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Protecting Babies in America

They Have the Right to Life

Two items in the news lately have reminded people that killing babies is a crime and a tragedy that affects us all. In one case, a Philadelphia doctor, Kermit Gosnell, was convicted of murder for running a clinic that specialized in aborting babies as late as 30 weeks of gestation; that's more than 7 months! Many of these babies were born alive - moving, breathing and even crying. In those cases, Gosnell told his employees to cut the baby's spinal cord to kill him or her. When authorities found out, it made national headlines, and people were sickened and outraged that these living babies had been put to death.

Dr. Gosnell was not prosecuted for murdering the thousands of unborn babies he killed during his 30-year career. He was only convicted for killing the ones who managed to survive for a few minutes. Where's the public outcry about the thousands of other babies he murdered?

Around the same time, we heard about a Cleveland man, Ariel Castro, who kidnapped three young women and kept them as sex slaves for 10 years. After they were freed, one of the women, Michelle Knight, told police that Castro had caused her to have at least five miscarriages by starving and beating her when she was pregnant. The county prosecutor is now considering charging Castro with aggravated murder for the death of her unborn babies, because Ohio has what's called a "fetal homicide" law. Like laws in 30 other states¹, this law gives prosecutors the right to charge someone with murder if they kill a baby in the womb. It's usually applied to crimes where a pregnant woman is killed.

So Ariel Castro, who was the father of Michelle Knight's babies, didn't have the right to kill them, but under the law, Ms. Knight could have legally exercised her right to abort the same babies. Remember "a woman's right to choose," which liberals have been protecting ever since the travesty of Roe v. Wade made it legal to kill unborn babies.

Both these news stories illustrate how sick and twisted our laws have become. They protect the mother's "right" to kill her unborn baby, but nobody else can kill it (except an abortion doctor). It's okay to kill a baby who's alive and kicking in the womb, but if you wait a few minutes longer until it's officially "born," then it's a crime. Where's the logic in that? More importantly, where's the morality?

Many doctors today specialize in saving the lives of babies born prematurely, and babies born at 23 weeks have at least a 20 percent chance of survival.² Yet it's perfectly legal in many states, including Nevada, to kill a baby at 24 weeks.³ Only at 25 weeks does it become illegal.

Maybe these two sensational news cases will help remind the American people that an unborn baby has as much right to life as any other person. Each child is a unique, precious individual with unlimited potential. Killing a baby before it's born is murder, whether our perverted legal system calls it that or not. In our hearts, we know it to be true, but our selfishness is making us turn away from the truth. January 2013 marked 40 years since the Roe v. Wade decision. Since that time, more than 54 million unborn babies have been legally murdered.⁴ We can't bring back those innocent children, but we can resolve to stop the killing.

By Whose Authority?

For more information on my Commentary and to see some of the backup research, or if you wonder why I take the position I take, go to www.LyleBrennan.com.

1. www.ncsl.org/issues-research/health/fetal-homicide-state-laws.aspx
2. http://en.wikipedia.org/wiki/Fetal_viability
3. www.gutmacher.org/statecenter/spibs/spib_OAL.pdf
4. <http://www.answersingenesis.org/articles/2013/01/18/roe-v-wade-40-years-later>



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Legal Elite 2013

The Silver State's Top Attorneys



On The Cover (L to R):
Austin Sweet, Gundersen Law Firm, Amanda Yen, McDonald Carano Wilson and Michael Feder, Gordon Silver

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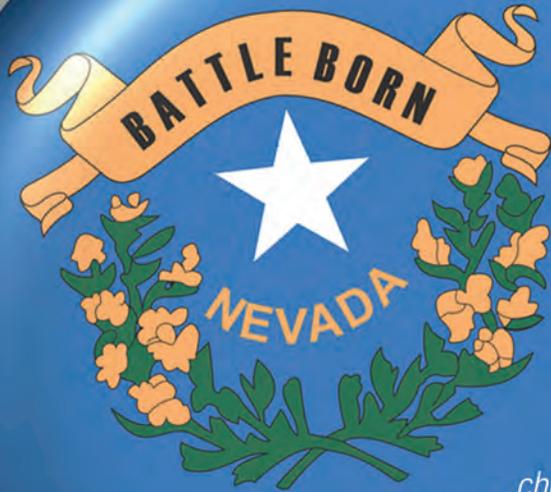
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We thank our colleagues and peers across the state for their trust and recognition, and congratulate all the attorneys recognized. We are very proud to have six Holland & Hart attorneys selected among this year's Nevada Business Legal Elite. Above all, we value the relationships that got us here.

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With 5,232 unique votes, this year's Legal Elite polling had the most participation of any year. Legal Elite is an annual list that highlights the top attorneys in Nevada. The votes are based on peer nominations and the following pages feature the top vote getters throughout Nevada. These attorneys represent the best in an already elite field.

There are just over 200 attorneys on the Southern Nevada List, just over 100 on the Northern Nevada list, just over 50 attorneys on the Best Up and Coming list and nearly 15 on the Best Government attorneys list. The attorneys featured on this list represent the top three percent in Nevada.

Congratulations to all of the attorneys that made it onto the 2013 Legal Elite list.

For more information on the methodology of Legal Elite, see page 39.



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Jeffrey L. Burr

Practice Areas

- Estate Planning
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- Probate

Jeffrey L. Burr has been recognized as one of the top tax and estate planning attorneys in Nevada. He founded the law firm of Jeffrey Burr in 1983, and focuses on providing exceptional estate planning, probate, asset protection, guardianship and tax planning solutions. His personal client list contains many of the most prominent families in Southern Nevada. Under Jeff's leadership, the firm has received the highest and most prestigious rating of 'AV' from Martindale-Hubbell.

Jeff is a Certified Public Accountant, having previously worked as a tax accountant with the international accounting firm of Deloitte & Touche. Jeff has also been a faculty member with the University of Miami School of Law, Heckerling Institute on Estate Planning.

Jeff obtained a B.S. in Accounting from Brigham Young University, and later his Juris Doctorate from the University of the Pacific, McGeorge School of Law in 1979.

Jeff is licensed to practice law in Nevada, California, and Arizona.



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Jennifer Ko Craft

Practice Areas

- Entertainment & Sports
- Intellectual Property
- Intellectual Property Litigation

Ms. Craft is a shareholder and chair of the firm's Intellectual Property and Entertainment & Sports practice groups. Her practice focuses on domestic and international trademark and copyright prosecution, licensing and enforcement. Ms. Craft helps clients identify and protect aspects of their products, services and concepts, and develop and manage their intellectual property portfolios. She also enforces clients' intellectual property rights on the Internet and resolves trademark, copyright, and domain name disputes. In addition, Ms. Craft drafts and negotiates a variety of agreements in the intellectual property, entertainment, and sports fields, including endorsement and personal services agreements and personal management agreements for athletes, artists and entertainers, option and purchase agreements for motion pictures and television shows, production and collaboration agreements for live stage shows and licensing and merchandising agreements.



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John P. Desmond

Practice Areas

- Commercial Litigation
- Appellate
- Intellectual Property Litigation

Mr. Desmond is a shareholder in the firm's Litigation practice group and shareholder in charge of the Reno office. He focuses his practice in the areas of commercial litigation and appellate work. Mr. Desmond's representative clients have included Exxon Mobil, the State of Nevada and Cal PERS. In 2010, He argued a case of first impression to the Ninth Circuit Court of Appeals involving the First Amendment rights of anonymous bloggers on the Internet. That same year, Mr. Desmond obtained a judgment in excess of \$140 million on claims for fraud and misrepresentation after an eight-week trial, with the court awarding both compensatory and punitive damages.

Southern Nevada's Top Attorneys

Name	Firm	Practice Emphasis	Number of Years Practicing in Nevada
Eric T. Aldrian	Pisanelli Bice	Commercial Litigation	3
Craig R. Anderson	Marquis Aurbach Coffing	Civil Rights, Insurance Defense and Tort Litigation	14
Paola M. Armeni	Gordon Silver	Government Investigations and Business Crimes	10
David R. Arrajj	Brownstein Hyatt Farber Schreck	Gaming Law, Hospitality and State & Local Legislation & Policy	17
Alicia R. Ashcraft	Law Office of Alicia R. Ashcraft	Gaming, Liquor and Corporate Law, Regulatory Compliance, Business Formation and Real Estate	14
Ogonna M. Atamoh	Cotton, Driggs, Walch, Holley, Woloson & Thompson	Commercial Litigation and Bankruptcy	12
Brett A. Axelrod	Fox Rothschild	Financial Restructuring and Bankruptcy Litigation	17
Shea Backus	Backus, Carranza & Burden	Environmental Law and Indian Gaming	10
Kris Ballard	Ballard & Rawson, Chartered	Business, Corporate and Real Estate Transactions	22
Joice B. Bass	Lewis and Roca LLP	Business Torts, Commercial Litigation, Contracts & the UCC and Partnership Disputes	8
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Peter C. Bernhard	Kaempfer Crowell	Administrative & Regulatory Law, Bankruptcy, Litigation, Real Estate and Construction	38
Todd L. Bice	Pisanelli Bice	Commercial Litigation, Hotels & Gaming, Political and Appellate	22
Michael J. Bonner	Greenberg Traurig	Corporate & Securities, Gaming and Mergers & Acquisitions	32
Mark Borghese	Borghese Law Office	Trademarks & Copyrights, Business Transactions and Entertainment, Internet & Technology Law	16
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Patrick Byrne	Snell & Wilmer	Commercial Litigation	12
Donald J. Campbell	Campbell & Williams	Commercial Litigation, Crisis Management, First Amendment & News Media and Personal Injury	35
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Candace C. Carlyon	Shea & Carlyon, Ltd.	Appellate, Business Reorganizations, Commercial Litigation, Real Estate and Creditors' Rights	27
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- Entertainment & Sports Law

Michael N. Feder is the Practice Group Leader of the firm's Litigation Department, co-chair of the Entertainment & Sports Department, and a member of the Intellectual Property Department. He has extensive experience representing and counseling clients in litigation matters involving banking, bankruptcy, commercial law, contracts, copyright infringement, corporate law, employment, entertainment and sports, franchise, fraud, gaming, patent infringement, real estate, RICO, trademark infringement, securities, shareholder and partnership disputes, and unfair competition, as well as experience handling appellate, regulatory and transactional related matters. He has been selected for inclusion in Nevada Business Magazine's "Legal Elite" since 2009, has received an "AV/Preeminent Attorney®" rating since 2008, and is listed in the 2011-2013 editions of Mountain States Super Lawyer® and in the 2012-2013 editions of Best Lawyers In America®, including being named "Lawyer of the Year" for IP Litigation.



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Christopher P. Ford, Esq.

Practice Areas

- Family Law
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- Child Custody Litigation
- Civil Litigation

Christopher Ford is a founding Partner of the law firm Ford & Friedman where his practice is primarily devoted to family law litigation, encompassing complex divorce, child custody and post decree enforcement/modification matters. Raised in Las Vegas, Christopher is proud to have obtained both his Bachelor of Arts in Political Science and Juris Doctorate from UNLV. Through his local practice, Christopher has amassed a myriad of experience navigating the family court system in Clark County, gaining comprehensive trial experience as well as substantial experience with the available alternate dispute resolution options in the local family law arena. A current member of the Family Law Bar in Nevada, Christopher has previously received the honor of being named to the Southern Nevada Legal Elite in 2011.



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- Civil Litigation
- Criminal Law

Matthew Friedman is a founding partner of the law firm of Ford & Friedman where he practices primarily in the area of complex divorce and family law litigation. Matthew's wealth of professional, political and legal experience enable him to bring a unique perspective to the practice of law. Matthew attended the University of Nevada, Reno, where he earned a B.A. with dual majors in Public Relations and Philosophy. After graduation, Matthew proudly accepted a full time position within Nevada Governor Kenny C. Guinn's administration, serving as a speech writer and public affairs liaison. Matthew is a proud graduate of the William S. Boyd School of Law, a member of Nevada State Bar and the Family Law Section. In his years of practice before the Clark County Family Courts, Matthew has cultivated a profound understanding of the law and developed refined litigation and trial instincts.

Southern Nevada's Top Attorneys

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Krisanne S. Cunningham	Snell & Wilmer	Business & Finance, Mergers & Acquisitions and Corporate & Tax	10
Nadin Cutter	Cutter Law Firm	Business Litigation, Judgment & Debt Collection, Family Law, Contracts and Estate Planning	4
Lindsay Demaree	Lewis and Roca LLP	Commercial Litigation	3
Andrew F. Dixon	Bowler Dixon & Twitchell LLP	Business & Commercial Law, Real Estate, Bankruptcy and Estate Planning	10
Jennifer Dorsey	Kemp Jones & Coulthard	Civil Appeals, Class Actions and Complex Commercial Disputes	16
F. Thomas Edwards	Cotton, Driggs, Walch, Holley, Woloson & Thompson	Commercial Litigation	8
Philip R. Erwin	Campbell & Williams	Complex Commercial Litigation, Corporate Governance and Appellate Practice	4
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Scott Fleming	Shea & Carlyon, Ltd.	Creditors' Rights, Commercial Litigation and Real Estate	18
Conor Flynn	Armstrong Teasdale LLP	Commercial Disputes, Insurance Coverage Litigation, Bankruptcy and Criminal Law	4
Christopher P. Ford	Ford & Friedman	Divorce and Family Law	4
Erik W. Fox	Marquis Aurbach Coffing	Construction, Corporate, Litigation and Real Property	9
Matthew H. Friedman	Ford & Friedman	Divorce and Family Law	4
Jamie A. Frost	Marquis Aurbach Coffing	Employment, Corporate and Litigation	4
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Gregory E. Garman

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Mr. Garman is the managing shareholder in the Las Vegas office, and a member of the firm's Business Restructuring & Bankruptcy practice group. Mr. Garman's practice is concentrated in commercial and corporate bankruptcy and restructuring. He regularly represents debtors, trustees, official committees, secured creditors and other parties in matters involving hospitality, lending, high tech, gaming, airlines and real estate, among others. Since becoming managing shareholder in 2008, Mr. Garman has led the firm through a period of unprecedented growth and success. Additionally, Mr. Garman has an active legal practice that is focused on assisting companies with financial restructuring and business reorganization. His strong judgment and negotiating skills as well as his "big picture" outlook have earned him recognition from his peers.

