND	carsonvalleynv.org	525	100-550 312,000		3 16	Dave Bolick 1945
10	North Las Vegas Chamber of Commerce 2290 McDaniel St., North Las Vegas 89030	702-642-9545	DND	DND	460	220 minimum 200,000		2 16	Richard L. Conner 1957
11	Incline Village/Crystal Bay Chamber of Commerce 969 Tahoe Blvd., Incline Village 89451	775-831-4440	tahoecofc@aol.com	DND	450	150-2,000 250,000		3 7	Jim Jeffers 1957
12	Pahrump Valley Chamber of Commerce PO Box 42, Pahrump 89041	775-727-5800	DND	DND	403	100 250,000		3 9	Marge Taylor 1981
13	Laughlin Chamber of Commerce PO Box 77777, Laughlin 89028	702-298-2214	Chamber@Laughlin.net	laughlinchamber.com	340	150-1,100 240,000		4 16	JoElle Hurns 1983
14	Asian Chamber of Commerce 900 E. Karen Ave., Ste. C-217, LV 89109	702-737-4300	DND	DND	300	50-250 N/A		1 13	Robert Young 1986
15	Boulder City Chamber of Commerce 1305 Arizona St., Boulder City 89005	702-293-2034	bccofc@anv.net	bouldercitychamber.com	220	157 N/A		2 10	Cheryl Ferrence 1932
16	Mesquite Area Chamber of Commerce 850 W. Mesquite Blvd., Mesquite 89027	702-346-2902	DND	mesquite-chamber.com	200	75-1,100 90,000		1 21	Elizabeth Leavitt 1974
17	Mason Valley Chamber of Commerce 227 S. Main St., Yerington 89447	775-463-2245	chandler@tele-net.net	DND	175	100-500 65,000		1 9	DND 1955
18	Greater Fallon Area Chamber of Commerce 65 S. Maine St., Suite C, Fallon 89406	775-423-2544	DND	fallonchamber.com	150	30-625 40,000		1 9	DND 1948
19	White Pine Chamber of Commerce 636 Aultman St., Ely 89301	775-289-8877	DND	elynevada.org	125	DND DND		2 23	Lorraine Clark 1981
20	Dayton Area Chamber of Commerce PO Box 2408, Dayton 89403	775-246-9229	DND	DND	100	30-240 DND		0 10	Wayne Pedlar 1983
20	Tonopah Chamber of Commerce PO Box 869, Tonopah 89049	775-482-3859	tonopahc@sierra.net	tonopah.org	100	35-75 15,000		0 11	Carl Paice 1939
22	Mineral County Chamber of Commerce 932 E St., Hawthorne 89415	775-945-5896	info@mcchamber.hawthorne.nv.us	DND	85	50-300 58,000		1.5 9	Eugene D. Dillard 1979
23	Pershing County Chamber of Commerce 25 Marzen Ln., Lovelock 89419	775-273-7213	DND	DND	81	Varies 20,000		1 8	DND 1953
24	Pioche Chamber of Commerce P.O. Box 127, Pioche 89043	702-962-5544	DND	DND	45	5 3,000		0 45	Don Shanks 1965
25	Wells Chamber of Commerce 673 Lake St., Wells 89835	775-752-3540	DND	DND	40	100 DND		1 10	Fred Mayes 1911
26	Greater Austin Chamber of Commerce P.O. Box 212, Austin 89310	775-964-2200	DND	DND	21	10-35 16,000		0 9	Tammy Manzini 1967
27	Amargosa Town Office/Chamber HCR 69 Box 401-W, Amargosa 89020	877-693-1979	DND	DND	0	15-25 0		0 5	N/A DND

DND= Did not disclose

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Master-Planned Communities

Ranked by Total Number of Units at Site (3-15-99)

RANK	MASTER-PLANNED COMMUNITY ADDRESS	PHONE WEB SITE	PRIMARY DEVELOPER(S) LOCATION OF COMMUNITY	TOTAL UNITS % COMPLETE	GOLF	PLAYGROUND	EXERCISE	TENNIS	WALKING TRAILS	HOMOWNERS ASSN.	SWIMMING POOLS	GARAGE SECURITY	CLUB HOUSE	RETAIL	PRICE RANGE (000)
															YEAR FIRST CLOSURE
1	Summerlin 1645 Village Center Cir., Ste. 200, Las Vegas 89134	702-791-4270 summerlin.com	The Howard Hughes Corp. Las Vegas	60,000 31%	•	•	•	•	•	•	•	•	•	•	\$80-\$1,000+ 1991
2	Double Diamond Ranch 800 S. Meadows Pkwy., Ste. 100, Reno 89511	775-850-4200 doublediamondhomes.com	Double Diamond Homes Reno	3,200 30%		•		•	•	•	•	•	•	•	\$130s-\$200s 1996
3	Desert Shores 2500 Regatta Dr., Las Vegas 89128	702-254-1020 DND	RA Homes Las Vegas	3,100 98%		•		•	•	•	•	•	•	•	\$90-\$1,500 1989
4	Green Valley Ranch 901 N. Green Valley Pkwy., Henderson 89014	702-458-8855 DND	American Nevada Corp. Henderson	2,800 65%		•		•	•	•	•	•	•	•	\$112-\$750 1994
5	Wingfield Springs 7755 Spanish Springs Rd., Sparks 89436	775-626-6500 wingfieldsprings.com	Loeb Enterprises LLC Sparks	2,500 50%	•	•	•	•	•	•	•	•	•	•	\$120-\$1,000 1996
6	Eldorado 7220 Bermuda Rd., Las Vegas 89119	702-876-2634 pardeehomes.com	Pardee Homes North Las Vegas	1,835 75%		•			•	•	•	•	•	•	\$110-\$183 1990
7	Ventana Canyon 7448 W. Sahara Ave., Las Vegas 89117	702-222-1410 devofnev.com	The Developers of Nevada, LLC / Henderson	1,741 63%		•	•	•	•	•	•	•	•	•	\$99-\$191 1996
8	Southfork 7448 W. Sahara Ave., Las Vegas 89117	702-222-1410 devofnev.com	The Developers of Nevada, LLC / Henderson	1,362 67%		•	•	•	•	•	•	•	•	•	\$106-\$250 1996
9	Rancho Alta Mira 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Dunmore Homes Las Vegas	1,354 100%					•	•	•	•	•	•	\$105-\$150 1992
10	Section Seven 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Collins Bros. Las Vegas	1,270 100%					•	•	•	•	•	•	DND DND
11	Los Prados 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	DND Las Vegas	1,267 100%	•					•	•	•	•	•	DND DND
12	Rancho Las Palmas 7220 Bermuda Rd., Las Vegas 89119	702-876-2634 pardeehomes.com	Pardee Homes Las Vegas	1,577 75%		•	•	•	•	•	•	•	•	•	\$119-\$185 1986
13	South Shores 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	DND Las Vegas	1,174 100%					•	•	•	•	•	•	DND DND
14	Northshores 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	DND Las Vegas	965 DND		•			•	•	•	•	•	•	DND DND
15	MacDonald Ranch Country Club 2920 N. Green Valley Pkwy., Ste. 212, Henderson 89014	702-458-0001 DND	Rich MacDonald & Foothills Partners / Henderson	850 85%	•	•	•	•	•	•	•	•	•	•	\$135-\$1,000+ 1998
16	Seven Hills 901 N. Green Valley Pkwy., Henderson 89014	702-458-8855 DND	Silver Canyon Partnership Henderson	780 25%	•	•	•	•	•	•	•	•	•	•	\$110-\$1,000 1996
17	Anthem by Del Webb 11500 S. Eastern Ave., Henderson 89012	702-914-4800 delwebb.com	Del Webb Corp. Henderson	731 6%	•	•	•	•	•	•	•	•	•	•	\$140-\$300 1998
18	Emerald Valley 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Lewis Homes Henderson	691 100%					•	•	•	•	•	•	DND 1995
19	Silverwood Ranch 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Pulte-D.R. Horton North Las Vegas	622 75%		•			•	•	•	•	•	•	DND 1994
20	Palm Canyon 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Rhodes Homes Henderson	583 100%					•	•	•	•	•	•	DND 1994
21	Montréux 16475 Bordeaux Drive, Reno 89511	775-849-9444 forests@montréuxgolf.com	Montréux Joint Venture Reno	550-650 DND	•	•	•	•	•	•	•	•	•	•	\$625-\$1,750 1996
22	Champion Village 444 E. Warm Springs Rd., Ste. 120, Las Vegas 89119	702-896-1988 DND	Champion Homes Henderson	504 30%		•		•	•	•	•	•	•	•	\$129-\$200 1998
23	Spring Valley Ranch 6120 W. Tropicana Ave., Ste. A16-229, Las Vegas 89103	702-873-3994 charteredhomes.com	Chartered Development Corp. / Las Vegas	467 77%		•		•	•	•	•	•	•	•	\$85-\$260 1996
24	Pebble Creek 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Kaufman & Broad Henderson	403 98%		•			•	•	•	•	•	•	DND 1993
25	Pebble Canyon 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Pacific Homes Henderson	365 100%					•	•	•	•	•	•	DND DND
26	St. James's Village 4100 Joy Lake Rd., Reno 89511	775-849-9070 stjamesvillage.com	St. James's Village, Inc. Reno	188 42%				•	•	•	•	•	•	•	\$85-\$559 1995
27	Job's Peak Ranch PO Box 2410, Minden 89423	775-782-5100 jpranch.com	Cole Smith/Allen Fleming Minden	122 1%	•					•	•	•	•	•	\$175-\$780 1998
28	Claridge Pointe 100 Platinum Pointe Way, Reno 89506	775-677-1500 cpnorth@netcom.com	DHS Construction, Inc. Reno	84 83%	•			•	•	•	•	•	•	•	\$109-\$159 1996
29	The Ridge at Spanish Springs 3388 Lakeside Ct., Reno 89509	775-829-2810 DND	M.C. Neuffer Company Reno/Spanish Springs	83 100%						•	•	•	•	•	\$165-\$225 1996
30	Foothills at MacDonald Ranch 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Sunridge at MacDonald Ranch / Henderson	30 5%					•	•	•	•	•	•	DND DND
N/A	Lake Las Vegas Resort 1600 Lake Las Vegas Pkwy., Henderson 89011	702-564-1600 lakelasvegas.com	Transcontinental Prop., Inc. Henderson	DND DND	•	•		•	•	•	•	•	•	•	\$400s-\$1,000+ DND
N/A	Silverado Ranch 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	Astoria Homes Henderson	DND 0%				•	•	•	•	•	•	•	DND DND
N/A	Sunridge at MacDonald Ranch 2655 S. Rainbow Blvd., Ste. 200, Las Vegas 89146	702-362-6262 DND	DND Henderson	DND DND				•	•	•	•	•	•	•	DND DND

