

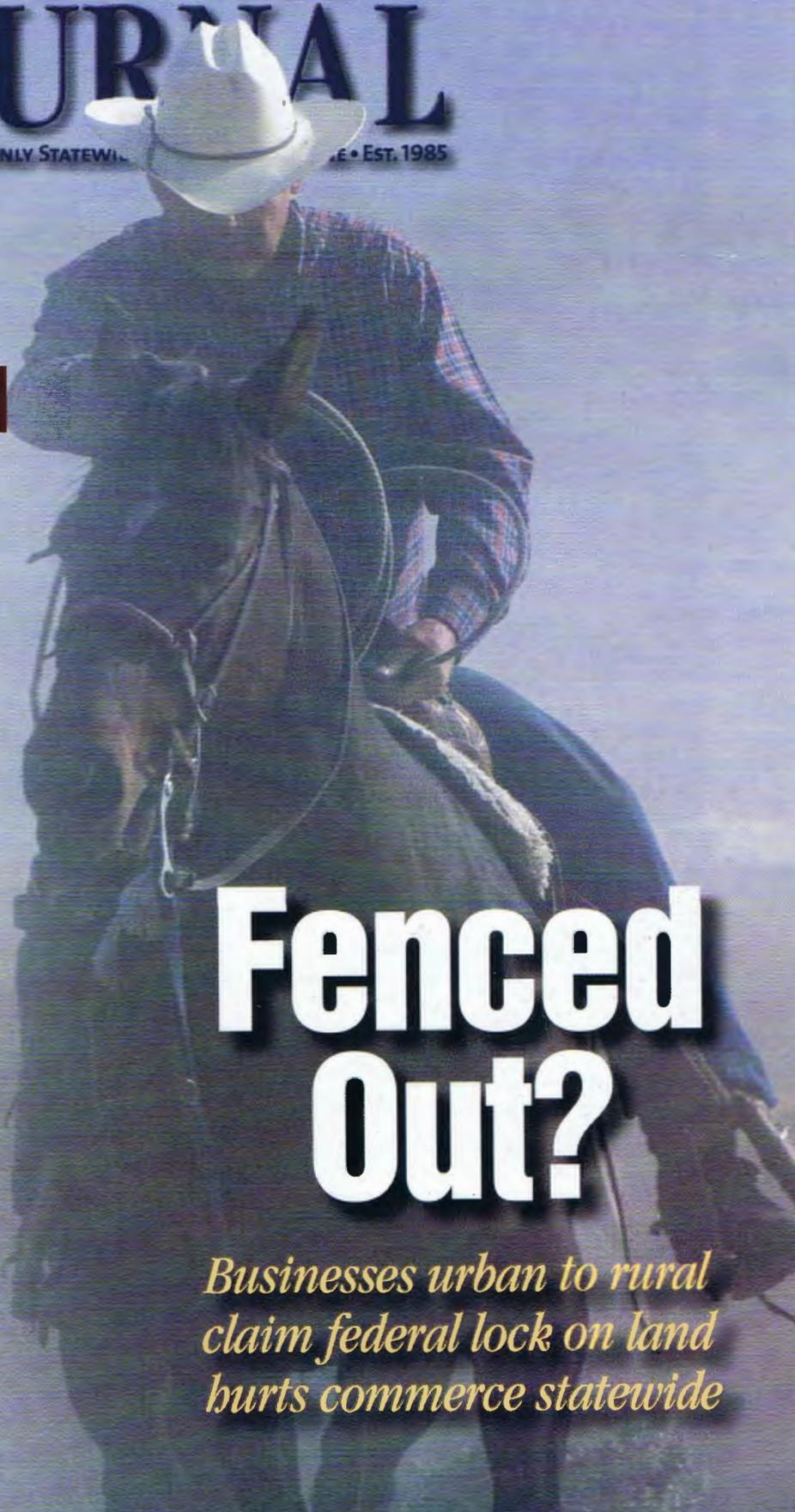
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# Nevada BUSINESS JOURNAL