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Pearl Gallagher	Lionel Sawyer & Collins	Business Law and Real Estate	7
Joseph Ganley	Hutchison & Steffen, LLC	Business & Commercial Litigation, Construction & Employment Law, Real Estate and Insurance	18
Puneet K. Garg	Gordon Silver	Commercial Litigation, Appellate and Healthcare	7
Gregory E. Garman	Gordon Silver	Business Restructuring & Bankruptcy and Appellate	15
Rex Garner	Morris Law Group	Litigation in State and Federal Court	8
Elias P. George	Gordon Silver	Entertainment, Sports, Commercial Litigation and Intellectual Property	2
Jason M. Gerber	Marquis Aurbach Coffing	Business, Corporate and Commercial Litigation	7
Timothy J. Geswein	Kravitz, Schnitzer, Sloane and Johnson	Commercial, Corporate & Catastrophic Injury Litigation and Coverage	7
Nedda Ghandi	Ghandi Law Offices	Business Restructuring, Bankruptcy and Family Law	5
Leslie Godfrey	Greenberg Traurig	Litigation, Foreclosure, Receivership, Bankruptcy and Deficiency Actions	7
Anthony B. Golden	Fisher & Phillips	Wage & Hour Law, Title VII, Appellate Practice Employment Discrimination, Non-Competes & Trade Secrets	7
Aviva Gordon	Ellis & Gordon	Business Law and Commercial Litigation	19
Gerald M. Gordon	Gordon Silver	Creditors' Rights, Business Restructuring and Bankruptcy	40
Richard C. Gordon	Snell & Wilmer	Alternative Dispute Resolution, Business & Finance, Insurance and Litigation	9
Jared P. Green	McCormick Barstow	Civil Litigation	7
Robert D. Grossman	Tax Law Center, LLC	Tax Law	13
John H. Gutke	Fox Rothschild	Directors & Officers Liability, Corporate Governance Disputes and Litigation	7
Brian R. Hardy	Marquis Aurbach Coffing	Business Litigation, Licensing, Intellectual Property and Constitutional, Municipal, Gaming & Regulatory Law	7



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Nedda Ghandi

Practice Areas

- Bankruptcy
- Family Law
- Asset Protection

Nedda Ghandi is the founder of Ghandi Law Offices and practices primarily in the areas of bankruptcy and family law, representing a wide range of commercial and individual clients. Nedda graduated cum laude from the University of San Francisco with a Bachelor of Science in Accounting, and worked at the public accounting firm KPMG. She earned her Juris Doctorate from the UNLV William S. Boyd School of Law. Nedda sits on the executive board of the Clark County Bar Association and belongs to the Southern Nevada Bankruptcy Association, the National Association of Consumer Bankruptcy Attorneys and the American Bankruptcy Institute. She volunteers time to the Legal Aid Center of Southern Nevada, having made their 50 Hour Club every year since she began practicing law, and was selected as a rising star in the 2013 Super Lawyers publication. Nedda also teaches Bankruptcy Law and Probate at the College of Southern Nevada.



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Aviva Y. Gordon

Practice Areas

All aspects of business law with emphasis on commercial and real estate litigation.

Aviva Gordon graduated from Boston University in 1990, and with distinction, from California Western School of Law in 1993. From the start of her practice, Aviva has represented her clients in the negotiation of complex transactions and has aggressively represented her clients in commercial litigation in all courts within the State of Nevada. She has obtained multi-million dollar judgments and has argued several times before the Nevada Supreme Court. In addition to her private practice, Aviva was General Counsel for the Nevada State Democratic Party from 1998 - 2002 and was appointed to the Nevada Judicial Conduct Commission. Aviva presently serves on the Legislative Committee for the Henderson Chamber of Commerce and is a graduate of Leadership Henderson. Additionally, Aviva is the Chairperson of the Nathan Adelson Hospice Community Advisory Panel.



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Mark A. Hutchison

Practice Areas

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- Trust Litigation
- Constitutional Litigation

Mark A. Hutchison is a founding member of the Law Firm of Hutchison & Steffen and an AV-rated attorney by Martindale-Hubbell®. Mark practices primarily in commercial and complex tort litigation. A native Las Vegas, Mark graduated from UNLV (high distinction) and received his J.D., magna cum laude, from BYU. In 2010, Mark was appointed by Nevada's governor as lead special counsel for the State of Nevada in the multi-state lawsuit challenging the constitutionality of the federal healthcare legislation. In addition to suing the federal government, Mark was lead trial counsel in a lawsuit against the Franchise Tax Board of the State of California, which lasted over 10 years and resulted in a jury verdict in the client's favor totaling \$388.1 million after a 17-week trial. The verdict is one of the country's largest jury verdicts ever rendered in favor of a single plaintiff. In 2012, Mark was elected to the Nevada Senate to represent Senate District 6 in Northwestern Las Vegas.

Southern Nevada's Top Attorneys

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Joseph P. Hardy	Gordon & Rees	Commercial Litigation, International Law, ERISA, Business Transactions and Drug & Medical Device	13
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Marjorie Hauf	Ganz & Hauf	Personal Injury, Insurance Bad Faith, Wrongful Death and Medical Malpractice	11
Mark Hawkins	Fennemore Craig Jones Vargas	Commercial Real Estate, Business & Finance and Creditors Rights	10
Joel D. Henriod	Lewis and Roca LLP	Appeals	10
Justin S. Hepworth	Snell & Wilmer	Commercial and Product Liability Litigation	7
Kenneth E. Hogan	Gordon Silver	Commercial Litigation and Construction	7
Richard F. Holley	Cotton, Driggs, Walch, Holley, Woloson & Thompson	Bankruptcy	26
Kirk D. Homeyer	Gordon Silver	Business Restructuring and Bankruptcy	2
Eric D. Hone	Gordon Silver	Intellectual Property Litigation	10
Jeffrey Hulet	Hulet Law Office	Commercial Litigation	6
Mark Hutchison	Hutchison & Steffen, LLC	Commercial & Complex Tort Litigation, Trust Litigation and Constitutional Litigation	21
Daniel Ivie	Houser & Allison	Commercial Litigation	7
John C. Jeppsen	Greenburg Traurig	Corporate & Securities and Mergers & Acquisitions	22
Jack Chen Min Juan	Marquis Aurbach Coffing	Appellate, Construction, Corporate, Litigation and Real Property	16
Christopher L. Kaempfer	Kaempfer Crowell	Administrative Law, Land Use, Zoning, Government Affairs, Real Estate and Construction	37
Dennis Kennedy	Bailey Kennedy	Class Actions and Complex Litigation, Anti-trust Law, Hospital & Healthcare Law and Legal Ethics	38
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Christopher D. Kircher	Lawrence J. Semenza, III, P.C.	Commercial Litigation, Collections, Landlord/Tenant and Construction	5
Joseph Kistler	Hutchison & Steffen, LLC	Business & Commercial Litigation and Bankruptcy & Creditors' Rights	25
Michael Kling	Kling Law Offices	Wills, Revocable & Irrevocable Living Trusts, Guardianships and Family Limited Partnerships	17
Scott Knight	Shumway Van & Hansen	DND	9
David Koch	Koch & Scow	Business, Intellectual Property & Real Estate Litigation and Trademarks & Copyright	9
James Kohl	Howard & Howard	Business & Corporate Law, Commercial Litigation, Financial Services and Real Estate	18
John L. Krieger	Lewis and Roca LLP	Copyright, Intellectual Property, Litigation, Trademark and Interactive Gaming	17
Margaret Lambrose	Lambrose Brown	DND	4
Zachariah Larson	Marquis Aurbach Coffing	Consumer & Business Bankruptcy, Corporate Restructuring and Formation & Dissolution	12
Kendelea Leascher Works	Weide & Miller	Business and Intellectual Property Litigation	8
David S. Lee	Lee Hernandez Landrum Garofalo & Blake	Casualty, Tort & Business Litigation, Domestic & Administrative Law and Construction & Contract	17
Michael B. Lee	Michael B. Lee, P.C.	Civil Litigation, Business, Personal Injury, Appeals and Criminal Defense	7
Patricia Lee	Hutchison & Steffen, LLC	Business & Commercial Litigation, Family Law, Trademarks & Copyrights and Mechanic's Lien Law	11
Kirk B. Lenhard	Brownstein Hyatt Farber Schreck	Commercial and Complex Litigation	38
Bruce A. Leslie	Armstrong Teasdale LLP	Gaming, Hospitality, Real Estate Development, Construction and General Business	35
Samuel S. Lionel	Lionel Sawyer & Collins	Business Litigation	59
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Donald G. Martin	Lewis and Roca LLP	Land Acquisition & Development, Real Estate, Lending Transactions and Corporate & Securities	15
Peter Mazzeo	Barron & Pruitt	Personal Injury, Insurance Defense, Products & Premises Liability, Contracts and Bad Faith Claims	8
Michael J. McCue	Lewis and Roca LLP	Copyright, Intellectual Property & Litigation, Sports & Entertainment, Patent and Trademark	17
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Dan McNutt	Carbajal & McNutt	Business Litigation	12
William Miller	Cotton, Driggs, Walch, Holley, Woloson & Thompson	Litigation and Construction	4
Christopher R. Miltenberger	Pisanelli Bice	Commercial Litigation	7
Andrew D. Moore	Brownstein Hyatt Farber Schreck	Gaming Law	9
Steve Morris	Morris Law Group	Commercial Contract and Tort Litigation	44
David J. Mortensen	Alverson Taylor Mortensen & Sanders	Healthcare Law and Litigation, Defense of Professionals and Business Entities	29
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Richard L. Peel	Peel Brimley	Business Formation & Planning, Complex Construction, Business & Commercial Litigation	22

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Ryan Petersen	Kolesar & Leatham	Business, Construction, Intellectual Property and Insurance Defense Litigation	6
Summer J. Petersen	Lee Hernandez Landrum Garofalo & Blake	Civil Litigation and Construction Defect Litigation	5
Erika Pike Turner	Gordon Silver	Bankruptcy Litigation, Receivership and Commercial Litigation	16
James J. Pisanelli	Pisanelli Bice	Commercial Litigation, Construction and Defamation	23
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Ambrish S. Sidhu	Sidhu Law Firm	Bankruptcy, Litigation and Real Estate	13
Jeffrey A. Silver	Gordon Silver	Government Relations, Gaming & Regulatory Compliance, Internet Gaming and Land Use & Zoning	42
Jeff Silvestri	McDonald Carano Wilson LLP	Appellate, Commercial & Complex Litigation and Gaming & Administrative Law	18
Jacob Smith	Hall Jaffe & Clayton	Insurance Defense and Personal Injury Defense Litigation	7
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Sarah K. Suter	Ryan Mercado LLP	Civil Litigation, Insurance Defense, Trucking & Transportation, Product Liability and Refrigeration	6

Workforce Development In Nevada

– By Jennifer Rachel Baumer

In the wake of the recession, with unemployment just under 10 percent, it would seem employers would have no problem filling positions. But though Nevada's employment base is growing again, it remains below pre-recession levels and of people who have gone back to work, a disproportionate share have gone back

part-time or in jobs that don't fully utilize their skills. Add in the number of people who classify as under-employed, and unemployment numbers stand at just under 20 percent, according to Jeremy Aguero, principal of Applied Analysis, a data analysis firm in Southern Nevada. "Jobs are being created, but are they the right jobs? And do

we have the skill sets in order to populate the jobs that are in the greatest demand?"

Sixty-five percent of the fastest growing jobs in the U.S. today require a bachelor's degree or higher, yet statewide only approximately 24 percent of Nevada's adult population has that qualification, and our graduation rate is the lowest in the country,

a combination that means we are behind relative to the skills that are in demand by industry today.

Efforts are being made to train Nevada's workforce. There are internships, training programs within companies seeking to promote from within, talent development programs and workforce training efforts through government and private agencies.

"We're the only market I can think of where we have an unemployment market of roughly 10 percent and I have businesses tell me every day they can't find people to hire. That's because of the disconnect. We're not creating jobs for people who are unemployed, we're creating jobs in the new economy, which is much more technology-oriented, and has greater demands in terms of human capital than other jobs did in the past," said Agüero. "So what I think you're seeing is businesses of all kinds essentially identifying qualified employees and doing whatever they have to do to be certain they retain them."



Jeremy Agüero
Applied Analysis

Retain, Re-Train, Re-Skill

In today's market, hiring and retaining employees looks different than it did five years ago. Training employees and promoting from within is more important. Not only employees but employers have had to redefine and reinvent themselves. Business owners have had to identify the skills they really need in employees and assess their employee training mechanisms.

"Both employers and employees have had to reinvent themselves and understand transferable skills," said Monica Ford, president, CEO, Nevada Partners, a non-profit agency that works to improve education and

employment opportunities for Nevadans. "Employers are oftentimes doing more with less and really having to be efficient and effective. If they're going to be successful, they have to be strategic."

For individuals seeking to upgrade skills as they re-enter the workforce, there's been a shift in workforce training needs since the recession started and possibly again since economic recovery began.

"For a year or two we had people trying, maybe through credit or non-credit courses, to sharpen their skills and stay in their comfort zone," said Dr. Darren Divine, VP, Academic Affairs, College of Southern Nevada (CSN). "After two years we started seeing wholesale shifts."

In some cases, those shifts involved job seekers looking to industries they hadn't worked in, but which were still actively hiring, like healthcare.

Those weren't the only changes. "We were seeing people leaving the state flat out for hopefully greener pastures or completely changing careers," said Divine.



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That trend peaked about two years ago, and has slowed, but unemployment and underemployment are both still high – there’s a need for workforce training both for job seekers and for businesses looking to hire in Nevada.

Community colleges play a vital role for both businesses and individuals re-inventing themselves. For individuals, Northern Nevada’s Truckee Meadows Community College (TMCC) offers fast track skills training through the Workforce Development and Continuing Education side, programs geared to giving people skills they can use immediately to move forward in existing or new careers.

For the needs of the business itself, community colleges offer customized training, working with business owners to provide goal-oriented employee training.

“We design training around the goals of the company, so if they’re deciding on a new direction or a different type of training, we bring everybody up to speed,” said Kathy



Dr. Darren Divine
College of Southern Nevada (CSN)

Berry, marketing manager, TMCC Workforce Development and Continuing Education. “We do training 24/7 so if someone says they need training at their business at midnight, we can do that. It’s pretty much like the company says, ‘this is what we want, help us.’ We do what they need so they don’t have to keep a training program division in their company.”

Education and Workforce Development

From an economic development standpoint, workforce development and diversification is singularly the most important

facet. Developing a skilled, qualified workforce is a significant step in presenting Nevada as a business-friendly, tax-friendly environment where businesses can relocate or expand and get their need for trained employees met. Nevada needs to expand and train its workforce in a way that will benefit the economy, the businesses and the individuals in the state.

Bringing in new employers is great, said Aguero, but the best chances for economic growth come from finding ways for companies that are already here to do more and to exploit the talent we have in the state. That’s best done by giving businesses the opportunity to expand and creating economic incentives for them to train and retain their employees, by educating our workforce from K-12 and through higher education levels, as well as through workforce development programs.

When a new business is planning to relocate in Nevada, an employer representative may contact one of the community colleges regarding workforce training programs. Most often there are existing programs in place; other times colleges can put together specialized training programs and even help assess the skill level of a potential pool of employees.

Economic development authorities, under the purview of the Governor’s Office, and higher education have been partnering for years to create workforce development programs to benefit new and existing businesses. Since the recession, such partnerships have escalated as businesses struggle to find qualified employees and individuals look to polish existing skills or learn new.

“I think community colleges are reaching out more to business and industry than they were 10 years ago,” said Berry. “Everyone is working more closely together to get out of the recession and train our workforce on relevant training.”