DND = Did not disclose

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Architectural Firms
 Ranked by Total Registered Architects

RANK	ARCHITECTURAL FIRM ADDRESS E-MAIL &/OR WEBSITE ADDRESS	PHONE	ARCHITECTS 98 NV BILLINGS (\$ MILL.)	SERVICES	CURRENT PROJECTS	HEADQTRS Yr. Est. in NV	SENIOR NV EXECUTIVE(S)
1	JMA Architecture Studios 4292 S. Maryland Pkwy., LV 89119 mail@jmaarch.com	702-731-2033	12 \$8.4	Architecture, Interior Design, Planning	Park Towers, LVWVD-Operations Ctr., CCSD- 1998 Prototype, DRI-Northern NV Science Ctr., UNLV-Internat'l Gaming Inst.	Las Vegas 1945	Thomas J. Schoeman, AIA
1	Tate & Snyder Architects 709 Valle Verde Ct., Henderson 89014 tateandsnyder.com	702-456-3000	12 DND	Architecture, Const. Mgmt., Design, Space Planning, Master Planning, Const. Docs.	Reg'l Justice Ctr., Sr. H.S.-CCSD, CCSN Science Experience, Washoe Co. Courts Master Plan, UNLV Foundation Bldg.	Henderson 1960	William E. Snyder, AIA
3	Paul Steelman 3330 W. Desert Inn Rd., LV 89102 paulsteelman.com	702-873-0221	10 \$18.6	Architecture, Interiors, Lighting, Graphics, Purchasing	Resort at Summerlin-LV, Hard Rock H&C- Biloxi, Sheraton Halifax-Canada, Greektown Casino-Detroit, Hyatt Black Hawk-CO	Las Vegas 1987	Paul C. Steelman
4	KGA Architecture 4170 S. Decatur Blvd., Ste. B-5, LV 89103 kga-architects.com	702-367-6900	9 DND	Planning, Archit. Design, Programming, Int. Des., Const. Mgmt.	Sunrise Hosp. ER, LVMPD Acadmy. Substa., Turnberry Pl. Club Hse, Alex. Dawson Sch., LV Stewart Av. Garage, Fiesta H/C Expan.	Las Vegas 1975	Ed Kittrell, Jr., AIA
4	Lucchesi, Galati Architects, Inc. 500 Pilot Rd., Ste. A, LV 89119 lga@lgainc.com	702-263-7111	9 DND	Archit., Int. Design, Planning, Facility Assessmt Studies, Opera- tional Planning	LV Springs Preserve, Catholic Charities Plaza, Desert Breeze Rec. Ctr., NLV N/W Library, St. Elizabeth Ann Seton Sch./Parish Hall	Las Vegas 1986	Raymond J. Lucchesi, AIA
6	Bergman, Walls & Youngblood Ltd. 2965 S. Jones Blvd., Ste. C, LV 89146 bwy@bwyarchitects.com	702-940-0000	7 DND	Architecture, Theming, Model Bldg., Planning, Casino Des./Consulting	Paris-Las Vegas, Sahara-Las Vegas, MGM- Detroit, Wendover Resort-NV	Las Vegas 1993	Joel D. Bergman, AIA
6	Morris & Brown Architects, Ltd. 105 E. Reno Ave., Ste. 1, LV 89119 mbavegas.com	702-795-0906	7 \$5.0+	Architecture, Int. Des., Master Planning	Cliff Castle Casino, Bluewater Casino, Har- rah's Joliet, Dala Casino, Hollywood Aurora, Hollywood Shreveport	Reno 1990	William F. Morris
6	Sheehan Van Woert Architects 300 S. Wells Ave., Ste. 1, Reno 89502 greatbasin.net/~sw	775-328-1010	7 \$1.6	Arch. Des., Int. Des., Planning, 3D Comp/Rendering	LV Juvenile Fac., UNR Student Svcs., Elko Interp. Ctr., Wingfield Springs Golf Complex, Microsoft Ofc. Interiors, Washoe Co. Elem. Sch.	Reno 1975	Jack Sheehan, AIA
9	Klaji:Juba Architects 4444 W. Russell Rd., Ste. J, LV 89118 kja@anv.net	702-221-2254	6 DND	Architecture, Interior/Theme Des., Site Dev./Master Planning, Proj. Admin./Mgmt.	Mandalay Bay/4 Seasons/Hse. of Blues/Retail Ctr., MGM Gr. Casino Remodel, Hard Rock Hotel Expan., Riviera Hotel Conv. Ctr. Expan.	Las Vegas 1995	John Klai Dan Juba
9	Welles-Pugsley Architects 2480 E. Tompkins Ave., Ste. 222, LV 89121 wpa@sprynet.com	702-435-1150	6 DND	Architectural, Design/Build, Master Planning, Programming	UNLV Lied Library, Middle/Elem. Sch., LDS Churches, McCarran Airport 2000-Phase 4- Terminal One, Clark Co. Inspectors Bldg.	Las Vegas 1988	David E. Welles David G. Pugsley
11	MBH Architects 4625 S. Polaris, Ste. 216, LV 89103 dennis@mbharch.com	702-891-8880	5 \$1.7	Full Svc. Architecture	Paris-Hilton (High Rise), Santa Fe Valley Hotel/Casino	Alameda, CA 1997	Patrice Sowers
11	Swisher & Hall AIA, Ltd. 2801 N. Tenaya Way, Ste. C, LV 89128 kpatterson@swisherhall.com swisherhall.com	702-363-2222	5 DND	Architecture, Master Planning, Dev., Theming, Proj. Mgmt., Zoning/Entitlement, Int. Arch., Contract Admin.	Boca Park Marketplace, Centennial Auto Mall, Henderson Police Substation, Grand Canyon Commercial Ctr., Shadow Hills Bapt- tist Church, Municipal Pool at Dula Ctr.	Las Vegas 1985	Stephen L. Swisher, AIA
11	Worth Group Architects 9400 Gateway Dr., Ste. B, Reno 89511 worthgroup.com	775-852-3977	5 \$2.2	Architecture, Master Planning, Int. Des., Purchasing	Univ. of NV Legacy Hall, Taos Resort & Casi- no, Jackson Casino, Table Mtn. Casino, Comitis Crisis Ctr., Yakima Hotel & Conf. Ctr.	Reno 1990	Jim Mickey
14	Gaskin Architectural Group 2235-C Renaissance Dr., LV 89119 gaskinarchitectural@msn.com	702-795-1768	4 \$6.0	Complete Arch. Svcs., Const. Documents, Planning	Aladdin H/C Const. Doc., Shiloh Christian Chur., Water St. Plaza Redev., Mission Wells H/C Addition-Remodel, Shopping Ctr./Bahrain	Las Vegas 1998	F. Neal Gaskin, Jr.