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## Nothing Ventured

Scarcity of seed capital sends group to ballot box

## Upper Echelon

Defining Nevada's corporate elite

## The Arts Mean Business

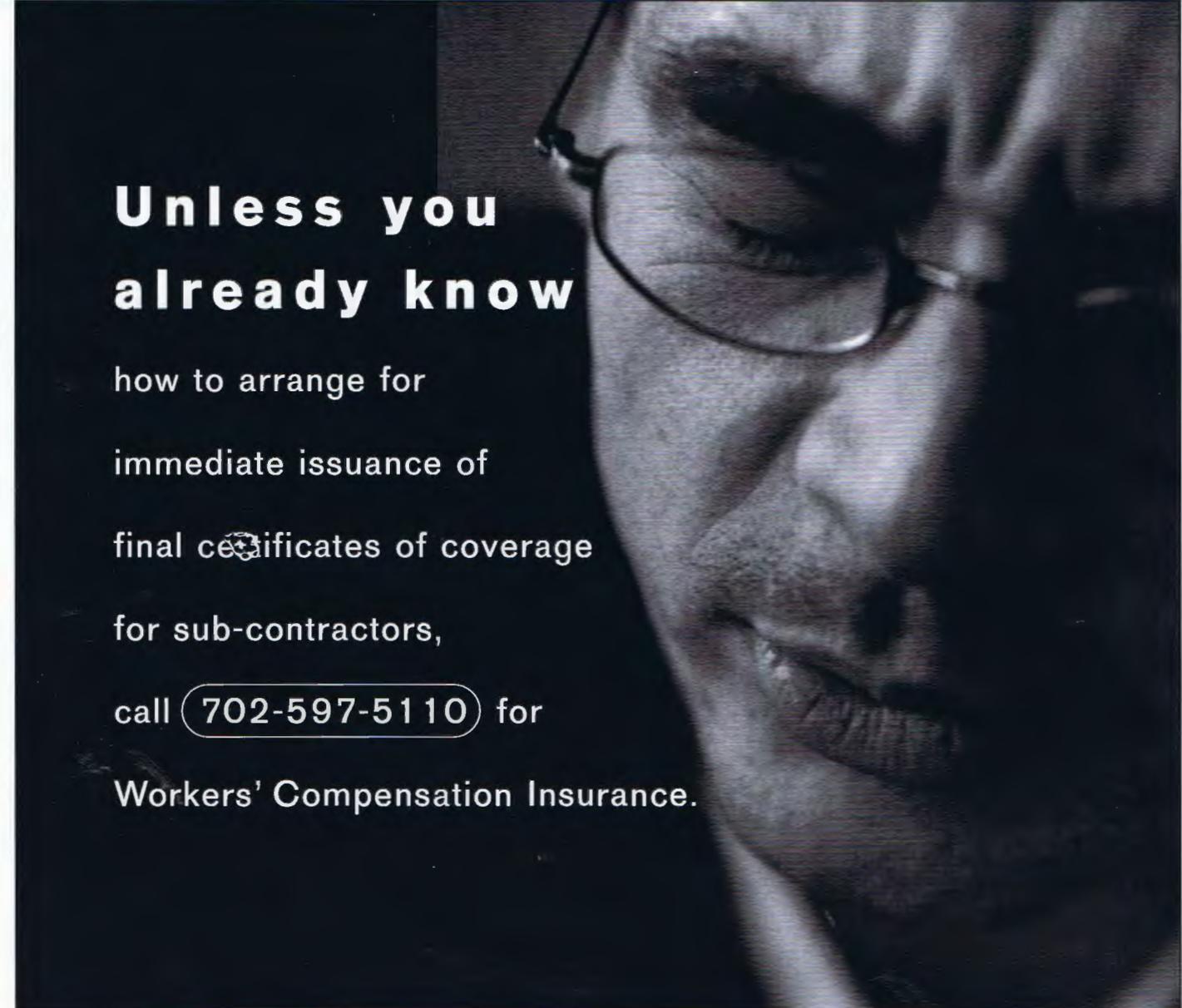
Nevada firms help artists draw the bottom line