Relevant being the key word. There’s been a shift in industry needs. But is it possible to forecast what skill sets will be needed for businesses that will relocate or expand in Nevada in the future? Maybe not forecast – maybe create. Nevada Governor’s Office of Economic Development has used



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the 2011 Brookings Report Unify, Regionalize, Diversify: An Economic Development Agenda for Nevada to identify seven industry sectors in the state, then added two by separating mining into mining materials and manufacturing, and adding agriculture.

“The purpose of that is economic development,” said Frank Woodbeck, director, Department of Education, Training and Rehabilitation. DETR works with the Governor’s economic development team to “Carve out what training is necessary for entry-level and mid-level positions in those industries so a company coming here has a qualified workforce from which to hire.”

Identifying specific industries narrows down the focus so agencies can determine where to spend workforce training dollars. The nine sectors are aerospace and defense, agriculture, IT, energy, healthcare, logistics and operations, manufacturing, mining, and tourism and gaming. An industry sector council has been formed for each, made up of 22 to 25 individuals, over 50 percent from the industry itself and the other half from labor, local and state elected officials, and all forms of public education.

“The primary question employers or companies are asking when they’re looking at moving to Nevada is ‘Do I have a qualified workforce I can hire from?’ Consequently, we work hand-in-hand with economic development to answer that question for them and assure them we will provide as much support as possible for development of that workforce,” said Woodbeck.

Companies relocating in Nevada may already have proprietary training they’ve developed themselves for their processes and procedures. That training wouldn’t be available through the community college system, but further training for new hires

Continues on page 41 ▷



Frank Woodbeck
Nevada Department of
Employment, Training and
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Left To Right

Bill Arent, City of Las Vegas Economic and Urban Development • **Terri Sheridan**, North Las Vegas Economic Development
Rob Hooper, Northern Nevada Development Authority • **Abbi Whitaker**, Fallon Convention and Tourism Authority
Bob Cooper, City of Henderson Economic Development • **Sandy Haslem**, Nevada Industry Excellence
Rob Nielson, UNLV Office of Economic Development • **Debra March**, Southern Nevada Strong • **John Wilcox**, City National Bank

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Economic Development has been a buzz-word in Nevada for the past several years. Since the recession hit, moving-in and retaining companies has become imperative to the health of Nevada. Recently, executives representing various economic development agencies throughout the state met to discuss these issues.

Connie Brennan, publisher of *Nevada Business Magazine*, served as moderator for the event. These monthly meetings are designed to bring leaders together to discuss issues relevant to their industries. Following is a condensed version of the roundtable discussion.

How has economic development changed in Nevada?

Bob Cooper: I would congratulate the Governor for taking the leadership role, because economic development is the top priority of almost any politician at the federal, state or local level. We're all trying to have a better economy, which creates a better quality of life. There was the passage of AB 449 which created change at the state level. [The Bill]

created a cabinet level of the Office of Economic Development at the Governor's level and also created a new board for advising. At the local and regional level they created various regional organizations. Previously Nevada Development Authority (NDA), was our regional organization, however now that's transformed significantly to a new name, Las Vegas Global Economic Alliance (LVGEA). The positive note to that is it has become more of a comprehensive program that we have in place locally. Historically, we were more focused on business recruitment, whereas today it's more a comprehensive look at economic development that looks at start-ups, technology, international trade, redevelopment and local business assistance. It's more inclusive of representation and [has] more opportunity for activity within the business community. The economy itself is going to help dictate the success of some of those [agencies]. As we come out of the recession, a lot of the seeds that were planted are growing because of that activity.

Bill Arent: We have more focus and engaged leadership. Having that access directly to the Governor, as Bob [Cooper] touched on, is really important. Through all the city economic development agen-

cies, the LVGEA and the state, we all coordinate prospects and business prospects now. The Governor actually gets a weekly report that hits his desk of all the top prospects throughout the state, whether it's Southern Nevada or Northern Nevada. We're all working together to land those prospects in our communities. Some are good fits in urban areas and some are a better fit for rural areas. We're now coordinating more than ever.

Terri Sheridan: The Governor will pick up the phone using that list, depending on how they've been prioritized from the LVGEA or from the regional office to the city offices, he'll pick up the phone and call those companies and answer any questions they may have. The Governor is available, he's there and he's doing his fair share in assisting us to bring in those companies.

Are Nevada's Economic Development Agencies more cohesive than in the past?

Debra March: An important strategic element in this whole process has been a shared vision or a plan that has put everyone and their resources behind a significant plan, as opposed to each agency working in different directions and for diverse purposes. We're all really sharing what we recognize as our strengths and weaknesses as a state, as a region, and what businesses would find us attractive. We're all working together not only to create opportunity, but also to look at ways we can remove barriers to businesses being successful here. Whether it's an entitlement process, or any other number of things, we're looking at what we do and how we can do business better. We're also looking at how we can improve education, the quality of our communities, transit and so many other issues that really create the environment that causes a business to want to relocate.

Rob Hooper: When you look at the construct of where GOED took the planning, it was to move from a lot of one-off agencies more to a regional agency format. We're going to continue to go down that road in the future, even more so. Northern Nevada Development Authority (NNDA) already represented multiple counties and we already had a region put together, so for us, we just kept doing what we were already doing. For Northern Nevada, the big problem of the past was how do you get the two big agencies to work together? Those were NNDA and our big brother Economic Development Authority of Western Nevada (EDAWN); that was a big problem. When the EDAWN board brought Mike Kazmierski in, it took him and I about five-minutes to work out a collaboration agreement, one more day to put it down in writing and the next week, we signed it at the capital building with Steve Hill. We have a tremendous collaboration going on right now between our four-and-a-half counties and his one-and-a-half.

Abbi Whitaker: For Highway 95, we were spun out of AB 449. We were a regionalization of Mineral/Pershing and the city of Fallon coming together. There's 300 miles between those cities and they're the only cities along that way. In Fallon, we've been able to create programs like a live-local shopping campaign that we can then turn around and give to Lovelock or Hawthorne. They could not afford or have the resources to do that otherwise. We've also been able to do a campaign that reaches out to some armory companies. We kind of pull together and use our resources to reach out to those guys and call, email, or direct mail. We would have never been able to do that individually. As far as Rural Nevada, AB 449 has been something that's really beneficial for us and really pulled us together. The set process is stronger and the economy is stronger. The ability to communicate with the other roles to see what our weak points are and what our strong points are has really been able to help us all be stronger as one, rather than exist individually.



What's the role of higher education in helping economic development flourish?

Rob Nielson: Long term, if you look across the country, you can not have strong economic development in a community without a strong research university and that sometimes gets lost in the discussion. Recruiting businesses from other states is wonderful, but if you want true diversification, we need to have research that's funded and starts companies and spinouts that become

clusters and become industries that are diverse from the current companies that we have in the state and the regions. The other big area of research is that those research faculties bring in high caliber students [with] PhDs, doctorate degrees or grad students, and become their own company oriented clusters. When we try to bring companies in, we now have a base of very high educated, workforce skills that these companies are looking for. Those are the two areas where higher education really matters through economic diversification.

How much of your resources are used on business retention?

Haslem: For our organization, we spend 95 percent of our time on business expansion and retention. We do it in long term engagements, so in any given year, we might work with 250 companies, but 60 of those we've been in their facility for a period of a few month's tackling certain problems with them. Since 95 percent of the population is outside of our country, there's huge market potential for exporting. Many companies just need to get a little bit of help to see what the steps are and what resources are available. That's a big part of business retention and expansion here.



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Do you get a lot of referrals for new businesses?

Cooper: Absolutely, and we have to have that. From a salesmen's perspective, there's nothing better than a referral, especially from a CEO in a particular industry who likes being in your area and who goes to their own industry tradeshow and brags about Southern Nevada or Nevada. That's number one on the list, to have that kind of industry to industry referral. The real estate referral is kind of a common occurrence, because what we try to do is add value to the real estate broker. We don't try and replace what they do, but we try to add value through incentives. They become some of our best referrals.

John Wilcox: Being a Southern California based bank, we have multiple companies that are looking at Nevada. There are three in particular that we have already put in contact with the right folks. There's always the same response, that they had no clue what was

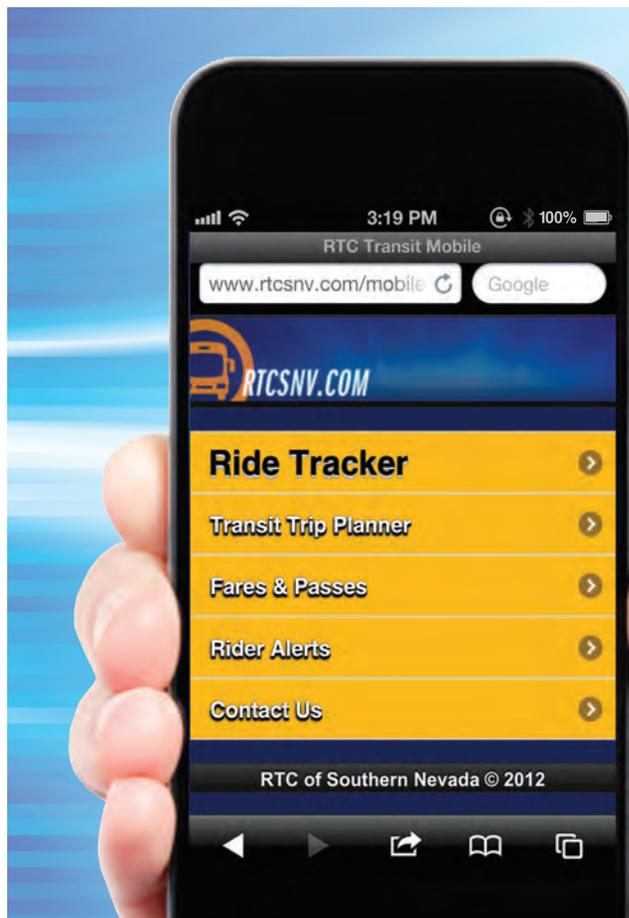
available in Nevada. We have one that's very close to relocating to Nevada. They're very impressed when they come here, because they don't think of Nevada as a viable market until they get here to take the tour.

What are Nevada's competitive advantages compared to other states?

Whitaker: In Northern Nevada, it's 15-minutes to get anywhere and you can ski 15-minutes in either direction. We also have a kayak park downtown and you can usually get every city official or city council person in one room, at the same time. I went to one of Rob's [Hooper] breakfasts last week, and all of the state officials were right there. You could talk with them or you could Tweet with them, and they Tweeted back to you, which I thought was pretty remarkable.

Hooper: The lifestyle is an issue and it does help to a degree. There has to be real business reasons that a company wants to come here and we spend a lot of time doing that type of analysis. We provide in Nevada, for the three metropolitan regions of which we exist in, a really interesting alternative for expansions within those metropolitan regions. We can provide a lower cost of doing business, but still be real close to your original customer base. We also offer an increase in shareholder interest through smart expansion. Looking at companies coming from the East that want to market to the Western United States, we're right in the middle of the Western United States, therefore trucking and logistics type of operations do really well here.

March: Our entrepreneurial spirit is our biggest asset. We also have a wonderful outdoor environment here and we have a great population of people who are really committed to this community. There are certainly things that we can improve on, but those are some of our strongest points. 



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Joe Hoffman

Vice President of Sales and Service, Lincoln Electric Cutting Systems

Reno

If you had to choose another profession, what would it be? Why?

Education...With my wife being a teacher I am able to see the positive influence she is able to have on her students. It is absolutely amazing to see the potential of some of these children when they are challenged and motivated to achieve something!

What business advice would you give someone just starting in your industry?

Making and selling a CNC machine is easy. It is the customer service after the sale that is the most important part of the transaction. It is very important that you are able to provide the highest level of service on the back end when the customer has questions or runs into issues.

What do you wish you would have learned at the beginning of your career?

Every customer is important. I am a true believer in the quote; "If we don't take care of the customer, someone else will." Every customer deserves your undivided attention.



Wendy Baroli

Farmer and Founder, Grow For Me Sustainable Farm and Teaching Center

Washoe County

What would you want your legacy to future generations to be?

To know that to choose to be a farmer and feed people- not a commodity trader for mono-cropped monopolistic farming-but feeding people is a good profession. To be a farmer is as important as a doctor or lawyer, educator or athlete and that to choose this is to choose a viable career.

What is the biggest challenge your industry is facing?

GMO contamination and control of our basic seed stocks. Available affordable agricultural land near cities where the market is available to reach. Practical, small farm, land based formal agricultural education.

What was the toughest lesson you've learned in your career?

You do not have to inflate yourself or create a 'persona of importance' to be valuable - just be yourself and that is good enough.

If you had to choose another profession, what would it be? Why?

Chef. It couples my two greatest loves artistry and delighting people with food.



Andrew M. Cash, MD

Orthopedic Spinal Surgery, Desert Institute of Spine Care

Las Vegas

What would you want your legacy for future generations to be?

Dedication to service. I feel that man's greatest contribution to society is to actually contribute to society itself. There is an obligation for man to serve his fellow man and to give back to the community.

What business advice would you give to someone just starting in your industry?

The best advice I could give to someone struggling in this industry is to make customer service a priority. Without your patients or clientele, you have no business. You have gone into this business to help other people and it requires effort from everyone in your office. Perseverance is also a key. There are going to be ups and downs in business and you have to weather the storm and believe in yourself and love your work. Presumably this is why you have gone into this field and, if you love your work, you will never have to "work another day".

If you were president, what problem or concern would you address first?

The biggest problem or concern would be to try to unite the bipartisan congress and to address education, health care and the financial crisis.

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MINING IN NEVADA

The State of the Industry

– By Howard Riell

The state, and hence the future, of Nevada's mining industry may hinge less on what legislators and Nevadans think of Senate Joint Resolution 15 (SJR15), which would remove the mining industry's 5% tax cap on net proceeds from the Nevada Constitution, and more on how they perceive the mining industry in general: a bunch of dirty guys with pickaxes.

The debate over tax policy vis-à-vis mining continues to rage, and as gold prices have dipped, the issue has grown even hotter.

So, where does that leave things? According to Nevada Mining Association President Tim Crowley, the state of the mining industry in Nevada is not bad. "We're a business that has grown over the years," he said. "We are diverse. We are putting people into some of the best jobs in the state. We have grown the economy by investing over a billion dollars a year over the last several years in new developments and new exploration. We are working with more and more Nevada-based businesses."

Indeed, more than 2,300 businesses in the state have some level of connection to a mining operation, and that number is growing. Those companies cover a wide swath, starting with those engaged in exploration, "which is actu-

ally the first industry that got hurt in this slowdown," says Pam Borda, Executive Director of the Northeastern Nevada Regional Development Authority (formerly ECEDA) in Elko. The grouping also includes firms involved in reclaiming the land in order to restore it to its previous state, including seeding and heavy equipment work.

There are, as Crowley points out, several issues that "complicate" the business at present. Workforce development, for example, is something with which the industry has grappled for the past several years. "We struggle from attrition issues, and just through growth we need more people. There have also been housing issues."