14	HCA Architects 1850 E. Flamingo Rd., Ste. 109, LV 89119 hcaarc@aol.com	702-731-0363	4 DND	Architecture, Programming, Planning	Clark Co. Detention Ctr. Exp., So. Nev. Veter- ans Home, Henderson City Hall Exp., War- ren-Walker Sch.	Las Vegas 1979	Harry Campbell
14	MCG Architects 205 E. Warm Springs Rd., Ste 100, LV 89119 mcglvmm@aol.com	702-733-8662	4 \$4.0	Architecture, Interiors, Planning	Fashion Outlet of LV/Primm, Tower Shops at Stratosphere, Stephanie St. Power Ctr., Peb- ble Marketplace, Eastern Beltway Ctr.	Pasadena, CA 1995	Mark Mikelson
14	RAFI: Planning, Architecture, Urban Design 2480 E. Tompkins Ave., Ste. 103, LV 89123	702-435-RAFI	4 DND	Planning, Architecture, Urban Design, Int. Design, Program- ming, Redev.	CCSN, Doolittle Com. Ctr., Reno NW Library, St. Jude's Ranch, RTC/RFCO Reg'l HQ, CCSD, Veneñan Hotel Retail, Colonial Bk of NV, BofA Ofc. Campus, Sound Studio, Restaurants/Lounges, Ofc./Industrial	Las Vegas 1985	Sherri Payne, NCARB, AIA
14	Sherman Architecture 2975 S. Rainbow Blvd., Ste. J, LV 89146 sharck@att.net	702-365-9838	4 \$0.6	Planning, Architecture, Interiors	Ofc. Campus, Sound Studio, Restaurants/Lounges, Ofc./Industrial	Las Vegas 1991	Bob Sherman
14	Sweeney-Rose Architects 3614 Lakeside Dr., Reno 89509 SRArchs@aol.com sweeney-rose.com	775-829-2204	4 DND	Architecture, Forensic Analysis, Planning, Value Engineering, Interior Design, 3D Visualization	UNR Sch. of Human/Community Sciences, NV Bell, TMCC Applied Tech Ctr. St. Mary's Med. Ctr., First Church of Christ Scientist, Pioneer Ctr. For Perform. Arts Evaluation	Reno 1963	Tim Sweeney, AIA
20	Cathexes 1420 Holcomb Ave., Ste. P, Reno 89502 dclark3416@aol.com	775-329-3341	3 \$0.9	Archit., Interior Design, Land- scape Archit., Site Planning, Space Planning, Historic Redev.	MFT Bldg., McKinley Park Sch. Hist. Rehab., Kiley Ranch Apts., No. NV Museum Commu- nity Mosque, Hawkins Amphitheater	Reno 1985	Donald Clark
20	Domingo Cambeiro Corp.-Architects 3555 Pecos-McLeod, LV 89121 dcc3555aia@aol.com	702-732-0084	3 DND	Architecture, Engineering, Planning, Interiors, Feasibility Studies, Master Planning	Howell Smith Elem. Sch., Radio Shack, 1998 Prototype Elem. Sch., C Terminal Remodel- McCarran, Simmons Mattress Retail Store	Las Vegas 1970	Domingo Cambeiro, AIA
20	Holmes Sabatini Associates Architects, PC 1 Holmes Sabatini Way, Henderson 89014 hsaa@vegaset.net	702-436-1006	3 \$2.2	Full Architectural Services	UMC Master Plan/Phases 1-5, UNLV Beam Music Ctr., Canyon Ridge Christian Church, Clark Co. Operations Ctr., Valley H.S. Add.	Henderson 1988	Jess Holmes, FAIA
20	John David Burke, Arct.-A Professional Corp. 2655 S. Rainbow Blvd., Ste. 401, LV 89146 jburke001@sprintmail.com	702-876-4863	3 \$0.7	Zoning Packages, Commercial (Medical Specialty), Multi- Family, Industrial	Tech Surg.Ctr., Ambulatory Surg. Ctr., Alano Plaza Shop Ctr., Concord Investmt. Gr. Whse, Pecos Commons Ofc. Complex, Jovanna Villas	Las Vegas 1989	John David Burke
20	Lee & Sakahara Architects AIA, Inc. 6280 S. Valley View Bl., Ste. 116, LV 89118 leesaklv@aol.com	702-270-6600	3 \$0.8	Architectural, Planning	Green Valley Bus. Park, Horizon Marketplace, Silverado Bus. Park, Area Tech. Trade Ctr. Remodel	Irvine, CA 1996	Gary E. Congdon
20	Lundahl & Associates, Architects 1755 E. Plumb Ln., Ste. 218, Reno 89502 admin@lundarch.com	775-348-7777	3 \$2.0	Architecture, Land Planning/Des., Interior Arch.	Arowcreek Golf Clubhouse, Hyatt Vacation Club, Round Hill Shop. Ctr., UNR Med. Ed. Bldg., Inteltel Corp., Vista Center Shop. Ctr.	Reno 1976	Jeff Lundahl
20	PSWC Architects 3858 Meadows Ln., Ste. 100, LV 89107 pswc@powernet.net	702-259-0011	3 DND	Architecture, Planning, Interior Design	Rosemary Clarke Middle Sch., Beatty H.S. Fine Arts Bldg., Oak Park Elem. Sch., NCED Trans- port Bldg., Rnd. Mtn. H.S. Multi-Purps. Rm.	Las Vegas 1996	Timothy Wissenback
20	Robert Kubicek Architects & Associates 5190 S. Valley View Bl., Ste. 108, LV 89118 rkanv@aol.com	702-798-4300	3 DND	Architecture, Design, Planning	Buzard Eye Inst., Paradise Pet Hosp., Peccole Ctr., Tenaya Marketplace, Westland Fair, Buffalo Corners, Sierra Town Ctr.	Phoenix, AZ DND	Rudolph Starks, Jr., AIA
28	ArcForm Group 243 Stewart St., Reno 89501 arm2@lx.netcom.com	775-323-8628	2 \$1.3	Archit./Des. For Govt./Comm./ Housing, Planning, Renovation/ Historical	Lodge at Silverado Creek Apts., Churchill County Courthouse, Sierra NV Corp. Ofcs., Rite of Passage Multi-Purpose Bldg./Dorms	Reno 1988	Ian MacFarlane