# Fenced Out?

*Businesses urban to rural claim federal lock on land hurts commerce statewide*

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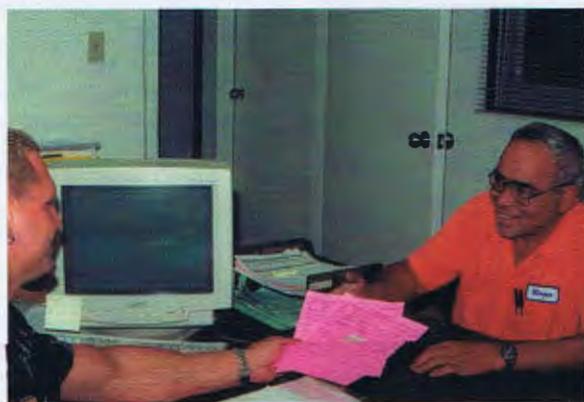
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LYLE E.  
BRENNAN  
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Publisher



# New Operating System Offers Hope for Frustrated PC Users

**H**ave you ever wondered how many business people don't utilize a personal computer in the running of their businesses? On the other side, how many of the business people who utilize a PC use them over an hour a day? Of the people who use a PC over an hour a day, how many experience some type of computer crash (computer lock up, freeze, or worse), at least once a week? How about those people who spend four or more hours a day on a PC and experience an average of one to two crashes per day? And, how many PCs are running on Microsoft Windows? And, what about all those upgrades we purchase to supposedly fix the crashes? I figure, if I could collect just one penny for every Microsoft Windows crash, within one year, I would surpass the annual income of Microsoft's Bill Gates and become Forbes' new "Riches Man In The World."

If we don't want to play Microsoft's game, there are options. Historically, there are only two choices for PC operating systems: Microsoft DOS/Windows or Apple's proprietary MacOS. Although, Microsoft's operating system has the majority of the market, from my experience (and I use both operating systems) the MacOS is exponentially more reliable with fewer crashes. Most large software companies produce software for both operating system environments; however, many software companies do not support the MacOS operating system. MacOS's lack of support originates from Apple's unwillingness to license its operating system freely outside of its own company. That is why you don't see Dell, IBM, Compaq, Hewlett-Packard, or any number of PC manufacturers building MacOS operating-based systems. Nevertheless, there are pros and cons to using either operating system. But, with billions of dollars spent in the PC market, why do we have only two choices? Does anyone really wonder why Bill Gates is a billionaire? Can you say "monopoly"?

Now for the good news. A new operating system, called Linux for its creator, recently arrived on the scene – and it's free. Created by Linus Torvalds based on a Unix-type operating system, Linux features an open source code, which allows it to be freely shared and modified, and has resulted in contributions from top programmers worldwide. This operating system is gaining wide and rapid acceptability from major industry players, such as Hewlett-Packard, and local government users like Medina, Wash. (see sidebar story, it's a hoot). Up until recently, Linux, as a desktop operating system, has been more suited for the computer geek than the average PC user. However, unlike Microsoft and Apple's operating systems, multiple versions or distributions of Linux are available. To make a version, a vendor takes the basic Linux operating system and utility programs and adds value to the systems and

programs, as well as technical support. The difference between the versions is in many ways like the difference between Ford and Chevy. They work pretty much the same with a different "name plate" and a few optional features. Leading Linux distributors, Caldera Systems and Red Hat, have created two new versions that offer better installation programs, broader hardware support and new graphical interfaces that bear a striking resemblance to Windows. Analysts, who note the interest and growth, say companies are taking notice of announcements from major PC vendors like Compaq, Dell, IBM and Hewlett-Packard, all which have agreed to support the operating system.

## Some of Linux's strengths include:

**Adaptability** – The source code for Linux is available for anyone to modify as they see fit.

**Interoperability** – Linux interoperates with other systems, including Microsoft Windows, MacOS, Unix, and Novell Netware.