Beyond these, permitting and moving projects from the point of discovery to the point of actually bringing the mineral into the market have proven to be a "very lengthy" and capital intensive process. "The longer it takes to get through permitting, the more risk is built into the project. We have struggled to shorten that timeline."

"I think right now (the industry in Nevada) is in hold mode," suggests Borda. "The price of gold going down, and the pending legislation to raise taxes has got them waiting to see what's going to happen."

In the worst-case scenario, Borda says, the tax issue "would be devastating, not just for the mining industry but for the communities and the counties in which they reside." The reason, she explains, would be the domino effect that would follow.

"Ultimately, if you tax the mines to the point that they're not profitable – with the price of gold dropping and huge taxes – it could easily reach that point," she warns. "So if they're not profitable and they pull in the reins, then the 2,300 companies that contract with them are going to slow down, and then all of your retail and government and everything else slows down, and it's just a domino effect."

There are, Borda estimates, roughly 11,000 Nevadans who work directly for the mines, and another 14,000 who work in the support companies. In fact, she points out, mining is offering Nevadans "some of the greatest jobs in the state. As long as they are growing and creating jobs, their average salary is \$85,000 a year. Their low end is about \$50,000 a year."

Borda also agrees with those who feel that the boom in Elko is a direct result of mining. "We do have oil and gas, which to me is just another form of mining, which is going to be taking place here shortly. But until this point it has been solely mining."

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On Exploration

This year has not proven to be a good one thus far for mineral exploration, according to John Muntean, Ph.D, Director, Ralph J. Roberts Center for Research in Economic Geology and Associate Professor for the Nevada Bureau of Mines and Geology at the University of Nevada Reno. “Of course, gold dominates the exploration. Barrick and Newmont have cut back their exploration significantly since late summer of 2012, mainly laying off contractors, but some staff as well.” In addition, he adds, the share price of the major to mid-sized companies - Barrick, Newmont, Kinross, Goldcorp, Allied Nevada – “has gotten hammered.”

Though there are a few junior companies that are fairly healthy, Muntean contends, “most are on life support,” with only six to 12 months of cash left. “The share price of almost all of them has gotten hammered as well.” Many junior companies will disappear, he predicts, or survive by shutting everything down and existing as a shell to hold on to some assets.

Raising money for mineral exploration, Muntean says, is “virtually impossible for all but a few junior companies. This is the worst financing environment in a long time. The stock market is currently doing great, and that’s where investors are putting money.” The drop in the price of gold since its high in 2011 and the precipitous drop this spring have not helped.

Among the projects still going forward, Muntean notes, are Nevada Copper and Pumpkin Hollow in Yerington, which he says is contingent on a federal land deal. Gold projects that could be in production by 2015 to 2016 include Newmont’s Long Canyon deposit near Wells, Midway Gold’s Pan project, and Timberline Resource’s South Lookout Mountain project, both near Eureka.

“Like most mining companies, Barrick understands and plans for the particularly

cyclical nature of our business, using conservative projections for our business planning purposes,” says Louis Schack, Director of Communications for Barrick Gold of North America in Elko. “Even with conservative projections, there is always a possibility that a sustained drop in the price of gold and/or increasing costs could result in reduced revenues and contraction within the industry.” Barrick Gold Corporation operates mines and advanced exploration and development projects on four continents.

“Despite the myths perpetuated by anti-mining activists,” Schack points out, “Barrick pays more taxes, on a per-employee basis, than any company in the state. Our opponents often ignore the fact that Bar-

erry stage of the mining process, providing financial and resource support as well as employment even before we are in the production phase or recover any profits from our operations.” The company employs approximately 4,300 people in Nevada.

Perceptions

Borda agrees that there is a significant disconnect among average Americans when it comes to the industry. “The average person knows absolutely nothing about mining, so there is this perception out there of the guy with the pickaxe, from the old days of mining.”

In addition, Borda continues, the industry has been the recipient of a lot of bad press, “particularly in the southern end of the state, with a lot of statements about mining that are nowhere close to being true. For example, that they don’t pay their fair share.”

The reality, she says, is the industry pays more in taxes than any other industry in the state. “It is absolutely a fact. If you were to do all the numbers, it works out to \$24,000 per employee, versus the state average, which is \$6,000. And if you

take the next-highest industry, it’s still only (approximately) \$9,300.” The \$24,000 in taxes paid per employee, she adds, is “absolutely a lot of money for one of the smallest industries in the state to be paying.”

One problem, Borda feels, is that most Nevadans are being told that the net proceeds tax is the only tax the mining industry pays. “Not true. They pay all the same taxes that every other business in the state pays, and on top of that they pay 5% of their net proceeds.”

Crowley is adamant that there are those working on each of the challenges facing the industry. “Absolutely. We are working to address the workforce development issues.” Public perceptions are important, which is why industry groups like his are reaching out to a broader audience to inform them of what it means to be a miner.

“What most people do not understand is the risk involved in exploration, and the amount of time it takes between discovery and production - five to 15 years.”

- John Muntean, PhD

rick pays federal income taxes at the statutory rate of 35 percent. In Nevada, we also pay all of the same taxes any business pays plus an additional mining-specific tax of 5 percent on our net proceeds.”

Schack points out that his and other mining companies invest hundreds of millions of dollars in exploring for minerals in Nevada. “This is money coming into the state before any resources are extracted,” he notes. If ore is discovered, it can take between seven and 10 years to permit a mine or a major expansion. During these periods of exploration, permitting and development, no income is generated.

“In addition to making large up-front capital investments to develop mining projects,” he adds, companies like Barrick are strong community partners. “We actively engage with host communities during ev-

“What I think people may assume is the job of being a miner is usually far from the truth,” Crowley explains. “It is a highly sophisticated, high-technology industry. It is innovative. We are faced with engineering, design-process problems on a day-to-day basis. If young people coming out of school are looking to challenge themselves and be problem solvers, it’s a great industry to get into.” The solution to the workforce challenge, he says, is “reaching out to a younger audience and making them aware of what we’re doing, how we’re doing it and what opportunities exist.”

“What most people do not understand is the risk involved in exploration, and the amount of time it takes between discovery and production – five to 15 years,” Muntean explains. “This greatly affects the annual return on investment.” In comparison, he notes, if a petroleum discovery is made, a company can produce product rather quickly after discovery.

The general public, he feels, “does not understand the importance of exploration, and how difficult it is to find and develop ore deposits. Many geologists can spend an entire career without playing a significant role in a discovery. It’s a tough business.” It’s a risky endeavor, he points out, “the last thing a company of any size wants to face is uncertainty in the rules -- changing environmental regulations, taxes, access to public lands, etc.”

Looking Ahead

What happens to mining throughout the rest of 2013 and for at least the next year will likely depend on what the legislature does with taxes. If SJR15, which was introduced in the Senate on Mar 28, 2011, were to be defeated “then they would go back to business as normal, and the outlook would be great,” Borda conjectures. The industry would continue growing “like they have been for the last several years, and we’d be just as busy as we have been.”

On the other hand, she adds, if SJR15 passes, “no decisions are going to be made

for basically another couple of years. Then, it is much more likely that they will go on hold and that will hurt. They wouldn’t shut anything down necessarily, but they wouldn’t continue at the level of growth that they’re currently doing.”

It has happened elsewhere, she explains, specifically in Quebec, Canada. The Province started talking about raising the mining industry’s taxes a few years ago, “and as a result just of the talks they went from number one in mining worldwide to number 11.”

What Borda calls her real concern here is the unintended consequences that might come about. She does not feel that the state legislature has spent the time to look thoroughly enough at the impact of this bill. “The other thing that is really disturbing is that once again they are looking at a revenue source that is totally unstable. It’s worse than gaming.”

Borda’s advice to Nevada legislators is simple. “We’ve got to stop looking at things that are quick band aids and start

looking at longterm, solid, sustainable solutions. Mining is not it. With the ups and downs of the prices of precious metals and all the other variables, it’s just not the source they should be looking at.”

“I think production looks good for the near future,” Muntean says. Last year, he says, was the third year in a row of increasing gold production, albeit at very modest rates. “These three consecutive years of increasing production followed nine years of decreasing production. New gold mines will be coming on board in the next two to five years.”

“Recent weakness in the gold market and growing challenges at some of our international operations have forced us to take a more disciplined approach to the investment of capital in Nevada and elsewhere,” says Schack. “Barrick has invested several billion dollars in Nevada over the past several years. These investments have yielded excellent results, and we hope to continue operating successfully in Nevada.”



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◀ Continued from page 15

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Kumen Taylor	Hutchison & Steffen, LLC	Appellate, Business & Commercial Litigation and Healthcare Professionals Advocacy	6
Seetal Tejura	Alverson Taylor Mortensen & Sanders	Civil Litigation, Professional Negligence, Employment Law & Construction Defect	11
Jefferson Temple	Stokes & Stokes	Criminal Law	8
Maria D. Toto	Murchison & Cumming	General, Product and Equine Liability, Personal Injury and Coverage	5
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Kristin Tyler	Gordon Silver	Estate Planning, Probate and Guardianships	7
William Urga	Jolley Urga Wirth Woodbury & Standish	Business & Real Estate Litigation, Administrative, Commercial, Transactional and Gaming Laws	43
Sandy Van	Van and Associates Law Firm	Real Estate	6
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Kelly S. McIntosh

Practice Areas

- Healthcare Law
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- Estate Planning

Kelly S. McIntosh has significant experience in a wide-range of healthcare law and transactional business law matters, having advised clients on mergers and acquisitions, formation and licensure issues, contract negotiation and drafting, healthcare fraud and abuse issues and in administrative hearings. Kelly is also Certified in Healthcare Compliance (CHC) and counsels clients on a variety of regulatory compliance matters including HIPAA compliance, compliance plans and compliance training activities. A Nevada resident for over 20 years, Kelly earned her undergraduate degree in political science and sociology from UNLV, cum laude, and her Juris Doctorate from UNLV's William S. Boyd School of Law.



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Robert E. Schumacher

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Robert Schumacher, Co-Managing Partner of Gordon & Rees's Las Vegas office, is a leading litigator in Nevada. He has more than 20 years of experience in complex litigation involving construction, insurance coverage, general liability, commercial litigation, and environmental and toxic torts. Mr. Schumacher's construction industry practice includes extensive experience in dealing with OCIP and CCIP ("wrap policy") issues. His clients include contractors, engineering firms, and design professionals in prosecuting monies owed, delay/impact, inefficiency claims, and defending claims for alleged errors and omissions and defective work. His commercial litigation practice focuses on the representation of all types of businesses in commercial disputes including contract claims, business torts, privacy lawsuits, and defamation. His insurance coverage and E&O experience consists of complex engagements such as construction, environmental, general liability, and long tail claims. He has also defended insurance carriers in Nevada for alleged violations of the Nevada Unfair Claims Practices Act.



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John B. Shook

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John B. Shook is co-founder of Shook & Stone and is active as lead trial counsel on many of the firm's largest cases. With more than 18 years of experience in complex personal injury trial work, John represents adults and children injured or killed as a result of defectively designed and manufactured products, as well as victims of medical malpractice, defective premises, motor vehicle negligence, industrial accidents, and insurance bad faith.

John is a member of the American Association for Justice (formerly the Association of Trial Lawyers of America), the American Bar Association, the State Bar of Nevada (Elected Chair of the Clients' Security Fund 2009 - 2011) and the Oklahoma Bar Association.

John is a past member of the Board of Governors for the Nevada Justice Association where he has been honored for his help in enacting legislation to aid Nevada's injured and disabled.

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J. Colby Williams	Campbell & Williams	Commercial Litigation, Corporate Governance, Products Liability and First Amendment Law	19
Joseph J. Wirth	Mainor Wirth	Personal Injury	7
Ryan Works	McDonald Carano Wilson LLP	Creditors' Rights & Bankruptcy, Commercial & Complex Litigation and Government Affairs	9
Richard Wright	Wright Stanish & Winckler	Criminal and Gaming Law	41
Tina Yan	Yan Kenyon Law Firm	Real Estate Development, Construction Law and General Commercial Litigation	16
Amanda Yen	McDonald Carano Wilson LLP	Commercial & Complex Litigation, Energy-Environment & Natural Resources and Employment & Labor Laws	8
Shane Jasmine Young	Ballard Spahr LLP	Litigation, Consumer Financial Services, Mortgage Banking, Compliance & Investigations, Public Finance and Housing	8
Matthew Zirzow	Gordon Silver	Business Restructuring & Bankruptcy, Litigation and Creditors' Rights	14

Northern Nevada's Top Attorneys

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Ann Alexander	Erickson, Thorpe & Swainston	Civil Litigation, Labor & Employment Law, Special Education and Insurance Defense	13
Michael G. Alonso	Lewis and Roca LLP	Gaming and Government Relations	21
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Gordon H. DePaoli	Woodburn and Wedge	Water Law & Real Estate Law and Business & Civil Litigation	41
John Desmond	Gordon Silver	Appellate, Commercial Litigation, Mediation, Receivership and Intellectual Property	18