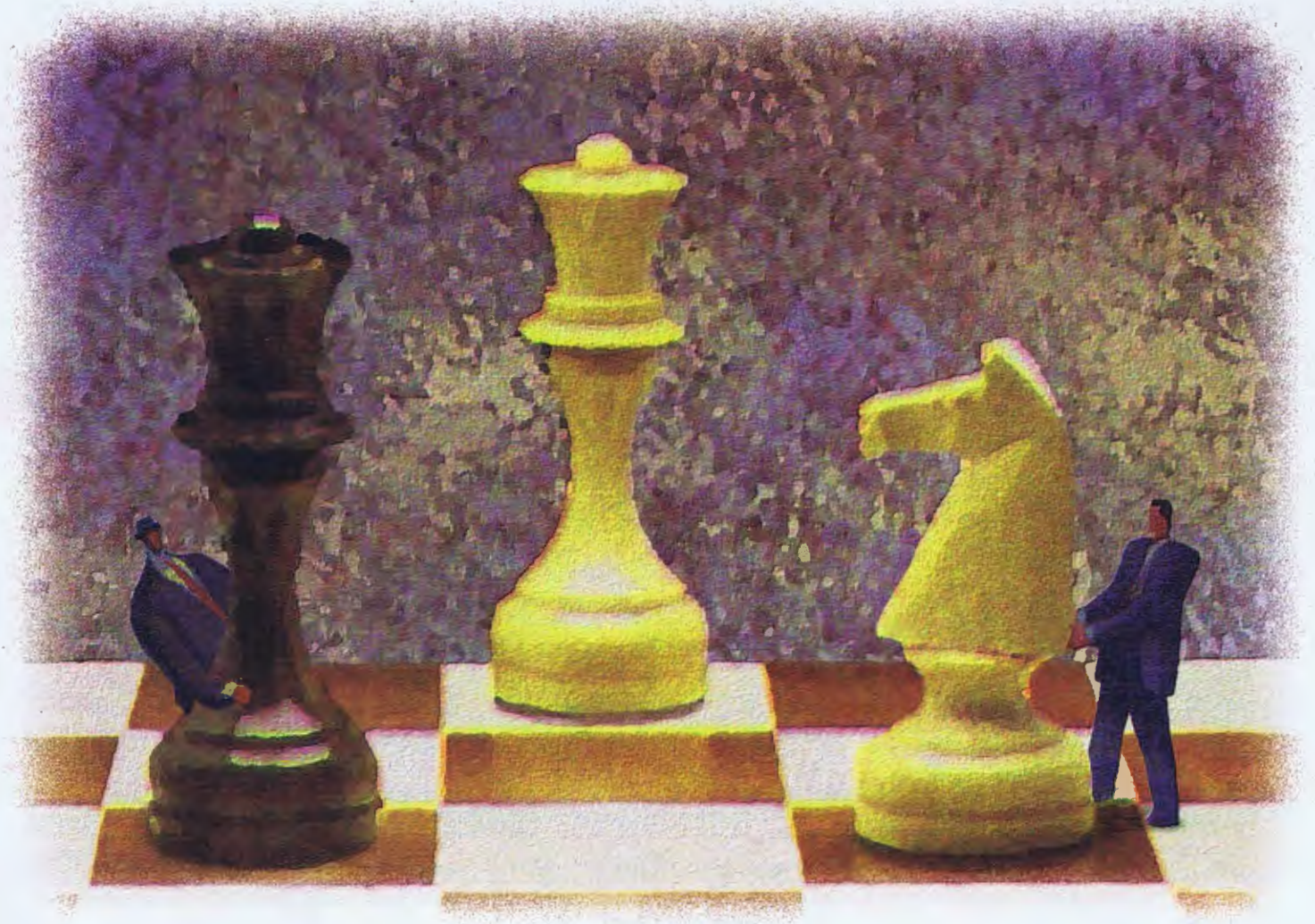
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Architectural Firms (continued)