**Multiuser Support** – Unlike Microsoft and Apple's operating systems, Linux is able to support multiple users concurrently. A single system, supporting many users, runs programs, accesses files, and other services at the same time, seamlessly, whether on a network or directly attached consoles (screens and keyboards).

**Security** – Linux's Unix roots supports security transparently, not as an after thought, but as a way of life. In order to work a Linux computer, you have to sign on to gain access.

**Full Multitasking** – Innate to Linux is its excellent juggling ability.

**Networking** – Information exchange via email, the Web, and other means is an everyday fact. Linux, today, powers many Internet service providers (ISPs) and the users who access the ISP's services.

**Price** – Free. Linux is licensed under the GNU Public License (GPL). The GPL ensures that the code can be redistributed; you can get it off the Internet or someone else's CD and you can share it with others.

What does that mean to you and me? Did I say Linux is free? The availability of another PC operating system means more competition and higher quality choices; and, hopefully, fewer frustrations from unnecessary computer downtime, resulting in greater productivity.

**COMMENTS? e-mail: lb.nbj@usa.net**

## TALK ABOUT IRONY

"Recently, the city of Medina, Wash. (population 3,082) selected OpenLinux to implement its document management system. The reason for this move was related to the 40,000-plus construction permits, blueprints, change orders, and other documents related to the construction of the \$53 million home of Microsoft's Bill Gates built there. The city's choice came at the realization that there was no more room for any future paperwork, and it would be required either to build a new town hall or to install a document management system. Naturally, Microsoft Windows NT was looked into as a potential solution, but after realizing that the OpenLinux solution would cost less than 10 percent of the Widows NT solution, OpenLinux won the city's business."

— AS QUOTED FROM NOTED COMPUTER WRITER AND AUTHOR, MANUEL ALBERTO RICART.

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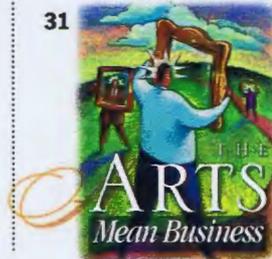
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Trammell Crow Co.

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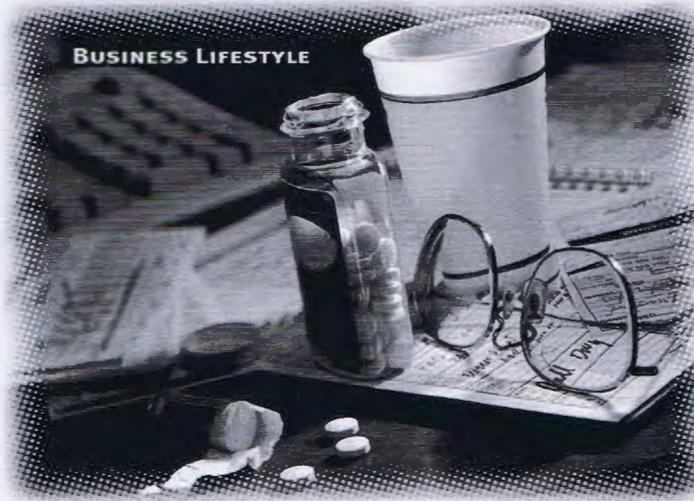
**FINANCIAL INDUSTRY**



**Banks vs. CUs:  
The latest salvo**

Tension has been growing between banks and credit unions for some time, as banks express increasing concern that credit unions have gained unfair regulatory advantages. The Consumer Federation of America is weighing in on the debate via the Internet with a study prepared by Consumer Action of San Francisco. The study, entitled *Banks and Credit Unions: Keeping the Playing Field Level*, draws comparisons between the treatment of banks and credit unions and the subsidies each receives. The report is available on the Web at [consumerfed.org/banksub.pdf](http://consumerfed.org/banksub.pdf)

**BUSINESS LIFESTYLE**



**Getting to heaven via 7-Eleven**

Looking for an escape from your hectic work schedule? Convenience retailer 7-Eleven is offering one lucky dedicated careerist a chance to escape e-mail, cell phones and pagers for a few days. The company established its Summer Stress Escape contest to seek out America's most hectic schedule. The grand prize winner will win a trip for two, including airfare and hotel accommodations, to Bora Bora

in the French Polynesian Islands. Think you've got a winning daily grind? Simply submit a 250-word essay describing why life is so hectic, and include a page from your calendar or day-timer showing a typical day's schedule. Download entry forms at the company's Web site at [7-eleven.com](http://7-eleven.com), or fax a request to (214) 953-3944. The deadline for entries is September 1, 1999, with the winner to be announced October 1.