Northern Nevada's Top Attorneys

Name	Firm	Practice Emphasis	Number of Years Practicing in Nevada
Robert Dotson	Laxalt & Nomura	General Civil Litigation	19
Kathleen Drakulich	McDonald Carano Wilson LLP	Energy, Environment & Natural Resources and Gaming & Administrative Law	27
Bonnie Drinkwater	Drinkwater Law Offices	Business & Corporate, Employment and Intellectual Property Law	19
Kerry Eaton	Drinkwater Law Offices	Incorporation, Business & Corporate Law, Bankruptcy and Corporate Governance	8
Robert Eisenberg	Lemons, Grundy & Eisenberg	Mediator, Arbitrator and Appellate Practice	33
Holly E. Estes	Law Offices of Alan R. Smith	Chapter 11 Reorganizations	3
Melissa Exline	Surratt Law Firm	Family Law and Estate Planning	10
Elizabeth Fielder	Fennemore Craig	Bankruptcy, Creditors' Rights & Restructuring and Business and Finance	16
Courtney G. Forster	Gunderson Law Firm	Commercial & Business Litigation, Real Estate & Commercial Transactions and Business Formation	6
Leigh Goddard	McDonald Carano Wilson LLP	Commercial & Complex Litigation, Construction, Employment & Labor Laws and Trust & Estates	16
Garrett Gordon	Lewis and Roca LLP	Government Relations, Real Estate, Sports & Entertainment, Zoning, Planning & Land Use	8
David Grundy	Lemons, Grundy & Eisenberg	Lawyer Liability Defense, Business Litigation, Mediators and Arbitrators	35
Mark H. Gunderson	Gunderson Law Firm	Commercial & Business Litigation, Real Estate & Commercial Transactions and Construction Defect	34
Steven Handelin	Steven Handelin Law	Estate Planning, Probate and Living Wills & Trusts	8
Jeffrey Hartman	Hartman & Hartman	Business Bankruptcy	31
Elizabeth High	Elizabeth High Attorney at Law	DND	7
Katherine Hoffman	Lionel Sawyer & Collins	Public Utilities, Gaming and Administrative Law	3
Scott S. Hoffmann	Lewis and Roca LLP	Commercial Litigation, Construction and Pharmaceutical & Medical Device	10
L. Edward Humphrey	Humphrey Lopez PLLC	Commercial Litigation, Commercial & Consumer Bankruptcy and Adversary Proceeding Litigation	8
Alicia Johnson	Johnson Law Practice	Small Business, Real Estate, Estate Planning and Family Law	9
Kirk C. Johnson	Robertson, Johnson, Miller & Williamson	Commercial Landlord/Tenant, Civil Appeals, Real Estate Law, Commercial/Business/Corporate Law and Complex Civil Litigation	22
Wayne Klomp	Fennemore Craig	Construction Law and Litigation	7
Mark Knobel	Avansino, Melarkey, Knobel, Mulligan & McKenzie	Estate Planning, Wealth Transfer, Business & Corporate Law, Federal and State Tax	31
Michael Knox	Downey Brand LLP	Litigation	11
Darren J. Lemieux	Lewis and Roca LLP	Commercial Litigation, Energy & Alternative Energy and Telecommunications & Utilities	8
Debbie Leonard	McDonald Carano Wilson LLP	Appellate Practice, Energy-Environment & Natural Resources, Real Estate & Land Use Planning and Commercial & Complex Litigation	11
Patrick Leverty	Leverty & Associates Law Chtd.	Insurance, Class Action and Complex Litigation	9
K. Beth Luna	Luna Law Firm	Divorce, Child Custody & Visitation, Annulment, Military Divorces and Child Support	6
Chris MacKenzie	Allison MacKenzie	Business, Real Estate & Water Rights Law, Governmental Affairs and Estate Planning	20
Robert C. Maddox	Maddox & Associates	Construction Defect, HOA's, Catastrophic Damage, Real Estate and Civil Litigation	23
William A.S. Magrath II	McDonald Carano Wilson LLP	Commercial & Complex Litigation, Construction, Employment & Labor Laws and Business Entities	36
Paul A. Matteoni	Lewis and Roca LLP	Class Actions, Commercial Litigation, Construction and Products Liability	25
Ernest J. Maupin	Maupin, Cox & LeGoy	Probate, Trust, Estate Planning and Taxation Law	42
Jim McCarty	Becket Yott McCarty & Spann	Workers' Compensation	27
Sean McGuinness	Lewis and Roca LLP	Bankruptcy & Creditors' Rights and Tribal Affairs & Gaming	12
Bret Meich	Armstrong Teasdale	Business Litigation and Municipal Law	5
Courtney Miller O'Mara	Lionel Sawyer & Collins	Litigation, Bankruptcy, Creditor-Debtor Rights	6
Patrick Millsap	Fahrendorf, Vioria, Oliphant & Oster	Business, Construction & Development Law and Corporate Matters	3
Christian Moore	Lemons, Grundy & Eisenberg	Construction, Healthcare, Property & Transportation Law and Insurance Defense	24
Jason C. Morris	Woodburn and Wedge	Taxation, Estate Planning, Probate, Estate & Trust Administration and Real Property	6
G. Barton Mowry	Maupin, Cox & LeGoy	Tax, Entity Formation, Acquisitions and Reorganization	34

Northern Nevada's Top Attorneys

Name	Firm	Practice Emphasis	Number of Years Practicing in Nevada
John F. Murtha	Woodburn and Wedge	Bankruptcy & Business Law and Trial Practice	33
Michael Novi	Novi & Wilkin	Criminal Defense	11
Bill O'Mara	O'Mara Law Firm	Litigation, Corporate & Financial Services and Government & Legislative	45
David O'Mara	O'Mara Law Firm	Litigation, Corporate & Financial Services and Government & Legislative	10
Tiffinay Pagni	Lemons, Grundy & Eisenberg	Appellate, Employment & Healthcare Law and Insurance Defense & Insurance Coverage	16
Mike Pavlakis	Allison MacKenzie	Education, Healthcare & Real Estate Law, Estate Planning and Business Entity Formation	34
Shawn G. Pearson	Woodburn and Wedge	Corporate & Real Property Law and Commercial Transactions	16
William E. Peterson	Snell & Wilmer	Commercial Litigation and Energy & Utilities	37
Brian Pick	Downey Brand, LLP	Corporate, Mergers & Acquisitions, Securities, Banking/Financial Institutions and Real Estate	7
Kevin Pick	Thomdal Armstrong Delk Balkenbush & Eisinger	Civil Litigation and Civil Appeals	3
Andrea Pressler	Erickson, Thorpe & Swainston	Civil Litigation, Personal Injury, Premises Liability and Insurance Defense	10
Brandon R. Price	Thomdal Armstrong Delk Balkenbush & Eisinger	Civil Litigation and Civil Appeals	4
Janine Prupas	Snell & Wilmer	Commercial Litigation	9
Catherine Reichenberg	Gunderson Law Firm	Commercial Litigation and Transactions	6
Timothy Riley	Holland & Hart	Private Client, Estate Planning, Wealth Transfer and Estate Administration	6
Jess Rinehart	Leverly & Associates Law Chtd.	Litigation, Insurance & Class Action Litigation, Wills, Trusts and Estates	4
G. David Robertson	Robertson, Johnson, Miller & Williamson	Advanced Trial Science, Arbitration/Mediation, Aviation Litigation and Business & Corporate	29
Kent Robison	Robison, Belaustegui, Sharp & Low	Business Tort, Commercial, Personal Injury and Construction Litigation	42



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Jeffrey A. Silver

Practice Areas

- Government Relations
- Gaming & Regulatory Compliance
- Internet Gaming

Mr. Silver is a shareholder and is the Chairman of the firm's Administrative, Gaming & Government Affairs practice groups. He has been involved in every aspect of gaming, liquor licensing and regulatory law, as well as planning, zoning and transportation law. Mr. Silver's representative clients include Gaming Laboratories International, Gaming Partners International, Dubai World, Tuscany Hotel & Casino, Bell Transportation, United Coin, Galaxy Entertainment (Hong Kong) and Wet n Wild. Mr. Silver was a former Member of the Nevada State Gaming Control Board during the state's tumultuous period of developing regulatory oversight. He currently serves as Treasurer of both the Las Vegas Events Board and the Mob Museum and formerly served as President of the International Association of Gaming Advisors, Chairman of the Greater Las Vegas Chamber of Commerce and Treasurer of the Las Vegas Convention and Visitors Authority Board.



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John T. Steffen

Practice Areas

- Personal Injury
- Landlord/Tenant
- Healthcare Professionals Advocacy
- Business & Commercial Litigation
- Insurance Litigation

John T. Steffen is co-founder and managing partner of Hutchison & Steffen Attorneys and an AV-rated attorney by Martindale-Hubbell®. John practices primarily in the areas of business and commercial litigation, landlord/tenant law, and personal injury. John received his B.A. in Speech Communications from BYU and his J.D. from University of the Pacific, McGeorge School of Law.

In addition to serving his clients, John enjoys mentoring other attorneys and managing the expansion of Hutchison & Steffen. The Firm has grown steadily to 45 attorneys in three states.

John is well recognized for his work in landlord/tenant law. He is called upon regularly by the judiciary and legal educators to participate in landlord/tenant educational programs. John is admitted to practice in both the state and federal courts of Nevada. He is a member of the American Bar Association and the Association of Trial Lawyers of America.



Shook & Stone

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Leonard H. Stone

Practice Areas

- Personal Injury
- Accidents
- Medical Malpractice
- Workers' Compensation

Leonard H. Stone has 16 plus years of experience, recovering millions of dollars for severely injured and disabled clients. As a founding partner, he has played a significant role in establishing Shook & Stone as one of the most highly regarded plaintiffs' law firms committed to individual rights. Mr. Stone's practice focuses on personal injury litigation as well as all forms of disability law, and he has a solid reputation as a strong negotiator. For a detailed description of Mr. Stone's areas of practice, please visit the personal injury section of this website.

Mr. Stone received his Bachelor of Arts degree in American Studies and a minor in Classics from Brandeis University before earning his Juris Doctor from Loyola Marymount University Law School in Los Angeles. He was admitted to the State Bar of Nevada in 1995 and is a long-time member of the Nevada Trial Lawyers Association. Additionally, Mr. Stone is the Past President of the Jewish Federation.

Northern Nevada's Top Attorneys

Name	Firm	Practice Emphasis	Number of Years Practicing in Nevada
Ryan Russell	Allison MacKenzie	Administrative, Business, Education, Family & Healthcare Law, Litigation and Personal Injury	10
John Peter Sande	Fennemore Craig	DND	39
Brian H. Schusterman	Lionel Sawyer & Collins	Business Law and Real Estate	6
Jennifer A. Smith	Lionel Sawyer & Collins	Bankruptcy, Creditor-Debtor Rights and Commercial Litigation	29
Charles Spann	Becket Yott McCarty & Spann	Product Liability, Complex Civil & Insurance Litigation and Trucking Law	31
S. Timothy Summers	Guild, Russell, Gallagher & Fuller, Ltd.	Administrative & Public Utility Law, Appellate, Banking, Bankruptcy and Corporation	2
Kimberly Surratt	Surratt Law Firm	Insurance Defense and Family Law	11
Austin K. Sweet	Gunderson Law Firm	Commercial & Business Litigation, Real Estate & Commercial Transactions and Business Formation	4
John D. Tennert III	Lionel Sawyer & Collins	Litigation	4
Jonathan Tew	Robertson, Johnson, Miller & Williamson	Complex Civil Litigation, Business Organization & Corporate, Real Estate Law and Litigation	3
Clark V. Vellis	Brownstein Hyatt Farber Schreck	Commercial Litigation and Employment	19
F. McClure Wallace	Michael A. Rosenauer, Ltd.	Estate & Civil Litigation, Probate Law, Property, Business and Guardianship Law	7
Anjali Webster	Gordon Silver	Commercial Litigation and Appeals	2
Richard Williamson	Robertson, Johnson, Miller & Williamson	Commercial Real Estate Law and Complex Civil Litigation	7
Allen J. Wilt	Lionel Sawyer & Collins	Commercial, Healthcare and Contract & Construction Litigation and Business Torts	21
Jason Woodbury	Kaempfer Crowell	Litigation	15
Laurie Yott	Becket Yott McCarty & Spann	Workers' Compensation, Personal Injury and Subrogation	27
Tara Zimmerman	Lewis and Roca LLP	Commercial Litigation	3

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CONGRATULATIONS TO OUR ELITE LINEUP OF ATTORNEYS

Pete Bernhard
Sev Carlson
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Best Up & Coming Attorneys

In order to qualify as a Best Up and Coming Attorney, each attorney must have been either under 40 years of age or licensed in Nevada for 10 years or less.

Name	Firm	Location	Practice Emphasis	Number of Years Practicing in Nevada
Eric T. Aldrian	Pisanelli Bice	Las Vegas	Commercial Litigation	3
Ryan A. Andersen	Lionel Sawyer & Collins	Las Vegas	Litigation and Bankruptcy	2
Gabriel A. Blumberg	Gordon Silver	Las Vegas	Commercial Litigation	2
Z. Kathryn Branson	Hutchison & Steffen, LLC	Las Vegas	Business and Commercial Litigation	4
Shemilly A. Briscoe	Briscoe Law Group	Henderson	Construction & Commercial Litigation, Personal Injury and Contractor Licensing	6
Stephanie Buntin	Lewis and Roca LLP	Las Vegas	Intellectual Property and Trademark	2
Marek P. Bute	Snell & Wilmer	Las Vegas	Commercial Litigation, Construction, Hospitality, Insurance and Sports & Entertainment	7
M. Magali Calderon	Pisanelli Bice	Las Vegas	Commercial Litigation	4
Justin L. Carley	Snell & Wilmer	Las Vegas	Commercial and Real Estate Litigation	7
Edward Chang	Ballard Spahr LLP	Las Vegas	Real Estate, Banking & Class Action Litigation and Consumer Financial Services	4
Dylan T. Ciciliano	Gordon Silver	Las Vegas	Commercial Litigation	2
Joshua D. Correlli	Kaempfer Crowell	Reno	Business Law, Real Estate and Construction	7
Nick D. Crosby	Marquis Aurbach Coffing	Las Vegas	Labor & Employment, Municipal Liability, Construction Law, Civil Rights and Litigation	9
Nadin Cutter	Cutter Law Firm	Las Vegas	Business Litigation, Judgment & Debt Collection, Family Law, Contracts and Estate Planning	4
Lindsay Demaree	Lewis and Roca LLP	Las Vegas	Commercial Litigation	3
Richard Doxey	Hutchison & Steffen, LLC	Las Vegas	Business, Commercial & Appellate Litigation, Real Estate Law, Creditors' Rights and Bankruptcy	9
Conor Flynn	Armstrong Teasdale	Las Vegas	Commercial Disputes, Insurance Coverage Litigation, Bankruptcy and Criminal Law	4
Christopher Ford	Ford & Friedman	Henderson	Divorce and Family Law	4
Courtney G. Forster	Gunderson Law Firm	Reno	Commercial & Business Litigation, Real Estate & Commercial Transactions and Business Formation	6
Elias P. George	Gordon Silver	Las Vegas	Entertainment, Sports, Commercial Litigation and Intellectual Property	2
Leslie Godfrey	Greenberg Traurig	Las Vegas	Litigation, Foreclosure, Receivership, Bankruptcy and Deficiency Actions	7
John H. Gutke	Fox Rothschild	Las Vegas	Directors & Officers Liability, Corporate Governance Disputes and Litigation	7
Kirk D. Homeyer	Gordon Silver	Las Vegas	Business Restructuring and Bankruptcy	2
Talitha Gray Kozlowski	Gordon Silver	Las Vegas	Business Restructuring and Bankruptcy	9
Margaret Lambrose	Lambrose Brown	Las Vegas	DND	4
Kendele Leascher Works	Weide & Miller	Las Vegas	Business and Intellectual Property Litigation	8
Lesley Miller	Kaempfer Crowell	Reno	Administrative, Regulatory & Gaming Law, Litigation and Real Estate & Construction	11
Courtney Miller O'Mara	Lionel Sawyer & Collins	Reno	Litigation, Bankruptcy and Creditor-Debtor Rights	6
Jason C. Morris	Woodburn & Wedge	Reno	Taxation, Estate Planning, Probate, Estate & Trust Administration and Real Property	6
Cody S. Munteer	Marquis Aurbach Coffing	Las Vegas	Construction, Litigation and Real Property	5
Alisa Nave-Worth	Brownstein Hyatt Farber Schreck	Las Vegas	Commercial Litigation and State & Local Legislation & Policy	8
Alissa Neufeld	Ballard Spahr LLP	Las Vegas	Business & Finance, Mergers & Acquisitions Private Equity and Securities	4
Craig Newby	McDonald Carano Wilson LLP	Las Vegas	Commercial & Complex Litigation and Gaming, Administrative & Construction Law	10
Kelley Nyquist Goldberg	Brownstein Hyatt Farber Schreck	Las Vegas	Intellectual Property & Technology and Entertainment	7
Christian Orme	Hutchison & Steffen, LLC	Las Vegas	Commercial Litigation, Product Liability and Premises Liability	7
Cami Perkins	Hutchison & Steffen, LLC	Las Vegas	Corporate & Real Estate Transactions, Business Planning and Business & Commercial Litigation	8
Robin E. Perkins	Snell & Wilmer	Las Vegas	Commercial, Financial Services and Construction Litigation	7

Best Up & Coming Attorneys

In order to qualify as a Best Up and Coming Attorney, each attorney must have been either under 40 years of age or licensed in Nevada for 10 years or less.