Ranked by Total Registered Architects

RANK	ARCHITECTURAL FIRM ADDRESS E-MAIL &/OR WEBSITE ADDRESS	PHONE	ARCHITCTS 98 NV BILLINGS (\$ MILL.)	SERVICES	CURRENT PROJECTS	HEADQRTS	SENIOR NV EXECUTIVE(S)
						YR. EST. IN NV	
28	Architects+ 35 Martin St., Reno 89509 arclus@nvbell.net	775-329-8001	2 DND	Architecture, Int. Des., Planning	UNR Chem. Bldg., Washoe Co. Law Library Remodel, UNR Gatchell Library, City of Reno Council Chambers Remodel	Reno 1983	Gregory L. Ermy
28	Carpenter Sellers Architects 1919 S. Jones Blvd., Ste. C, LV 89146 csa@wizard.com csaarchitects.com	702-251-8896	2 DND	Archit., Planning, Int. Arch., Computer Modeling/Animation, Cost Est./Mgmt., Const. Admin.	Desert Spring United Methodist Church, Sprint, Clark Co. Firestation #26, Comm. Coll. Dental Residency, Sewell Elem. Sch., Wilmar Const. Ofcs.	Las Vegas 1986	Steven Carpenter
28	Ganther Melby, LLC Architects & Planners 5190 Neil Rd., Ste. 231, Reno 89502 gml1arch@aol.com	775-829-8814	2 \$1.1	Needs Assessmt., Program., Space Plan., Concep. Design, Const. Doc. Prep., Const. Admin., Cost Est.	St. Area Command Complex, Carson City: Dispatch/DMV/Juv. Justice Fac. Expan., Washoe Co. Med. Security Jail Expan.	Reno 1983	John D. Ganther Terrence J. Melby
28	George K. Trowbridge AIA 1325 Airmobile Way, Ste. 215, Reno 89502 gktarch@aol.com	775-322-5997	2 DND	Architecture, Consulting, Planning, Facility Planning	American Bistro, McReynolds Res., Olseen Res., Mihaylo Res., Popko Res., Lee Res.	Reno 1971	George Trowbridge
28	HSA Architects, Inc. 7201 W. Lk. Mead Bl., Ste. 1-212, LV 89128 hsa-arch.com	775-383-0077	2 \$1.8	Site Assessmt./Planning, Feasibil., Const. Svcs., Space Plan., Program., Des. Svcs., Proj. Mgmt.	Whitney Ranch Rec./Pools Complex, Cambridge Park Rec./Pool, Northwest Leisure Svcs. Ctr., Palo Verde Leisure Svcs. Ctr.	Las Vegas 1949	Wayne P. Schreiner, AIA
28	Perlman Architects, Inc. 2230 Corporate Circle, Ste. 200, Hdn 89014 DND	702-990-9900	2 \$4.5	Full Arch. Svcs., Site Planning, Int. Des., Custom Home Des.	Co. Youth Svcs. Fac., MGC Comm., Falling Water Apts., Village Square Comm. Ctr., McCarran/Sunset Ctr., Roma Hills	Henderson 1993	Howard Perlman
28	Richard Luke Architects, PC 9061 W. Sahara Ave., Ste. 105, LV 89117 DND	702-838-8468	2 \$1.6	Architecture, Design/Build	Budget Car Showrm., Custom Residences	Las Vegas 1986	Richard Luke
28	Sandberg Group Architects 6175 Spring Mountain Rd., LV 89102 sga@wizard.com	702-873-1718	2 \$0.4	Architecture	Willow Park Ofcs., Q-The Sports Club, Larkin Res., Flamingo Pearl Ofcs., H&R Block Ofcs., McKinley Res.	Las Vegas 1992	Mark Sandberg
28	Smith Design Group 120 Country Club Dr., Ste. 17 Incline Village 89451 smithdesigngroup.com	775-831-7158	2 \$0.7	Architecture, Planning, Agency Consulting, Int. Des.	City of Reno Fire Station 1, FIB Museum Remodel, Mono Co. Rec. Fac., Truckee Meadows Sun Valley Fire Station 5, Crescent Valley Med. Ctr., New Res./Add.	Incline Village 1989	Dale E. Smith
28	Steven T. Sederquist, Architect 539 Riverside Dr., Reno 89503 DND	775-786-5600	2 DND	Architecture, Planning	Pet Network Animal Shelter, Custom Homes, GI Consultants Med. Fac.	Reno 1978	Steven Sederquist
28	Studio West Inc. Architects 3261 S. Highland Dr., Ste. 604, LV 89109 DND	702-369-1991	2 DND	Architecture, CADD Design, Planning, Models/Presentation, Renderings	LVB/Flamingo Rd. Pedestrian Bridges, T.I.s: McCarran Internat'l / Venetian Hotel & Casino, 37,000-Sq.-Ft. Ofc./Warehouse	Las Vegas 1994	Rachel O'Neill
28	Thalden Entertainment Architects 4330 S. Valley View Bl., Ste. 132, LV 89103 DND	702-384-4884	2 DND	Architecture, Master Planning, Theme Design, Interior Design, Specializing in Hotels/Casinos	Trump Riverboat/Kansas City, Henderson Park & Tennis Facility, Commerce Hotel	Las Vegas 1982	Barry Thalden
41	ABKS 5174 Supai Dr., LV 89103 concentric.net/~kenssmall	702-368-3024	1 DND	Architecture, Site Sel./Planning, Govt. Processing, 3D Walk-Thru, T.I.s, Photo Real Imaging	IGS Ofc. Bldg., Mtn. View Presbyt. Chrch., Fazio Cleaners, Rose/Alta Medical Bldg., Euphoria Salons, McCarran-Terminal 2 T.I.	Las Vegas 1997	Ken Small AIA, CSI, CDT
41	ALBA 5348 Vegas Dr., LV 89108 a366tkw@aol.com	702-647-2528	1 \$0.5	Architecture, Planning, Space Planning, Const. Mgmt.	24 Hour Fitness-McCarran, Hahn Rental Ofc. Bldg., Rooster Ofc./Warehouse	Las Vegas 1975	Alan L. Blum
41	Anthony Monroe Architecture 65 Date Palm Dr., Sparks 89436 architect@pyramidnet.com	775-425-2011	1 DND	DND	Retail Ctr., Child Care, Remodels, Community Ctr., Custom Homes, Bar/Grill Design	Sparks 1991	Anthony Monroe
41	Architect Ysidro R. Barron, AIA 22 W. Pacific Ave., Henderson 89015 archyrb@inetcatsys.com	702-565-3600	1 DND	Design/Master Plans, Estim., Interiors, Const. Admin./Mgmt., Doc. Prep., Schedul., Renovatr.	DND	Henderson 1990	Ysidro R. Barron
41	Architecture Design & Development (AD&D) 2160 W. Charleston Blvd., Ste. J, LV 89102 DND	702-382-0427	1 DND	Architecture, Planning	4-Story Apt. Complex, Warehouse/Ofc. Bldg., 2 Retail Ctrs., Custom Homes, RV Park/Rec. Bldg.	Las Vegas 1986	Tom O'Neill
41	AWA-AIA Architecture Planning Interiors 7451 O'Bannon Dr., LV 89117 awaarch@aol.com	702-243-8810	1 DND	Architecture, Site Dev./Planning, Interiors	Restaurants, Taverns, Retail Strip Malls	Las Vegas 1996	Anthony Williams
41	Carter & Burgess, Inc. 6655 Bermuda Rd., LV 89119 ashworthga@c-b.com	702-938-5400	1 DND	Archit., Master Plan., Facilities Programming, Space Planning, Tenant Dev., Design/Documents	BART Hayward & Concord Expans., Epic Resorts, Wild Oats, UNLV Genetics Lab, UNLV Boyd Law Sch. Temp. Facility	Ft. Worth, TX DND	Dennis Waibel, P.C.
41	Dan Stuart Davis AIA 600 Whitney Ranch Rd., Ste. D-25B, Henderson 89014 DND	702-566-2104	1 \$0.1	Industr. Facilities Des., Land Use Plan., Archit. Master Plan., Com./Res. Design, Const. Admin., T.I.s	Hampton Inn-LV, LV Water Pollution Inc. Expan., Barnes & Noble, Harrah's Kiosk-McCarran, Harris & Frank-LV, Royal Printing Addition	Henderson 1993	Dan Davis
41	Dennis E. Rusk Architect 3960 E. Patrick Ln, Ste. 203, LV 89120 DND	702-893-8300	1 DND	Multi-Family, Residential, Commercial	DND	DND 1980	DND
41	Design Studio 3355 Spring Mtn. Rd., Ste. 67, LV 89102 DND	702-876-4100	1 \$0.1	Res./Comm. Architecture	Auto Ctr., 8 Custom Homes, Ofc. Bldg. Remodel, Strip Shopping Ctr.	Las Vegas 1988	Steve Fiskin
41	Errol Hill Architect, Ltd. 1614 S. Maryland Pkwy., LV 89104 DND	702-385-2723	1 DND	Complete Arch. Svcs., Including Site Planning	Terrible's Town Casino Hotel, Industrial Complex, Ofc. Warehouse Complex, Herbst Oil Co. Projects	Las Vegas 1970	Errol Hill
41	Gary Guy Wilson, AIA, PC, Studios 2970 W. Sahara Ave., Ste. 100, LV 89102 ggwaia@aol.com	702-876-0668	1 \$1.0	Architecture, Engineering, Interior Design, Site Planning	Clark HS Aux Gym & Class Adds, Silverado Self Storage, Mulligan's Tavem, Autozone, Metro Pizza, Regis Gallerie @ The Venetian	Las Vegas 1969	Gary Guy Wilson, AIA
41	GW Enterprises, Inc. 1631 E. Sunset Rd., Ste. C112, LV 89119 DND	702-896-9303	1 DND	Archit. Des./Plan./Rend., Const. Supervsn, Model Bldg., Archit. Specs., Auto Cad/Hand Drawings	Lake Las Vegas Res., 2 Ofc./Warehouse Bldgs., Hotel/Casino Project, Auto Body Shop, Apt. Complex, 1 Shopping Ctr.	Las Vegas 1993	Eugene J. Woodruff, AIA
41	InterPark Design Inc. 3613 S. Procyon, LV 89103 DND	702-365-1829	1 DND	Parking Structure Design/Planning	Aladdin Hotel/Casino Parking Structure, MGM Grand H/C Guest Parking Structure	Sherman Oaks, CA 1994	John LaSpaluto
41	Insight Architecture 3068 E. Sunset Rd., LV 89120 DND	702-436-3155	1 \$0.4	Site Design, Building Design, Zoning Applications, Contract Documents, Contract Admin.	Aircenter South, Pecos/Robindale Office Bldg., Shade Tree, Air Liquide, Westar Fire Protection, Pama Business Center	Las Vegas 1998	Scott Baker
41	JDL Architecture 3613 S. Procyon, LV 89103 DND	702-365-1510	1 DND	Architecture, Site Planning, Interior Design	Bella Ofc./Warehouse Plaza, American Sand & Gravel Maintenance Bldg., Anjum Mt. Charleston Vacation House	Las Vegas 1990	John LaSpaluto

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Architectural Firms (continued)