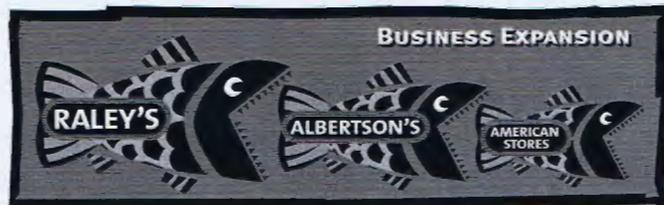
**Y2K  
WATCH**



**Is your  
landlord  
compliant?**

Your business may be Y2K compliant, but is your landlord? To make sure your office building doesn't leave you hanging at the advent of the New Year, Cushman Realty Corp. issued some advice for tenants. Make sure you request your landlord's plan to minimize or eliminate the effects of Y2K-related problems. Ask your landlord if he or she has designated a Y2K manager for the building and identified solutions for handling malfunctions. Also determine what his or her insurance coverage offers in case of a Y2K shut-down. Also be sure you determine who is responsible for Y2K building compliance costs, who covers losses resulting from Y2K issues and whether your and your landlord's suppliers and vendors are Y2K prepared.

**BUSINESS EXPANSION**



**Albertson's: Leaving Las Vegas**

Las Vegas will soon have a new supermarket and drug center retailer in its midst: Raley's, a Sacramento-based chain, recently announced the successful completion of a purchase agreement to acquire 27 stores from Albertson's, Inc. The acquisition includes 19

stores in Las Vegas, with the remainder located in New Mexico. The sale comes as a result of Albertson's pending acquisition of American Stores and its subsequent need to divest of stores in overlapping markets. Lucky stores are part of the American Stores chain.

**EMPLOYEE RELATIONS**

**Can you recognize  
your employees'  
"farewell flags"?**

With a recent nationwide OfficeTeam poll showing 60 percent of executives expressing concern regarding retaining skilled administrative staff, the staffing firm is offering ways to detect and address "farewell flags."

Early warning signs that an employee may be seeking



new opportunities include less interest in group projects, a change in office appearances and longer lunch hours or requests for additional ▶

vacation days. Also, look out for the previously casual dresser who starts showing up to work in business suits, as well as those individuals who seem especially guarded about materials on their desks and computers. If you notice any of these signs, OfficeTeam experts suggest approaching the person to see what you can do to enhance his or her job satisfaction.

#### FEDERAL BUREAUCRACY



### A permanent end to a "temporary" tax?

You may wonder why, in an era of budget surpluses, the federal government continues to find tax burdens to place on business and industry. The Heritage Foundation is wondering the same thing. The conservative think-tank is especially concerned about the payroll tax

*Analysts say discontinuing FUTA would cut payroll taxes by \$8.3 billion between fiscal year 2000 and 2004.*

created by the Federal Unemployment Tax Act (FUTA); the tax generated a \$23.4 billion surplus between 1992 and 1998. According to the foundation, lawmakers continue to renew the "temporary" tax, even though the surplus is being used for programs outside the unemployment system. Heritage analysts say discontinuing FUTA, which has been extended five times since its expiration date in 1987, would cut payroll taxes by \$8.3 billion between fiscal year 2000 and 2004 and give state economies more funds for their own use. You can register your opinion with your Congressional representative. 🌿

# Which Big Five firm serves the largest number of public companies in Nevada?

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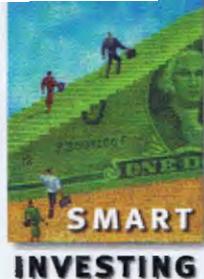
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## Variable annuities may help boomers prepare for retirement

BY JOHN M. GARNER

**V**ariable annuities are basically contracts between a life insurance company and an individual, allowing the individual to invest on a tax-deferred basis and to choose from among available mutual fund portfolios. Baby boomers are now becoming aware of variable annuities as a potential retirement planning tool.