Name	Firm	Location	Practice Emphasis	Number of Years Practicing in Nevada
Ryan Petersen	Kolesar & Leatham	Las Vegas	Business, Construction, Intellectual Property and Insurance Defense Litigation	6
Catherine Reichenberg	Gunderson Law Firm	Reno	Commercial Litigation and Transactions	6
Candice E. Renka	Marquis Aurbach Coffing	Las Vegas	Appellate, Construction, Corporate and Litigation	4
Jacob Reynolds	Hutchison & Steffen, LLC	Las Vegas	Business & Commercial Litigation, Healthcare Law and Insurance Defense	7
Jarrod Rickard	Pisanelli Bice	Las Vegas	Commercial Litigation, Political and Appellate	7
Jordan Smith	Pisanelli Bice	Las Vegas	Commercial Litigation and Appellate	3
Amanda Stewart	Luh & Associates	Las Vegas	Insurance Defense, Commercial Litigation and DUI/DWIs	5
Daniel Stewart	Koch & Scow	Henderson	Government Relations, Administrative & Election Law, Civil, Constitutional and Appellate Litigation	5
Sarah K. Suter	Ryan Mercaldo LLP	Las Vegas	Civil Litigation, Insurance Defense, Trucking & Transportation, Product Liability and Refrigeration	6
Austin K. Sweet	Gunderson Law Firm	Reno	Commercial & Business Litigation, Real Estate & Commercial Transactions and Business Formation	4
Liane K. Wakayama	Marquis Aurbach Coffing	Las Vegas	Asset Protection, Corporate, Litigation, Probate Guardianships and Wills & Trusts	5
Christopher Walther	Lionel Sawyer & Collins	Las Vegas	Business Law	7
Shannon Wilson	Hutchison & Steffen, LLC	Las Vegas	Family Law and Insurance Defense	7
Jessica Woelfel	McDonald Carano Wilson LLP	Reno	Commercial & Complex Litigation, Construction, Employment & Labor Laws and Intellectual Prop.	3
Amanda Yen	McDonald Carano Wilson LLP	Las Vegas	Commercial & Complex Litigation, Energy, Environment, and Employment & Labor Laws	8
Jamie Zimmerman	Ogletree Deakins	Las Vegas	Employment Law and Litigation	4

Legal Elite Methodology

To make it onto the Legal Elite list, strict guidelines must be met. These guidelines have been a constant over the last several years. Balloting for Legal Elite began earlier this year when an invitation to participate was sent out to Nevada attorneys. After the nominations closed, each ballot was sorted and each individual vote was verified for eligibility. Furthermore, each attorney that vote was vetted through the Nevada Bar Association to confirm their status as an active Nevada attorney. All qualified votes were then counted and scored.

Each attorney was given a score based on the number and type of votes received. If a vote came from within the same firm, they received one point. For votes that came in from another firm, the attorney received three points. The final scores for each attorney were tabulated and the top scorers went through yet another round of verification. The lists represented on these pages are those top scorers after the multiple rounds of checking and double checking. Congratulations to all of the attorneys that represent the best of Nevada's legal industry.

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To our Las Vegas attorneys who have been recognized in *Nevada Business Magazine's* 2013, "Legal Elite"

TOP ATTORNEYS

Michael J. Bonner, Managing Shareholder, Corporate
 Mark E. Ferrario, Shareholder, Litigation
 Leslie S. Godfrey, Associate, Litigation
 John C. Jepps, Shareholder, Corporate
 Gregg R. Vermeys, Shareholder, Real Estate

BEST UP AND COMING ATTORNEYS

Leslie S. Godfrey, Associate, Litigation

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Best Government Attorneys

Name	Firm	Location	Number of Years Practicing in Nevada
Jeffrey Barr	City of North Las Vegas	North Las Vegas	13
Samuel Bateman	Clark County District Attorney's Office	Las Vegas	9
Alexander Chen	Clark County District Attorney's Office	Las Vegas	6
Sandra Douglass Morgan	North Las Vegas City Attorney's Office	North Las Vegas	10
Lucas Foletta	Office of Governor of Nevada	Carson City	1
Sally Galati	City of Henderson	Henderson	8
Brent Gunson	City of Henderson	Henderson	10
Orrin Johnson	Lyon County District Attorney's Office	Yerington	6
Kali Fox Miller	Office of the Attorney General	Las Vegas	4
Rafael Nones	Clark County Public Defender	Las Vegas	4
Jeremy Reichenberg	Lyon County District Attorney's Office	Yerington	6
Josh Reid	City of Henderson	Henderson	13
Stephen Rini	City of Henderson	Las Vegas	6
Bethany Rudd Sanchez	City of North Las Vegas	North Las Vegas	8



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Nevada Attorneys By The Numbers...

Active Members: 8,472
Inactive Members: 1,953
Certified Members: 113
Suspended Members: 662

Demographic Breakdown

The average attorney's age is 47.
68 percent male; 32 percent female

Practicing in:

Clark County: 59%
Washoe County: 16%
Carson City: 3%
Rural Counties: 4%
Out-of-State: 18%

Good to Know...

- 860 members reported 33,112 hours of community service, improving the law or law-related education.
- 2,349 members reported 94,901 hours of direct pro bono representation to persons of limited means.
- 9.3 percent increase in applicants sitting for the bar exam.
- 8.3 percent increase in female and student bar exam applicants.

Source: State Bar of Nevada; Annual Report 2012

◀ Continued from page 19

could be. In cases where the business moving to Nevada needs specialized training that can then be expanded once the employee is in house, DETR can co-invest and pay for a portion of the additional training.

By working with the industry sectors, said Divine, CSN is able to graduate students who can plug immediately into Nevada's job market and economy. For example, health sciences graduates a number of high quality nurses who can head directly into the workplace. Nevada's nursing certification program ranks fourth in the country.

CSN recently signed a participation agreement with the City of Las Vegas, according to Dan Gouker, executive director for CSN's Division of Apprenticeship Studies. The college will occupy 10,000-square-foot on the third floor of the new City Hall. Businesses completing business license requirements will have the option of instantly contacting a community college regarding workforce training needs.

Promoting from Within

When it comes to promoting from within, one of the best ways is through an incentive program, according to Gouker. Businesses that want to create in-house workforce development or encourage employees to learn new skills should offer encouragement, chances at advancement or pay raises.

"Probably the biggest thing to help is the encouragement to allow employees to have time away from work to take the class or incentive programs. Both are very effective. If we get an employer who agrees to both, it's almost a match made in heaven."

Businesses need to acknowledge the value when their employees seek additional training and skill development, said Marie Murgolo-Poore, Ph.D., Dean, TMCC School of Business and Entrepreneurship. When an employee spends the time and money to upgrade skills or learn new, and sees that any applicant off the street receives the same opportunities, then it's hard to convince other employees to seek more training.



Dr. Marie Murgolo-Poore
TMCC School of Business
and Entrepreneurship

Employers should consider succession planning and long-term needs and evaluate from current employee pools how to pro-

mote from within. Then the decision can be made when and whether to offer tuition reimbursement and other types of workforce development and company training.

A skills gap analysis can help employees determine where they need additional training or need to learn new skills, and can assist employers in being very clear about what their workforce needs actually are. For employers, said Ford, this translates into making certain their employees

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Partner Bruce Leslie, with 35 years of corporate law experience and Northwestern University mediation training, is offering mediation services in real estate, lending, business, hospitality and gaming disputes.

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have the skills they need and how they can be trained if they don't. Programs like Nevada Partners can provide job training, career preparation and education for potential and existing employees. Nevada Partners offers services cost-free to both employers and employees, covering everything for workers from tax preparation to home buyer assistance, all services uniquely tailored to individuals.

Changing Paths

In Nevada's slower industries, those not recovering at the same pace as other industries, workforce development often means employees learning new skills and relying on transferrable skills.

The construction industry in Nevada took a beating when the housing bubble burst, and people who spent their entire careers in the field now need to reinvent themselves.

"They're used to wages for construction," said Ford. "If you're used to \$40 or

\$50 an hour, going into the green economy or another sector that pays \$10 to \$15 an hour or even minimum wage, that in itself is very difficult. That's why we have to talk about a stop gap approach, this is what you can do and how to find multiple streams of income, things like that."

The main objective of Nevada Partners' programs is self-sufficiency but the organization can provide a bridge to success, giving potential employees the skills they need to help the community thrive.

Some employees displaced from other industries that are recovering slowly, such as hospitality and commercial real estate, are building on existing skills and making moves to other careers in gaming and tourism or moving to positions like property management.

There are some indicators that Nevada is climbing out of the recession. NevadaWorks is the local workforce investment board that prepares Nevada's workforce to meet the needs of businesses. The

agency is geared toward helping the displaced worker who has lost a job in the downsizing or rightsizing of a company, and to assist individuals who are chronically unemployed and face multiple barriers to employment. The agency partners with organizations like Job Opportunities in Nevada (JOiN) to provide services. NevadaWorks CEO John Thurman said in Eastern Nevada, where mining is doing well and unemployment is lower than in other parts of the state, organizations that received moneys through the Workforce Investment Act are actually having a difficult time finding clients who need their services.

Workforce development in Nevada has shifted to a sector specific approach," said Ford. At the heart of the sector specific approach is the identification of economic sectors of growth, and the comparison of existing workforce skill sets with needed workforce skill sets. Nevada is on the right path for developing workforce training to meet the new economy's needs. 🌱



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Imagine that, through no fault of your own, you find yourself in a difficult lawsuit. It's clear they are coming after your assets, your business, everything you have worked a lifetime to build. But you are not worried. You sleep well because years ago you set up a Nevada Offshore Trust, and your assets are protected. A Nevada Offshore Trust, also known as an Asset Protection Trust, is the single most effective way to protect your assets. Once such a Trust is set up and funded, creditors will NOT be able to seize those assets; the IRS will NOT have access to those assets; those assets will NOT have to be expended for nursing home or medical care when you are old and feeble; and even a complete asset search will NOT reveal those assets. At the same time, however, you will not be relinquishing control. To take advantage of the Nevada Offshore Trust, you need not be rich and you need not be a Nevada resident.

Before discussing the unique features of a Nevada Offshore Trust, it is important to understand that the normal Living Trust (aka Family Trust) does not protect assets. A Living Trust is utilized to bypass probate, keep family matters confidential and, at times, to save on estate taxes. The assets placed in a Living Trust are considered your assets.

If you place assets into a trust, you are considered the Grantor. In 1999, the Nevada Legislature passed a set of laws, at the urging of a number of wealthy people, that created a framework for the

Nevada Offshore Trust. While 14 states presently have a version of asset protection trusts, Nevada's laws are the most favorably to the Grantor—and therefore the least favorable to creditors.

A Nevada Offshore Trust protects whatever assets are transferred into that Trust. The Grantor (you) retains an attorney to draft a Nevada Offshore Trust specifically tailored to your wishes and desires. With the assistance of an Institutional Trustee such as Nevada Trust Company, particular assets are designated and transferred into the Trust. The independent Trustee will care for the assets and make distributions to specified individuals as called for in the Trust. Here is a key point: The Trustee has the discretion to make distributions to you if you make such a request. (The Grantor retains the right to remove the Trustee if the Trustee does not comply with the Grantor's wishes.) But unless and until such distributions are made, your creditors cannot touch the assets within the Nevada Offshore Trust.

The Nevada Offshore Trust acts as a litigation firewall. It is completely private. Usually the attorney and the Institutional Trustee are the only parties who have a copy of the trust document. Once two years has passed after setting up the Trust, you can truthfully answer in litigation, or under an IRS audit, that the only assets you own are those still in your name; the assets in the Nevada

Offshore Trust are no longer considered your assets.

No one knows what the future holds. Prior to the 2008 recession, many wealthy individuals had the opportunity to establish a Nevada Offshore Trust but failed to do so; now all of their assets are gone. On the other hand, those who had already established a Nevada Offshore Trust ended up retaining most of their wealth. What a difference.

A Nevada Offshore Trust is better than banking money in Switzerland where bankers have recently disclosed the identity of U.S. depositors. A Nevada Offshore Trust is better than an actual offshore trust in the Cook Islands or Belize where laws can change and considerable difficulties are encountered when attempts are made to bring funds back to the U.S. A Nevada Offshore Trust is also better than asset protection trusts in other states where laws are less favorable to the Grantor.

It is important to realize that if an individual sets up an asset protection trust at a time when he knows of potential claims by creditors, the assets transferred into the Trust will not be protected from such creditors. The Nevada Offshore Trust must be established at a time when the Grantor has no reason to believe that such creditors exist. Therefore, the sooner the Trust is established, the better. Don't delay. Protect your assets today. ❁

Al Marquis, Partner of Marquis Aurbach Coffing & David Thorson, Vice President of Nevada Trust Company



PROPERTY MANAGEMENT

Operating Lean and Mean

By Doresa Banning

The core responsibilities of a property manager, whether commercial or residential, are to collect rents or homeowners' association dues, pay bills, manage properties for the owners or homeowners associations and oversee vendors' provision of services.

"It's not about just collecting rents. It's about managing the entire process of a building from cost expense to revenue to its look and feel in the community," said Mike Mixer, managing partner and co-founder of the Colliers International Las Vegas office. Colliers provides commercial property management and other real estate services in the Las Vegas Metropolitan Area.

Working in this profession today differs greatly than it did five years ago, primarily due to a continued poor economy since the start of The Great Recession in 2008.

"The property management business today and providing property management services are extremely challenging," said Frank Gatski, president and CEO of Las Vegas-headquartered Gatski Commercial Real Estate Services. The firm provides commercial real estate services, including property management.



Mike Mixer
Colliers International
Las Vegas

Doing "More With Less"

Five years ago, when the economy was robust, occupancies of commercial buildings and market rents in Nevada were high. Owners held their buildings for years and years. More and more residential units were being built, and housing prices were on the rise. Consequently, property owners and investors weren't focused on cost cutting and operating leanly.

Today, however, the opposites are true, making the property management business challenging, and at times, stressful.

"The challenge is how to get a property running at close to 90 percent occupied when it's only running at 60 percent," said Ron Jones, referring to commercial property management. Jones is president of Reno-based Nevada Commercial Services Inc., which provides commercial property management and other real estate services to clients in Northern Nevada. "How do you figure out how to make up that difference?"

Due to years of a depressed economy, commercial property management companies today must minimize operating expenses and still provide expected quality of service, Gatski said. Similarly, property owners/investors also are looking to finding ways to run their properties as cost efficiently as possible and still serve their tenants.