Ranked by Total Registered Architects

RANK	ARCHITECTURAL FIRM ADDRESS E-MAIL &/OR WEBSITE ADDRESS	PHONE	ARCHITECTS		SERVICES	CURRENT PROJECTS	HEADQTRRS		SENIOR NV EXECUTIVE(S)
			'98 NV BILLINGS (\$ MILL.)	DND			Yr. Est. in NV		
41	John Vivier AIA 5378 W. Lake Mead Blvd., LV 89108 jvivier@vegas.infi.net	702-648-1490	1 DND		General Architecture	Gerontological Healthcare-Reno/Las Vegas, Star Nursery-LV/NLV, Downtown Motel Extension	Las Vegas 1988		John Vivier AIA
41	J.P. Copoulos, Architect P.O. Box 2517, Carson City, 89702 DND	775-885-7907	1 \$0.3		Architecture, Interiors, Design/Build	Brewery Arts Ctr., Raffety Comm. Bldg., Bohner Manuf. Bldg., Shopping Ctrs. Clearview / Pinion / River Village	Carson City 1989		John P. Copoulos
41	Ken Horak, Architect 6996 N. Rainbow Blvd., LV 89131 DND	702-658-3350	1 DND		Architectural, Planning, Interior, Proj. Mgmt.	VA Cemetery Chapel, Victoria Plaza-CA, West Side Bus. Park, Prof. Centre East, St. Jude's: St. Frances Inn / Chapel Garden	Las Vegas 1993		Ken Horak, RA
41	Marc Lemoine Architecture 8687 W. Sahara Ave., Ste. 150, LV 89117 marc@anv.net	702-646-0123	1 \$0.3		Arch. Des., Planning	D.W. Reynolds HQ, Lee Res., Smith Res., Venetia Fine Jewelry, Destination Garden Spa, Wells Res.	Las Vegas 1996		Marc Lemoine, AIA
41	PMA & Associates, Architects 2235 E. Flamingo Rd., Ste. A-6, LV 89119 lv-maths@ix.netcom.com	702-369-7322	1 \$0.04		Residential Des., Commercial Facilities, Healthcare Facilities	Greaves Res., Custrjohn Res., Jermendez Res.	Las Vegas 1996		Pat Matthews
41	RDL Design, Inc. 129 Bell St., Reno 89503 ric@takeoffs.com	775-348-8852	1 \$0.3		Hosp./Healthcare, Commun. Ctrs, Custom/Residen., Hotel Casino, Sr. Care, Environ. Design	VA Med. Ctr./Reno, Idlewild Park/ Washoe Skate Park, Neil Rd. Family Svc. Ctr., Brookfield Sch., Gold Dust West Cas./Mtl. Remod.	Reno 1990		Ric D. Licata, AIA
41	R.D. Wood & Associates 2805 Skyline Blvd., Reno 89509 dickwood@gbis.com	775-825-3892	1 \$0.1		Architecture, Parks, Landscape Architecture, Planning	Open Space Plan, Res., Factory/Deli, Landscape Estate	Reno 1961		R.D. Wood
41	Rodney L. Wiedenkeller Architect Inc. 806 Buchanan Bl., Ste. 115-282, BC 89005 DND	702-293-4000	1 DND		Architecture, Forensic Architec- ture, Consulting	DND	Boulder City 1993		Rodney Wiedenkeller
41	Roy Smith, Architect 2450 Chandler Ave., LV 89120 DND	702-798-8686	1 \$0.3		Schem. Design, Rezoning Apps, Bldg. Permits, Const. Mgmt.	Stewart Pines Sr. Apts., Joby's Mini Lube, Knipp Bros. Ofc. Bldg., Medical Ofc. Bldg., Tenant Improvements	Las Vegas 1991		Roy Smith
41	The Dubé Group 458 Court St., Reno 89501 thedubegroup@gbis.com	775-323-1001	1 DND		Public Facilities, Master Planning, Feasibility Studies, Architecture	TMCC Dental Clinic, NDOT Fallon Maint. Station, Dube' Res., TMCC Student Ctr., NDOT Carson Maint. Station	Reno 1996		Peter R. Dubé
41	The Richardson Partnership, Inc. 6372 McLeod Dr., Ste. 3, LV 89120 DND	702-736-8822	1 \$0.5		Full Architectural Svcs., Planning, Land Use Entitlements	Ahem HQ, Smith & Wollensky, Union Hall, Local #88, Distnb. Bldgs./Tenant Improve- -McCarran	Las Vegas 1995		Steven A. Richardson
N/A	Alan Stromberg AIA, Architect 705 D Yucca St., Boulder City 89005 DND	702-294-1776	DND DND		Architectural	Municipal Bldgs., Commercial, Custom Res.	DND 1985		Alan Stromberg
N/A	Barada-Fuetsch Architects 534 Lander St., Reno 89509 bfarchreno@aol.com	775-329-7624	DND DND		Architecture, Facility Mgmt., Const. Admin., Planning	High Sch., Ofc. Bldg., Bank Interior, Prison Add., Factory Warehouse Add.	Reno 1984		John Barada

DND = Did not disclose

BOOK OF LISTS 05-99 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

The Professional's Choice...

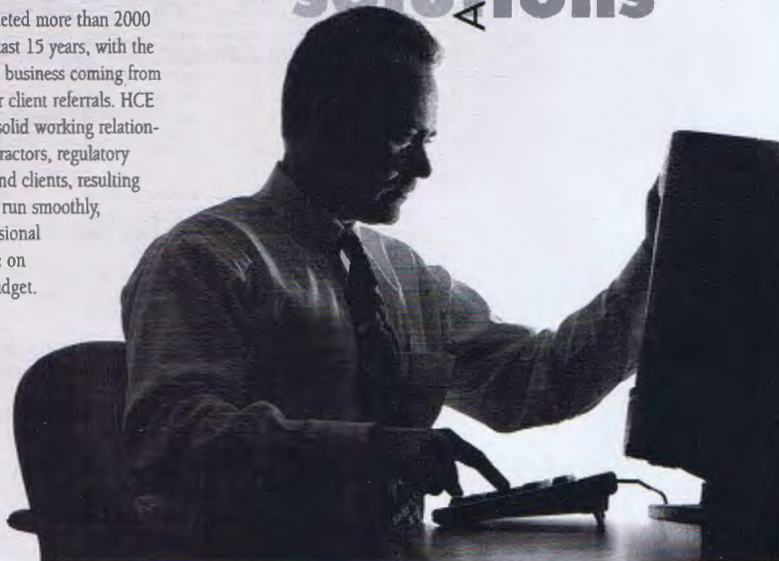
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- Building simulation, studies, and life cycle cost analysis
- Model Energy Code calculations
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JMA ARCHITECTURE STUDIOS

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TopRank^{NV} Nevada STATEWIDE BOOK OF LISTS **Airlines**

Ranked by Total Nevada Employees

RANK	AIRLINES ADDRESS	RESERVATIONS WEB SITE	NV EMPLOYEES 1998 NV ENPLACEMENTS	NV CITIES SERVED		HEADQUARTERS YR. EST. IN NV	PRIMARY NATIONAL HUBS	SENIOR NV EXECUTIVE(S)
				RENO	LV			
1	America West Airlines 4000 E. Sky Harbor Blvd., Phoenix, AZ 85034	800-235-9292 americawest.com	1,122 2,610,855	•	•	Phoenix, AZ 1983	Phoenix, Las Vegas, Columbus	Curt Detmer
2	National Airlines 6020 Spencer St., Las Vegas 89119	702-944-2800 nationalairlines.com	400 *0		•	Las Vegas 1996	Las Vegas	Michael J. Conway
3	Scenic Airlines 275 E. Tropicana Ave., Las Vegas 89109	800-634-6801 scenic.com	280 275,785		•	Las Vegas 1967	DND	Cliff Evarts
4	American Airlines PO Box 619616, DFW Airport, TX 75261	800-433-7300 aa.com	205 641,364	•	•	Fort Worth, TX 1979	Dallas/Ft. Worth, Chicago, Miami/San Juan	Mike Lincoln
5	American Trans Air (ATA) 7337 W. Washington St., Indianapolis, IN 46231	800-1-FLY-ATA ata.com	83 509,913		•	Indianapolis, IN 1982	Chicago, Indianapolis, Detroit, Dallas	Elaine Zaniel
6	U.S. Airways 2345 Crystal Dr., Arlington, VA 22227	800-428-4322 usairways.com	55 212,126		•	Arlington, VA 1988	Philadelphia, Pittsburgh, Charlotte, Baltimore	Bob Talbot
7	Japan Airlines 300 Continental Blvd., Ste. 400, El Segundo, CA 90245	310-607-2357 japanair.com	4 DND		•	Tokyo, Japan 1998	DND	DND
N/A	Condor German Airlines 104 S. Walnut St., Itasca, IL 60143	800-524-6975 condor.de	DND DND		•	Frankfurt, Germany 1995	Las Vegas, Tampa, Ft. Lauderdale, Anchorage (summer)	DND
N/A	Continental Airlines 3164 E. Camelback Rd., Phoenix, AZ 85016	800-523-3273 continental.com	DND DND	•	•	Houston, TX 1962	Houston, Newark, Cleveland	John Thomas
N/A	Delta Airlines PO Box 20706, Atlanta, GA 30320	800-221-1212 DND	DND DND	•	•	Atlanta, GA 1926	Atlanta, Cincinnati, Dallas/Ft. Worth, Salt Lake City	DND
N/A	Lufthansa German Airlines 703 Market St., Ste. 470, San Francisco, CA 94103	800-645-3880 lufthansa-usa.com	DND DND	•	•	Cologne, Germany DND	International carrier w/main hubs in Frankfurt/Munich, Germany	Ernest Thurmond

DND = Did not disclose *National Airlines is initiating air service this year.

BOOK OF LISTS 05-99 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

Las Vegas Outdoor Advertising Opportunities



Bustop Shelters of Nevada Offers a Unique Medium...

- Largest transit shelter operator in Las Vegas with over 2,000 panels.
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- Shelters in Las Vegas are absolutely essential to cover the market.
- Complete exclusive tourist and local coverage.

Bustop Shelters of Nevada covers the entire Las Vegas Valley, Las Vegas Strip, near Strip tourist areas, Airport Access and Convention Centers.

New Bustop Benchback Advertising



2' x 7' Industry Standard wooden bench back. Comparatively inexpensive production costs.

Copy is silk-screened, directly embedded into the fiberglass state-of-the-art 1' x 7' benchbacks.