### The Challenge

**T**he retirement challenges boomers face are greater than those faced by prior generations. In order to preserve their present lifestyle in retirement, late-starting savers are going to have to put aside more money and accumulate retirement dollars faster.

- Boomers will need more money than their predecessors to support longer lives. Better health practices and advances in medicine point to more people enjoying a longer, more active retirement.
- Social Security will provide only about 18 percent of boomers' retirement income, according to the Social Security Administration, and up to 85 percent of Social Security benefits may be taxed. For the younger boomers (born after 1959), the Social Security retirement age is scheduled to reach 67.



THE PRE-RETIREMENT  
SITUATION OF BABY  
BOOMERS DEMANDS  
THEY INVEST DIFFER-  
ENTLY FROM THEIR  
PREDECESSORS. THEY  
NEED RETIREMENT  
PROGRAMS THAT ...  
MINIMIZE RISK WHILE  
MAXIMIZING RETURNS.

- Company-sponsored defined benefit pension plans may be scaled back and fewer employees may qualify for them. Instead, more and more, the focus is likely to be on company-sponsored defined contribution plans, such as 401(k) plans, that offer employees the opportunity to contribute a portion of their income to save for retirement. With defined contribution plans, the onus to fund the plan for retirement rests with the employee, not the employer.
- Retirement will cost more. In addition to inflation, healthcare costs have risen steadily, and boomers are likely to receive fewer Medicare funds than earlier generations.

### Variable Annuities Can Help Fund Retirement

**T**he pre-retirement situation of boomers demands they invest differently from their predecessors. They need retirement programs that seek to minimize risk while maximizing returns. In addition, boomers should select programs with features that make investing flexible and convenient. Given these factors and objectives, variable annuities may be an excellent investment consideration.

Variable annuities allow an investor a choice of mutual fund portfolios. Each of the portfolios is developed around a set objective (aggressive growth, global investment or income preservation, to name a few) to meet the diverse needs of investors. The value of the annuity fluctuates with the performance of the investments the individual chooses.

For those investing for retirement, variable annuities provide:

- **Growth opportunities** through a range of professionally managed investment portfolios.
- **Tax advantages.** Assets held in a variable annuity grow on a tax-deferred basis during the initial "accumulation period," allowing money normally paid as current taxes to compound and grow.
- **Liquidity.** Depending on the plan selected, variable annuities may provide some access to money free of company-imposed charges.
- **Value-added features**, such as automatic additions and automatic dollar cost averaging.
- **Beneficiary protection** through a guaranteed death benefit.

When considering variable annuities, investors should read the product prospectus carefully prior to investing or sending money. 🍀

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*John Garner is a financial advisor with Morgan Stanley Dean Witter. His focus is in retirement planning and professional portfolio manager selection.*

## QUICK QUOTES

### A warning to Internet investors

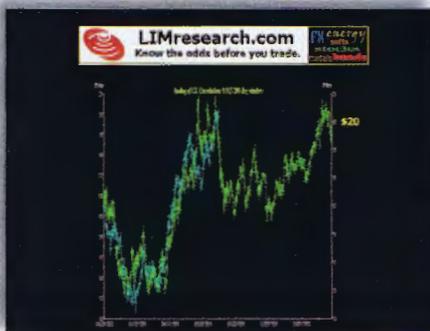
Officials of Henderson-based Paragon Asset Management are advising inexperienced investors to exercise caution when investing in stocks and bonds via the Internet. Company spokespeople note that the increase of Internet usage in homes and offices is encouraging many novice investors to delve into areas where they lack expertise. Paragon advises investors to avoid hasty decisions and carefully research options. "In the short term, inexperienced Internet investors might win," acknowledged company principal Bob Kasner. "But in the long run, their actions could prove very risky."