"You're really having to do a lot more with less," Gatski added. "Managers are

working more closely with owners to cut operating expenses and maintain integrity of investment."

"Property owners and tenants are expecting more from their property managers, more of what they've always provided," Gatski said. This is especially the case with distressed properties. Additionally, some want more services, like construction management, lease renewals, tax appeal assistance and help with loan modifications and refinancing.

Commercial property management clients today want to know more about the financial operations of their properties, sometimes down to the cost of trash removal and what it encompasses, and look to their property management firms to inform them, said Meaghan Levy, director of asset services for the Las Vegas office of CBRE. The firm provides commercial property management and other real estate services.

"We are a lot more proactive in making sure they know what's going on," she added.

Out-of-state owners/investors, who tend to be less hands on due to their geo-



Frank Gatski
Gatski Commercial Real
Estate Services

graphic distance, also require more educating about the local market and sometimes more communication than those in town. At the same time, property managers sometimes spend more time with local owners who tend to be more involved.

“On the residential property management side, many homeowners associations over the past five years have had less money to work with, requiring tighter budgets,” said Steven Parker, president/CEO of RMI Management LLC, whose core business is residential and HOA property management for clients throughout Nevada.

Several HOAs cut back where they could, for example, mowing grass less frequently. However, due to HOA rules and regulations, Parker said, it’s still been possible to maintain nice-looking communities. Associations themselves can maintain the common areas, albeit in a perhaps thriftier way, and they can require homeowners, even banks, to keep up their properties.



Meaghan Levy
CBRE

Walking a Fine Line

More and more, tenants are struggling financially, requiring property managers to become more aggressive with and allot more resources to rent collection. Yet, retaining tenants is critical to cash flow from the property. So property managers, at the request of the landlords, often work with tenants in financial straits on their rent via lease modifications, reductions and payment plans, all of which require more paperwork and expend time and rarely were done back in 2007.

“Keeping the tenants happy for the owner is of paramount importance,” Mixer said.

“We have to dance in between keeping tenants happy and successful while at the same time, make sure the property has enough revenue to maintain itself.”

Despite property managers’ best efforts, times arise when, in the interest of keeping the investment property performing, it’s best to evict a tenant. However, it’s more difficult to do so today because landing a replacement occupant isn’t accomplished easily (due in large part to high vacancy rates), and the space could remain vacant for some time.

Revenue for many Nevada commercial property management firms has taken a hit because commercial management fees are based on rents (some of which today are one-third of what they used to be), Gatski said.

“For the most part, properties can’t afford the fees they used to pay when the buildings were full and the rental rates were higher,” he added.

Residential property managers, too, have had and continue to aggressive-

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ly pursue HOA dues from delinquent homeowners whose inability to pay has been a growing problem since the economic downturn, Parker said. Property managers' going after these homeowners on behalf of the HOAs and their fiduciary responsibility, sometimes having to threaten foreclosure on their homes, has led to a negative public perception of HOAs.

A much higher percentage of commercial properties changing hands, and doing so several times (up to as many as four times a year, Gatski noted), whether going to receivers, lenders, attorneys or investment groups, has caused instability in the property management industry, particularly in Southern Nevada. It requires management firms to spend a lot more time on building trust and relationships with these new entities.

"We're building relationships that aren't going to last and for fees that are very low," Gatski said.



Steven Parker
RMI Management

Rules and Regulations

Governance of Nevada's property management companies hasn't changed significantly since the Legislature established related law in 1997 (NRS 645), which was enacted to address significant problems in the handling of money (monthly rent payments, security deposits and damage deposits) belonging to the clients, said Gail Anderson, administrator of the Nevada Real Estate Division (NRED).

For commercial and residential property managers in The Silver State to operate legally, they must have a real estate license and

a property management permit, according to NRED. In addition, property management must be done through the company the licensee is associated with and under the supervision of the broker who either holds a property management permit or appoints a qualified person.

What has changed that affect residential property managers are increasing rules concerning HOAs.

"Every year the Legislature meets, you get concerned about what will come up next," Parker said. "There was a piece of legislation this year, attempting to govern what [HOA] board members could do when together at a social event. Today, there is much more anecdotal legislation proposed than good sound legislation."

Property management companies, like RMI, spend resources following and speaking out on proposed HOA-related legislation. When new laws are passed, these firms have to train both their property managers and the board members of the HOAs they manage.

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A Competitive Industry

Commercial and residential property management both are “very competitive” with a lot of competitive bidding, the experts said. In terms of commercial, the last five years have seen a surge in smaller, boutique firms and, in an effort to cut costs, a move toward owner/investor self-management.

“There are many sophisticated investors and property owners who can and have the infrastructure in place to do it, and so many more who think they can and aren’t set up to do it,” Gatski said. “Nevertheless, they’re still competitors because they take a certain amount of market share.”

The number of Nevada real estate licenses who hold a property management permit has been increasing steadily since 2007, NRED data show, although it’s unknown how many of these individuals are working today and, if so, whether it’s in the residential or commercial arena.

Other New Trends

Levy said Nevada lacks “depth in the market of talented property managers,” which is problematic for hiring firms. These professionals must have solid communications, finance and customer service skills, but oftentimes candidates only have one or two. Consequently, she’s had to recruit and relocate people from outside the state and hire younger individuals through colleges whom she can train on the job and eventually move into property manager roles.

Property managers today are taking advantage of the newer technologies available to them, which increase efficiency and simplify their jobs. Use of numerous software programs, smartphones and electronic transmission is the norm. Jones said his clients’ tenants no longer send rent in the form of checks; it’s all transferred electronically. RMI prepares and sends some of its HOA board packets to members digitally, he said.

An increasing number of buildings certified by the U.S. Green Building Council as Leadership in Energy and Environmental Design certified are coming online, and they require property managers who know how to deal with these types of assets, Gatski said. One difference from managing unsustainable buildings is that certain green building functions, such as indoor air quality, emissions, energy savings, must be monitored regularly to ensure compliance with LEED requirements.

While the environment in which Nevada’s property management firms operate today has changed since that of five years ago, and likely will continue to do so, the objectives remain the same.

“The goal really doesn’t change very much,” Jones said. “It’s to deliver the very best service as possible at the very best price possible and make the tenants’ occupancy as comfortable as it can be so they can focus on their business.”

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PROJECTS

Las Vegas, 89119

Government

Whiting-Turner Contracting is constructing a 6,460 SF, open-air transit center at UNLV. The project will include several bike racks and an outdoor waiting area with shade and shelter canopies. The facility is designed by **KGA Architects** and **G.C. Wallace** will serve as engineer on the project. Construction of the transit facility is estimated to be completed in August and will cost \$3.45 million to construct. Funding for the center is being provided by a Federal Transit Administration Bus and Bus Facilities Livability Initiative Grant. The property will be located at 4505 S. Maryland Parkway.

Las Vegas, 89109

Retail

DC Building Group has completed renovations on the M & M World attraction on the Las Vegas Strip. The project renovated the entire four-story, 31,300 SF retail and candy store. The property improvements cost \$797,253 to complete. The attraction is located at 3785 S. Las Vegas Boulevard.

Las Vegas, 89109

Retail

MGM Resorts International is building a 20,000-seat indoor arena. The arena will be accompanied by retail shops and restaurants. MGM has partnered with sports and entertainment promoter, **AEG**, to develop and build the arena. Groundbreaking on the project is slated to begin in late-2013 and is planned to take 24-30 months to complete. The venue will be located on the northeast corner of Frank Sinatra Drive and Tropicana Avenue. The parcel of land, behind the Monte Carlo and New York, New York, is already owned by MGM Resorts.

SALES

Carson City, 89706

Multi-Family

Village Investment Partners LP purchased the 176-unit Parkway Manor Apartments from **Parkway Manor Inc., a Nevada Corporation** for \$18,650,000 or \$105,967 per unit. The buyer was represented by **Aiman Noursultanova, CCIM** of **CBRE**. The property is located at 603 E. College Parkway. APN # 002-753-01

Las Vegas, 89169

Office

Fran Glo Investments, LLC #5 purchased 8,865 SF from **The William P. Floyd, Trustee** for \$1.5 million or \$169 PSF. The seller was represented by **Cathy Jones, CCIM** and **Paul Miachika** of **Sun Commercial Real Estate**. The property is located at 1950 E. Desert Inn Road. APN #162-11-815-017

North Las Vegas, 89084

Retail

Stoltz Real Estate Partners purchased the 512,325 SF Deer Springs Town Center Shopping Center from **Regency Centers Corporation** for \$50.5 million or \$99 PSF. The seller was represented by **Mark Lucescu** of **Lucescu Realty**. The property is located at 6800 N. 5th Street et al. APN # 124-23-110-002

Reno, 89431

Retail

Champion Family Trust purchased 5,040 SF from **Lyons Family Trust** for \$320,000 or \$63. The property is located at 1681 Glendale Avenue. APN # 034-040-20

Reno, 89501

Retail

One East Liberty LLC purchased 84,150 SF from **U.S. Bancorp** for \$5,980,000 or \$71 PSF. The property is located at 300 S. Virginia Street. APN # 011-172-14

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Las Vegas, 89118
Industrial

Shemger Enterprises LLC purchased 65,814 SF from **Kouretas Industrial LLC** for \$4.5 million or \$68 PSF. The buyer was represented by **Mike DeLew, SIOR** and **Greg Pancirov, SIOR** of **Colliers International** and the seller was represented by **Pat Marsh, SIOR** and **Dave Frear, SIOR** of **Colliers International**. The property is located at 3925 W. Sunset Road. APN # 177-06-504-001

LEASES

Las Vegas, 89130
Mix-Use

Heritage Mortuary leased 8,078 SF from **CAN-CEI Nevada LLC** for \$554,000 on a 86-month lease. The tenant was represented by **Sam Scaletta** of **MDL Group**. The property is located at 3610 and 3612 N. Rancho Drive. Reported monthly rent is \$0.80 PSF.

Las Vegas, 89107
Office

Viator Inc leased 8,873 SF from **Rainbow Business Center, LLC** for \$585,618 on a five-year lease. The tenant was represented by **Lisa Hauger** of **MDL Group** and the landlord was represented by **Randy Broadhead, SIOR** of **CBRE**. The property is located at 777 N. Rainbow Boulevard, #300 and #310. Reported monthly rent is \$1.10 PSF.

North Las Vegas, 89032
Retail

A & D Foods, LLC leased 5,800 SF from **Las Vegas Adventure, LLC** for \$506,232 on a five-year lease. The tenant and the landlord were both represented by **Tim Behrendt** and **Lisa Hauger** of **MDL Group**. The property is located at 965 W. Craig Road. Reported monthly rent is \$1.45 PSF.

Las Vegas, 89108
Retail

Edith and Ralph Rodriguez leased 6,000 SF from **Kimco Realty** for \$410,543 on a five-year lease. The ten-

ant was represented by **Scot Marker** of **Colliers International**. The property is located at 3129 N. Rainbow Boulevard. Reported monthly rent is \$1.14 PSF.

North Las Vegas, 89030
Industrial

Quality Auto Service leased 6,700 SF from **Pico Vegas, LLC** for \$182,148 on a five-year lease. The landlord was represented by **Marty Martell** of **MDL Group**. The property is located at 4220 E. Craig Road, #3-6. Reported monthly rent is \$0.45 PSF.

Las Vegas, 89120
Industrial

Marquez Brothers Nevada, Inc. leased 23,322 SF from **KTR LV IV LLC** for \$341,721 on a 25-month lease. The tenant is represented by **Brian Riffel** of **Colliers International** and the landlord is represented by **Spencer Pinter** and **Dan Doherty, SIOR** of **Colliers International**. The property is located at 3650 E. Post Road, Suites F-G. Reported monthly rent is \$0.59 PSF.

Fernley, 89408
Industrial

Trex Company Inc. leased 337,500 SF from **Panattoni Development** for \$15,098,825 on a 115-month lease. The tenant was represented by **Michael Nevis, CCIM** of **NAI Alliance** and the landlord was represented by **Michael Hoeck, SIOR** of **NAI Alliance**. The property is located 2375 E. Newlands Drive. Reported monthly rent is \$0.40 PSF.



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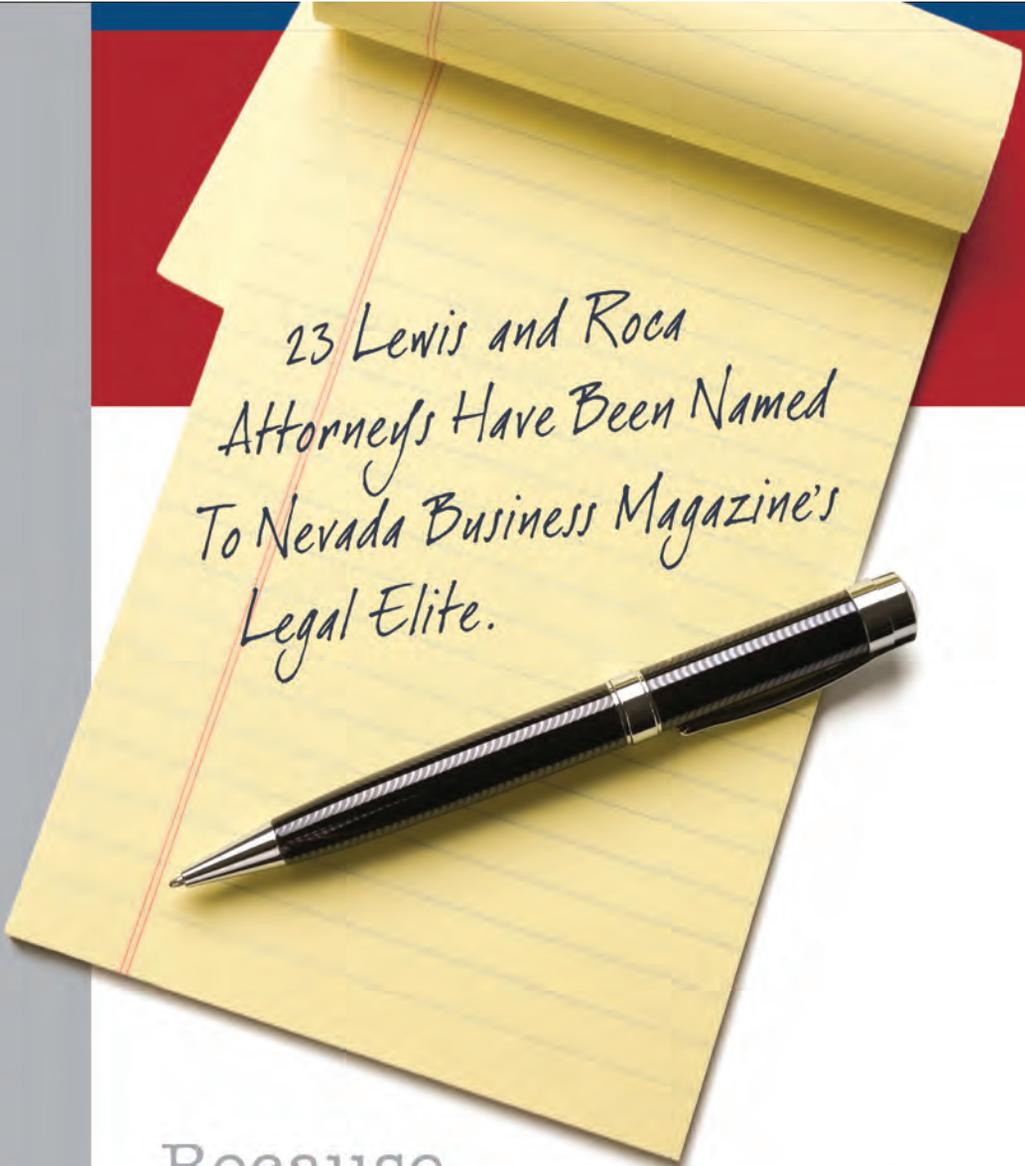


Cold Chain Technologies

Reno, 89506
Industrial

Cold Chain Technologies leased 42,500 SF from **Panattoni Development** for \$790,500 on a five-year lease. The landlord was represented by **Dave Simonsen, CCIM, SIOR** of **NAI Alliance**. The property is located at 6640 Echo Avenue. Reported monthly rent is \$0.31 PSF.