Junior Transit Posters

New Outdoor Advertising Now Available on the Las Vegas Strip and Surrounding Tourist Corridor

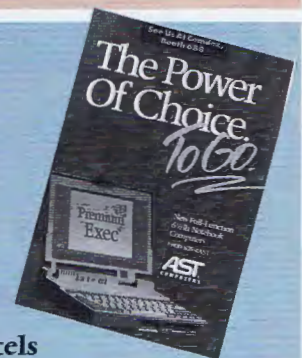
Bustop Shelters of Nevada is now offering new 20" X 29" advertising panels located on the new "state of the art" receptacles being installed next to the bus stop shelters on the Las Vegas Strip and surrounding tourist areas.



Convention/Trade Show & Special Showings

To assist convention exhibitors, Bustop Shelters of Nevada offers eight different convention packages that utilize our outdoor display panels in a combination of locations. Each convention package offers locations:

1. In front of the Las Vegas Convention Center
2. On The Las Vegas Strip directly in front of major Strip Hotels
3. On all major access thoroughfares between McCarran International Airport and Hotels on The Strip
4. On Las Vegas Boulevard North, which leads to the famous Downtown Hotels



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- Mobile units may be utilized on the Las Vegas Strip or anywhere in the Las Vegas Valley to reach tourists, convention attendees or the local population.
- Promotions In Motion™ features the use of 3 dimensional extensions, full vinyl wraps and 7 panel groups of 3 rotating advertising panels, one on each side and one on the rear of the vehicle. Side panels are 8 ft. x 5 ft. The back panel is 5 ft. x 5 ft. (panel production is \$750 for a set of 3).
- Extreme back lighting intensity of the advertising panels ensures the all important Las Vegas night time viewing (no other Las Vegas mobile advertising vehicles have back lit panels).

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Minority-Owned Businesses

Ranked by Total Nevada Employees

RANK	MINORITY-OWNED BUSINESS ADDRESS	PHONE	NO. OF EMPLOYEES	PERCENT MINORITY OWNED	YR. EST. IN NV	DESCRIPTION OF BUSINESS	SENIOR NV EXECUTIVE(S)
1	Universal Building Maintenance Inc. 3310 Sunrise Ave., Ste. 101, Las Vegas 89101	702-437-0770	84	100	1985	Building service, operation and maintenance	Nelson Velazquez
2	Bennett & Jimenez, Inc. 2481 N. Decatur Blvd., Ste. B, Las Vegas 89108	702-631-0200	14	51	1995	Consulting Structural Engineers	Ronald R. Bennett, Sr. J. Francisco Jimenez
3	GKG Builders Inc. 4525 W. Reno Ave., Ste. A7, Las Vegas 89118	702-367-4810	7	100	1986	General Contractor	Steven O. Kwon
4	America/EXPRESS 829 S. Sixth St., Ste. 4, Las Vegas 89101	702-383-1182	5	100	1999	Courier services to Mexico, Central and South America: letters, money orders, packages, furniture/Envios a Mexico, Centro y Sua America, cartas, money order, paquetes, muebles	A. Hernandez
4	The Basulto Group 829 S. Sixth St., Ste. 4, Las Vegas 89101	702-383-1182	5	100	1995	Translation Services, Technical Writing Services	A. Hernandez
6	Chayra Communications 4250 Valley Pine, N. Las Vegas 89030	702-658-3236	3	100	1995	Native American-owned full-service PR, advertising and marketing firm specializing in healthcare clientele	Sharon Chayra
7	Stockdale & Crum 1650 Lucerne St., Minden 89423	775-782-3678	2	100	1987	Advertising and marketing	Suzanne J. Stockdale
8	Ramirez Lawn Care Inc. 4893 Lana Dr., Las Vegas 89121	702-458-3329	DND	100	1985	DND	Angel Ramirez

DND = Did not disclose

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Division of Minerals announces record-setting production

The Nevada Division of Minerals announced a new gold production record for 1998. Nevada mines produced 8.86 million ounces of gold last year, up from 7.85 million ounces in 1997. Nevada once again led the U.S. in gold production, contributing more than 75 percent of the nation's gold output. Despite more output, the calculated dollar value of gold produced remained flat due to steadily weakening gold prices.

Las Vegas company manufactures portable solar generators

Las Vegas-based Mr. Solar is manufacturing the Solar Sentinel, a self-contained, portable solar generating system. The company is sizing and pricing the product to make it available to consumers ranging from apartment dwellers to small businesses. The Solar Sentinel weighs 160 pounds, is about the size of a footlocker and can be mounted on wheels. Mr. Solar recently completed construction on its manufacturing facility, which will produce 10 Solar Sentinels a day. The firm has also launched a national marketing campaign.

Sierra Insurance forms partnership with Financial Pacific

Sierra Insurance Group, a subsidiary of Las Vegas-based Sierra Health Services, Inc., and California-based Financial Pacific Insurance Co. have formed a partnership to provide businesses in Nevada with comprehensive property, casualty and workers' compensation coverage. The partnership will be marketed under the name Sierra Financial, and will maintain offices in Las Vegas and Reno. Sierra will provide the workers' compensation coverage, while Financial Pacific will provide the property and casualty coverage.

BofA realigns small business group, wins cash management business

Bank of America realigned its small business group in Southern Nevada to enhance and personalize the level of service provided to small businesses and their owners. Rod Dunnett, senior vice president and market executive for Las Vegas now leads the team, which includes 12 client managers and business bankers. Bank of America also announced that it will provide a full line of cash management products and services for Mandalay Bay Hotel & Casino and Four Seasons Hotel, as well as for House of Blues and China Grill Management, Inc.

Sunrise Hospital adds sleep center

Sunrise Hospital and Medical Center's Regional Center for Sleep Disorders opened a satellite location in northwest Las Vegas. The new center, located at 3150 Tenaya Way, has one crib and three beds, as well as similar equipment and diagnostic capabilities as the main Sunrise Hospital center. Diagnostic and treatment abilities are available for such disorders as sleep apnea, narcolepsy and insomnia.

Silver State Bank breaks ground on new main branch

Henderson-based Silver State Bank broke ground for a new branch location and corporate offices at Green Valley Parkway and Lake Mead Drive. The 10,000-square-foot administrative offices and branch will be constructed on a one-acre site at Pebble Marketplace. Haydon Building Corp. will build the \$2.5 million, two-story, JMA Architecture Studios-designed facility, which is slated for completion by early summer.

Fair, Anderson & Langerman joins BKR International

Las Vegas-based CPA and business advisory firm Fair, Anderson & Langerman is now a member of BKR International, an association of independent accounting

firms. BKR International, ranked among the 13 largest such associations in the world, is comprised of 109 firms in more than 260 cities globally, and generates annual fees of approximately \$400 million.

Las Vegas sees eighth consecutive monthly cost of living increase

Las Vegas' overall cost of living rose half a percent during February, marking the metropolitan area's eighth consecutive month of such increases, according to the *First Security Las Vegas Area Cost of Living Report*. This represents the longest stretch of cost of living growth since the bank began tracking the cost of living five years ago. Prices rose in recreation, homeowners' insurance premiums, rental charges, clothing expenses, utility expenses and transportation costs. Dining out, healthcare and groceries proved less expensive for Las Vegans in February.

Mining industry participates in reclamation projects

The Nevada Mining Association announced its records show Nevada's mining companies have reclaimed more than 95,000 acres of land since 1991, including 16,000 acres in 1997. Reclamation generally involves restacking waste rock in a shape similar to the surrounding landscape and replacing naturally occurring vegetation with plants and native grass that help prevent soil erosion and control water flow.

ALLTEL opens retail store featuring new design concept

ALLTEL opened its newest communications retail store in Las Vegas, debuting a new "open" concept design. The store's layout eliminates physical barriers between sales representatives and customers, adds separate selling stations for various products, includes wall displays featuring promotions and utilizes recessed sales terminals. Customers can purchase any of ALLTEL's services at the store, which is situated in the Paradise Marketplace Shopping Center at 3870 East Flamingo Road.

BUSINESS INDICATORS

ANALYSIS

Gaming activity during the last quarter of 1998 and first month of 1999, posted impressive double-digit growth. The January gain (16.63 percent for the state of Nevada) reflects strong growth from the state's two largest regions (17.26 percent for Clark County and 13.02 percent for Washoe County). New hotel-casinos in Las Vegas, favorable snow conditions for ski enthusiasts, and a robust U.S. economy have fueled the expansion.