### Touchstone adds to annuity product line

Cincinnati-based Touchstone Securities, Inc. expanded its variable annuity product line-up, adding 10 new funds to offer "retail brand" managers alongside its institutional money managers. Touchstone's total multi-managed variable annuity sub-account selection now stands at 18, and includes equity, institutional and high-yield bond portfolios.

### Discover Brokerage boosts research capabilities

Discover Brokerage has forged an alliance with LIMresearch.com to provide those utilizing the Internet investment brokerage with more research resources. Customers of Discover Brokerage are eligible to receive free trials from LIMresearch.com, where they can access ideas about every major market both foreign and domestic. 🍀



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## When buying technology, how far is far enough?

*If only one of those cutting edge golf gadgets could take such a measurement*

BY BOB FELTEN



It's summer and a not-so-young man's fancy turns to golf. Once again the eternal search for something that will improve your game begins in earnest. I know many of you have either fallen victim to this syndrome or watched someone else succumb to its lure.

Your eyes glaze over with the fantasy of perfect shots and low scores. All rational thought is locked away and your credit card leaps out, at the ready.

In recent years, cutting edge technology has arrived on the golf course in the form of high-tech, laser range finders. My favorite golf course even has these little wonders on each cart. You point them at the pin and they tell you exactly how far away your ball is from the hole. This helpfully assists me in choosing the right club to hit wrong.

Not all golf courses are this accommodating. So I went shopping for one of these gadgets, for a gift of course, and discovered something very interesting. Even the least expensive of these laser range finders, which list from \$229.99 to \$399.99, give you way more than you need. In fact, they give you more than Tiger Woods or John Daly, two of the PGA's longest hitters, might need.

At the bottom of the product line, a laser range finder will measure distances up to 400 yards. A recent review of PGA driving stats showed only Daly had an average driving distance of over 300 yards

and not much over 300 yards at that. If you're around 400 yards away from the hole, you know it. A high tech laser range finder won't really help.

But wait. There are laser distance finders that measure 600, 800 and even 1,000 yards. Hitting a golf ball that far is beyond the most outrageous fantasy. Even on the longest

golf courses, you'll never need to hit the ball that far. Why would you buy a golf course range finder with that capability? Why would you spend another C-note, or more, for a piece of high-tech equipment that so exceeds your needs as to be absurd? Yet, otherwise intelligent people are apparently doing this every day.

This whole laser range finder shopping experience made me think about the challenge many business people face in making decisions about buying technology. The questions are many. How much is enough? If I buy for today's needs, will my purchases be outdated by the time they're delivered next week? How far into the future should I be looking? How far in the future can I look?

These range finders won't answer those questions, but here's an approach for you to consider. You have a vision for your business. You have goals you'd like to achieve. Ask yourself how new technology investments will specifically help you achieve that vision and meet those goals.

Those basic questions are often lost in new technology conversations. Don't be

overwhelmed by discussion of technocapabilities, no matter how dazzling, that aren't relevant to the situation you face.

New technology should help you do what you need to do now and in the future. You don't want to pay for capabilities you'll never need even in your wildest fantasies, no matter how cool they are.

Like most golfers, I have a very active golf fantasy life. It's what keeps us returning to the game. But I won't be buying the 800-yard laser range finder. I can't even imagine how it would help. 🍂

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

### TECH TALK

#### Sprint PCS customers to receive Yahoo! services

Yahoo! Inc. and Sprint PCS announced an agreement to offer Yahoo! Web content and services to Sprint PCS wireless subscribers using Sprint PCS phones. The two companies will jointly provide a range of co-branded Sprint PCS My Yahoo! Services to both companies' users. The services, slated for availability in the fourth quarter, will include Yahoo! mail, address book, calendar, news, sports, finance, weather and horoscopes. Wireless access to personalized content will be delivered via two-way interactive services and notifications to Sprint PCS phones.