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Office Summary

First Quarter 2013

Southern Nevada

The Las Vegas office sector vacancy rate jumped to a record high of 26.2 percent during the first quarter of 2013. Compared to the prior quarter (Q4 2012) vacancies are up 50 basis points (0.5 percent), while they have increased 110 basis points (1.1 percent) from the same quarter a year ago (Q1 2012).

The climb in vacancies was due to negative net absorption of 229,500 square feet during the quarter. However, it is important to note that the latest performance is largely attributable to two significant move-outs. The Nevada Cancer Institute substantially ceased operations during the period, vacating its 143,000-square-foot building. In addition, the University of Phoenix vacated its 40,300-square-foot space at Longford Medical Center.

From a supply perspective, the new facility for the Legal Aid Center of Southern Nevada completed construction, adding 35,000 square feet to the market and bringing total inventory to 52.7 million square feet.

Development activity fell to 175,000 square feet sourced to two projects located downtown. Another 2.5 million square feet remain planned or stalled with few completions expected in the near-term.

While conditions remain fragile, the office sector appears to be feeling its way along the bottom.

Northern Nevada

Driven by California's Prop 30, which retroactively raised state income taxes on many individuals in the Golden State, growth in the first quarter of 2013 was more than noticeable. New companies like Rogue Gaming continue to enhance the Downtown economy. Call center and data center activity has remained strong throughout the market. Henry Schein stayed in the market signing a new lease for 75,000 square feet.

First quarter absorption was vast: 54,559 square feet of positive net absorption. Downtown saw the largest gain with 32,502 square feet of positive net absorption. South Meadows also had a great first quarter with absorption of 11,439 square feet. Due to the positive net absorption in the first quarter, the overall vacancy rate ticked down to 15.61% from 16.75% in first quarter of 2012.

The continued growth still depends on macroeconomic trends: the Fed's constant QE programs will one day end, which could lead to a discount in bond prices, sending interest rates up.

Reno's immediate future looks bright. The local economy has never been more attractive than it is today, aided as it is by private equity investment. As cap rates reach historical lows in major metro markets, real estate investment will search tertiary markets for higher returns.

OFFICE

1st Quarter 2013

TOTAL MARKET	LAS VEGAS	RENO
Total Square feet	52,652,955	7,472,885
Vacant Square Feet	13,769,303	1,166,775
Percent Vacant	26.2%	15.61%
New Construction	35,000	0
Net Absorption	(229,536)	54,539
Average Lease SF/MO (NNN)	\$1.87	\$1.50
Under Construction	175,000	0
Planned	2,468,233	0
CLASS A		
Total Square Feet	10,724,173	4,111,414
Vacant Square Feet	2,590,956	652,521
Percent Vacant	24.2%	15.87%
New Construction	35,000	0
Net Absorption	(50,884)	8,178
Average Lease SF/MO (NNN)	\$2.36	\$1.56
Under Construction	175,000	0
Planned	834,838	0
CLASS B		
Total Square Feet	32,146,451	2,090,823
Vacant Square Feet	8,726,275	276,317
Percent Vacant	27.1%	13.22%
New Construction	0	0
Net Absorption	(103,006)	22,474
Average Lease SF/MO (NNN)	\$1.84	\$1.26
Under Construction	0	0
Planned	1,633,395	0
CLASS C		
Total Square Feet	9,782,331	1,270,648
Vacant Square Feet	2,452,072	237,937
Percent Vacant	25.1%	18.73%
New Construction	0	0
Net Absorption	(75,646)	(7,474)
Average Lease SF/MO (NNN)	\$1.46	\$1.02
Under Construction	0	0
Planned	0	0

Next Month: RETAIL

ABBREVIATION KEY

MGFS:	Modified Gross Full-Service
SF/MO:	Square Foot Per Month
NNN:	Net Net Net

Southern Nevada analysis and statistics compiled by Applied Analysis, Northern Nevada analysis and statistics compiled by NAI Alliance Reno

Initial estimates for first quarter 2013 show U.S. real GDP increasing at an annualized rate of 2.5 percent, an improvement over the 0.4 percent growth experienced in fourth quarter 2012. Federal government spending, net exports, and state and local government spending all made negative contributions. Personal consumption expenditures, private inventory investment, business fixed investment, and residential investment all made positive contributions for first quarter. Auto/truck sales and retail sales both decreased from February to March but are up year-over-year. Consumer confidence increased in April, while consumer sentiment declined slightly. The Kansas City Financial Stress Index remained near its long-run average in April, which suggests no financial headwinds, and the Federal Reserve System's Senior Loan Officer Opinion Survey indicates that credit may finally be loosening.

The Nevada economy evidenced mostly positive signs in February. Seasonally adjusted, statewide employment decreased by 2,900 (0.3 percent) jobs from February to March, but it was still up 1.7 percent year-over-year. The Nevada unemployment rate increased slightly from 9.6 percent to 9.7 percent. December visitor volume was 1.8 percent higher than a year earlier. Taxable sales continued to show growth, up 4.2 percent from last year. Gaming revenue was up 7.0 percent from March 2012.

For Clark County, seasonally adjusted employment fell from February to March by 300 jobs, but it was still up 2.0 percent year-over-year. The Las Vegas unemployment rate remained constant at 9.9 percent. Total passengers at McCarran Airport were up 0.8 percent from a year earlier. Compared to a year ago, March visitor volume was up by 0.2 percent. Gaming revenue was 7.4 percent higher in March than a year earlier. Clark County's taxable sales for January were 0.1 percent below those from a year earlier. Residential construction permits increased from February to March. Commercial construction permits remained at a low level.

The most recent data show positive signals for Washoe County. Seasonally adjusted, Reno-Sparks' employment declined by 300 (0.2 percent) jobs from February to March. Total employment remains up from a year ago, by 1.2 percent. The seasonally adjusted Reno-Sparks' unemployment rate remained constant at 9.6 percent. Compared to a year earlier, March visitor volume and total passengers were up 4.7 and 4.5 percent, respectively. Gaming revenues for March were up strongly (9.5 percent) from a year earlier. Residential construction permits decreased in March, while commercial construction permits remained low.

The U.S. economy experienced a slight pickup in growth for first quarter 2013. Consumer spending and most measures of the housing market are showing continued improvement. A weak national economy is affecting Nevada in the form of slowing growth in tourism. Despite the slowing tourism, taxable sales continue to make gains at the state level. Nevada's employment is also showing relatively stable year-over-year gains.

Ryan T. Kennelly

UNLV Center for Business and Economic Research

	DATE	UNITS	DATA			GROWTH		COMMENTS
			LATEST	PREVIOUS	YEAR AGO	RECENT	YEAR AGO	
Nevada								
Employment	2013M03	000s, SA	1,156.2	1,159.1	1,137.0	-0.3%	1.7%	Up Over Year Ago
Unemployment Rate*	2013M03	%, SA	9.7	9.6	11.6	0.1%	-1.9%	Reduced
Taxable Sales	2013M02	\$billion	3,359	3,448	3,223	-2.6%	4.2%	Up Over Year Ago
Gaming Revenue	2013M03	\$million	914.78	1,073.26	854.59	-14.8%	7.0%	Up Over Year Ago
Passengers	2013M03	million persons	4,040	3,294	3,999	22.6%	1.0%	Up Over Year Ago
Gasoline Sales	2013M02	million gallons	80.43	87.13	83.72	-7.7%	-3.9%	Down from Year Ago
Visitor Volume	2012M12	million persons	3,929	3,926	3,858	0.1%	1.8%	Up Over Year Ago
Clark County								
Employment	2013M03	000s, SA	834.2	834.5	817.9	-0.0%	2.0%	Up Over Year Ago
Unemployment Rate*	2013M03	%, Smoothed SA	9.9	9.9	12.0	0.0%	-2.1%	Reduced
Taxable Sales	2013M02	\$billion	2,414	2,523	2,416	-4.3%	-0.1%	Down from Year Ago
Gaming Revenue	2013M03	\$million	787.91	956.46	733.49	-17.6%	7.4%	Up Over Year Ago
Residential Permits	2013M03	units permitted	735	510	834	44.1%	-11.9%	Down from Year Ago
Commercial Permits	2013M03	permits	29	7	23	314.3%	26.1%	Low and Volatile
Passengers	2013M03	million persons	3,682	2,993	3,655	23.0%	0.8%	Up Over Year Ago
Gasoline Sales	2013M02	million gallons	55.78	60.30	57.89	-7.5%	-3.6%	Down from Year Ago
Visitor Volume	2013M03	million persons	3,844	3,272	3,836	17.5%	0.2%	Up Over Year Ago
Washoe County								
Employment **	2013M03	000s, SA	192.4	192.7	190.2	-0.2%	1.2%	Up Over Year Ago
Unemployment Rate*	2013M03	%, Smoothed SA	9.6	9.6	11.5	0.0%	-1.9%	Reduced
Taxable Sales	2013M02	\$billion	0.430	0.426	0.398	0.9%	8.1%	Up Over Year Ago
Gaming Revenue	2013M03	\$million	67.25	59.54	61.43	13.0%	9.5%	Up Over Year Ago
Residential Permits	2013M03	units permitted	103	125	42	-17.6%	145.2%	Up Over Year Ago
Commercial Permits	2013M03	permits	10	8	9	25.0%	11.1%	Low and Volatile
Passengers	2013M03	million persons	0.306	0.259	0.293	18.0%	4.5%	Up Over Year Ago
Gasoline Sales	2013M02	million gallons	12.68	13.42	13.10	-5.5%	-3.3%	Down from Year Ago
Visitor Volume	2013M03	million persons	0.379	0.321	0.362	18.1%	4.7%	Up Over Year Ago
United States								
Employment	2013M04	million, SA	135,484	135,309	133,397	0.1%	1.6%	Slow Growth
Unemployment Rate	2013M04	%, SA	7.5	7.6	8.1	-0.1%	-0.6%	Reduced
Consumer Price Index	2013M03	82-84=100, SA	232.3	232.8	229.0	-0.2%	1.5%	Up Moderately
Core CPI	2013M03	82-84=100, SA	232.8	232.5	228.4	0.1%	1.9%	Up Moderately
Employment Cost Index	2013Q1	89.06=100, SA	117.3	116.7	115.3	0.5%	1.7%	Up Moderately
Productivity Index	2013Q1	2005=100, SA	111.2	110.9	110.1	0.3%	1.0%	Up Over Year Ago
Retail Sales Growth	2013M03	\$billion, SA	418.7	420.5	406.6	-0.5%	3.0%	Up Over Year Ago
Auto and Truck Sales	2013M03	million, SA	15.21	15.32	14.09	-0.8%	7.9%	Up Strongly
Housing Starts	2013M03	million, SA	1,036	0,968	0,706	7.0%	46.7%	Up Strongly
Real GDP Growth***	2013Q1	2005\$billion, SA	13,750.1	13,665.4	13,506.4	2.5%	1.8%	Slow Growth
U.S. Dollar	2013M04	97.01=100	100.402	100.678	98.697	-0.3%	1.7%	Up Over Year Ago
Trade Balance	2013M03	\$billion, SA	-38,826	-43,629	-51,726	-11.0%	-24.9%	Year-Over-Year Deficit Decrease
S and P 500	2013M04	monthly close	1,597.57	1,569.19	1,397.91	1.8%	14.3%	Up Strongly
Real Short-term Rates*	2013M03	%, NSA	-3.11	-3.20	-3.82	0.1%	0.7%	Less Negative
Treasury Yield Spread	2013M04	%, NSA	1.70	1.87	1.97	-0.17%	-0.27%	More Narrow Recently

*Change in percentage rate, **Reflects the Reno-Sparks MSA which includes Washoe and Storey Counties, ***Recent growth is an annualized rate

Sources: Nevada Department of Taxation; Nevada Department of Employment, Training, and Rehabilitation; UNR Bureau of Business and Economic Research; UNLV Center for Business and Economic Research; McCarran International Airport; Reno/Tahoe International Airport; Las Vegas Convention and Visitors Authority; Reno-Sparks Convention and Visitors Authority; U.S. Department of Commerce; U.S. Bureau of Labor Statistics; U.S. Census Bureau; U.S. Federal Reserve System.

Note: NSA = Not Seasonally Adjusted, SA = Seasonally Adjusted

What is your favorite place in Nevada?

“My favorite place in Nevada is Red Rock Canyon. It is absolutely gorgeous and a great place to hike. Getting to enjoy some fresh air and nature’s beauty is a perfect way to spend any weekend.”



Lea Carrasco-Zanini · Executive Director, Golden Rainbow



Kyle McCann, CFP® · Prutzman Wealth Management

“My favorite place in Nevada is the Reno Livestock Events Center during the Reno Rodeo. It’s a fun community event that really kicks off our beautiful summer.”

“My favorite place is Lake Tahoe. I love the quietness, natural beauty and serenity of that place. The first time I saw Lake Tahoe I was blown away - I had never seen such a gorgeous place.”



Bobby Reynolds · Vice President of Booking, AEG Live Las Vegas



John Pinnington · Owner, AA Printing Service

“My favorite place in Las Vegas is Lake Las Vegas. It is a wonderful respite. As a business owner, I am always thinking about what I have to do next. Lake Las Vegas is like another world where it is tranquil and calming. It’s a great place to recharge the batteries.”

“Red Rock Canyon. There is amazing beauty and serenity right in our backyard and places like this help me to collect my thoughts and stay focused on NSC’s purpose in helping our students create their own future and building better community.”



Bart Patterson · President, Nevada State College



Cheri Glockner · Director of Development, Carson Tahoe Health

“My favorite place in Nevada is my own front porch! I am lucky to have a spectacular view of the majestic Carson Valley. Nothing beats sitting with a glass of wine overlong the greenest pastures watching the sunset over the Genoa Peak.”



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