Not surprisingly, brisk activity in travel and tourism has spilled over into other sectors. Taxable sales, reflective of expenditures by visitors and Nevadans across a range of expenditures, increased 9.06 percent for December 1998. Taxable sales growth was 12.66 percent in Clark County and 5.3 percent in Washoe County. Strong confidence in the current and future state of affairs in the Silver State has rekindled strong growth in revenue collections. A brighter future for revenue collections comes shortly after the Legislature received a pessimistic outlook based on past trends.

Though a host of national indicators might be cited, no indicator better captures the current state of affairs than U.S. Gross Domestic Product (GDP). This aggregate measure of economic well-being during the fourth quarter of 1998 grew at an inflation-adjusted rate of 5.15 percent. Indeed, although this rate is unsustainable in the long term, the adverse effects of foreign trade anticipated by currency problems has not materialized. The good economic indicators of early 1999 have increased the chances that both Nevada and U.S. economies will enter the new millennium maintaining the longest economic expansion since World War II.

R. KEITH SCHWER, UNLV, Center for Business and Economic Research

	DATE	LATEST PERIOD	PREVIOUS PERIOD	YEAR AGO	YEARLY % CHG
UNEMPLOYMENT					
Nevada	01/99	3.8	2.8	5.2	-26.92
Las Vegas MSA	01/99	3.6	2.8	4.8	-25.00
Reno MSA	01/99	3.9	2.6	5.0	-22.00
U.S. (SEASONALLY ADJUSTED)	02/99	4.4	4.3	4.6	-4.35

RETAIL ACTIVITY					
Nevada Taxable Sales (\$ 000)	12/98	2,682,299	2,164,641	2,459,576	9.06
Clark County	12/98	1,899,074	1,548,958	1,685,674	12.66
Washoe County	12/98	464,575	358,314	441,152	5.31
U.S. Retail Sales (\$ MILLION)	02/99	236,469	234,384	220,866	7.06

GROSS GAMING REVENUE					
Nevada (\$ 000)	01/99	807,150,964	683,458,589	692,057,545	16.63
Clark County	01/99	670,181,445	551,392,411	571,534,617	17.26
Washoe County	01/99	78,818,041	77,750,568	69,740,517	13.02

CONSTRUCTION ACTIVITY					
Las Vegas Area Permits					
New Residences	4Q98	4,718	5,077	4,298	9.77
New Commercial	4Q98	290	279	296	-2.03
Reno Area Permits					
New Residences	4Q98	842	876	752	11.97
New Commercial*	-	-	-	-	-
U.S.					
Housing Starts (000)	01/99	1,804	1,738	1,527	18.14
Total Construction (\$ BILLION)	01/99	692.3	681.1	633.7	9.25

HOUSING SALES					
Las Vegas Area					
Average Sales Price (1)	1Q98	138,196	141,263	138,851	-0.47
Average Cost \$/Sq. Ft.	1Q98	76.68	77.87	75.20	1.97
Average Mortgage Rate (2)	1Q98	7.42	7.60	7.90	-6.08
Washoe County*	-	-	-	-	-
U.S. Home Sales (000)	12/98	918	966	848	8.25

TRANSPORTATION					
Total Passengers (3)					
McCarran Int. Airport, LV	4Q98	7,668,939	7,532,003	7,420,041	3.35
Reno/Tahoe Int. Airport	4Q98	1,477,326	1,702,192	1,570,115	-5.91
State Taxable Gasoline Sales (\$000)	01/99	71,778,793	74,534,795	66,467,711	7.99

POPULATION ESTIMATES					
Nevada	7/98	1,852,650		1,779,850	4.09
Clark County	7/98	1,255,200		1,192,200	5.28
Washoe County	7/98	311,350		308,700	0.86

NATIONAL ECONOMY					
Consumer Price Index (4)	01/99	164.3	163.9	161.6	1.67
Money Supply—M1 (\$ BILLION)	02/99	1,092.1	1,090.4	1,076.0	1.50
Prime Rate	02/99	7.75	7.75	7.75	0.00
Three-Month U.S. T-Bill	02/99	4.45	4.34	5.11	-12.92
Gross Domestic Product (\$ BILLION)	4Q98	8,680.0	8,537.9	8,254.5	5.15

NOTES: (1) houses, condos, townhouses; (2) 30 yr. FHA fixed; (3) enplaned/deplaned passengers; (4) all urban consumers
 SOURCES: Nevada Dept. of Taxation; Nevada Employment Security Department.; UNLV, Center for Business and Economic Research; UNR, Bureau of Business and Economic Research; US Dept. of Commerce; US Federal Reserve.
 COMPILED BY: UNLV, Center for Business and Economic Research

*Figures not available.



by Joe Mullich

The Internet may be the Information Mother Lode ... but am I mining nuggets of gold, or garbage?

People have long said you can find any kind of information you want on the Internet.

That's true. As long as you don't care whether the information is accurate.

I keep reading news stories about fake information being posted on the Internet to make someone a buck.

You've probably heard about the guy who was arrested for posting a bogus news report that his company was going to be sold, which sent its stock soaring.

This was on the heels of Amazon.com, the large Internet book seller, admitting it sold positive book reviews to publishers. The result of the scandal? Analysts began calling Amazon.com a hot stock to buy. Oh, yeah – and probably a bunch of people bought crummy books.

With money to be made, it's no wonder Internet misinformation is being institutionalized. The Internet is being turned into a global infomercial.

AltaVista.com, one of the leading search engines on the Internet, just revealed it will let companies pay to be

among the top five Web sites specified in any search. If you are smart enough to remain staunchly computer-il-literate, I should explain what this means.

Search engines – the most famous is Yahoo – are kind of like information directory services on the Internet. You type in key words and the search engine is supposed to direct you to the best Web site related to the key words. This is how many people are shopping for cars and other goods these days.

What's the consequence of the search engines selling these slots? Imagine calling up information and asking for the address of the nearest McDonald's. And when you get to that address eager for a Big Mac, you find the operator sent you to a pizza place instead, because the pizza place slipped her a few bucks to do so.

That's what AltaVista is doing. Except it's pretending to give people the information they're asking for.

"When users perform key word searches on AltaVista, what is the first listing they see?" an ad from the firm

asked. "Now it can be your company's listing."

A smaller search engine called Goto.com sells slots as well. I first learned about Goto.com through their advertisements on the Howard Stern radio show, so I'm not surprised they're sleazy. I didn't know they were cheats, though, until a friend told me about their policy of selling search spots. I decided to log onto the Goto.com search engine to find out about this brave new world of misinformation.


I typed in the words "Bill Clinton" and did a search. The top sites I was directed to included one that sold "presidential impeachment memorabilia." I typed in the words "Monica Lewinsky" and was sent to a site to "find Monica Lewinsky items." When I clicked on that Web site, it was some Internet store that sold everything from coins to pottery. I would have had to spend hours searching to find anything related to Monica, even if I wanted, say, a coin imprinted with a soiled dress.

Aren't you glad you

signed up for that Internet account to help your kids do their homework?

I tried to get more esoteric and typed in the words "bone cancer" and did a search. Many people with medical problems now turn to the Internet for information. The first site that popped up on the Goto.com search of "bone cancer" asked me to donate my car to some organization. I was also sent to a Web site that sold vitamins.

I tried to get more narrow and typed in "wart." I was directed to a Web site that sold "vintage animation art." Don't ask me why. Ironically when I typed in the words "vintage animation art" I was sent to five different sites. So I think these animation people who are paying to be listed in "wart" searches are getting ripped off, unless there is a huge untapped demand for wart art.

By the way, I also typed in the words "wart art." Someone's résumé came up, but I was too afraid to read it. I didn't want to see what this guy was selling. Whatever it was, I am sure I don't want it. 

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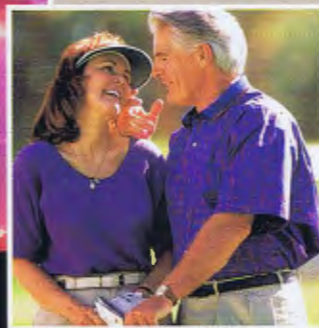
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