#### Web site offers Internet research precision

Tired of wading through thousands of search engine matches? ProfessionalCity.com, Inc. debuted a free online research facility and community at its Web site, *professionalcity.com*. Accounting, legal and marketing professionals can pull up an organized, edited listing of the links and information most valuable in their day-to-day business. The site is

*continued on page 15* ➤

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# WITH SOME INSURANCE COMPANIES, WORKERS' COMPENSATION IS THE PARSLEY.

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**L**ots of companies offer workers' compensation. To most of them—big companies from out of town and big ones here at home—it's a side-line. On their menu of services, it's not even an appetizer.

So, with everything that's on a big company's plate, where do you think that leaves your workers' compensation claim? You guessed it.

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**ASCENTRA**  
exceeding expectations

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7 0 2 - 3 6 5 - 6 9 7 9

# Marketing your business

*Placing your company  
and its products is not  
always an exact science.*

BY TOM DYE

**E**ntrepreneurs often find themselves confused about how to market their products or services. While a greater host of options exists today than ever, many small businesses must make judicious marketing decisions limited by finite resources. Many will find the tried-and-true alternatives work best, at least initially.

Two traditionally valuable marketing tools are advertising and public relations. Because of the wide number of media outlets in Las Vegas, deciding on where to place advertising can be a challenge, and gaining attention through public relations can be an even bigger mystery.

## Advertising

**E**ntrepreneurs with limited capital usually develop their advertising and public relations campaigns in-house. When the business generates more revenue, it might be time to hire an agency to formulate more sophisticated strategies to attract media attention.



"The first thing you have to do is to establish a budget for advertising and marketing," said Joe Merica, principal of The Merica Agency in Las Vegas. Merica's firm concentrates on advertising while a sister firm, Faiss Foley Merica, handles public relations.

Entrepreneurs can obtain information on how much to allocate for advertising costs and other business expenses from the U.S. Chamber of Commerce ([uschamber.com](http://uschamber.com)). The local office of the U.S. Small Business Administration also offers an extensive library with useful information for entrepreneurs.

"The industry average varies by category," Merica noted. "Obviously, retail operations are going to spend more [than other companies] on advertising." He estimates that retailers need to spend at least 5 percent to 8 percent of gross revenues on advertising.

Almost all manufacturers and suppliers offer co-op advertising funds to help businesses sell their products, Merica said. These funds usually cover between

20 percent and 50 percent of the cost of an advertisement. "In determining the percentage on a newspaper ad featuring their product, [suppliers and manufacturers] will want to see how prominently logo and product names are featured," Merica advised.

Merica also recommended finding a "good freelance artist" who can design print advertisements and other marketing materials such as brochures and direct mailers. Check with other businesses, business organizations and the Las Vegas chapter of the Public Relations Society of America (702-244-7502) to get recommendations. "Find an artist with whom you are comfortable and with whom you communicate well," Merica stated.

Establishing budgets and creating artwork aren't the only components to maximizing advertising for your business. Entrepreneurs will also find many choices in deciding where to advertise. Radio, for instance, reaches a younger audience, but the Las Vegas Valley has more than 30 stations and each has its own format.

The Valley has also seen a big increase in the number and variety of print publications. Entrepreneurs can choose publications that specialize in categories such as business, entertainment or the senior citizen community. Neighborhood newspapers now compete with the two major dailies for the advertising dollar.

New businesses, especially retailers, may find they don't have to search for advertising outlets; advertising representatives will come to them. The problem will be to figure out how to allocate advertising dollars. "You have to track what's working and what isn't," Merica asserted. This means asking customers how they heard about the business and determining which advertisements are most cost-effective. "You are going to do a lot of experimenting," Merica forewarned.

One of the most effective strategies is to tie in advertising special events and occasions, according to Merica. Promoting holiday sales and products for special occasions, such as Mother's Day and Father's Day, will generate more revenue. Entrepreneurs should also keep an eye on what's happening in the surrounding community. If a new park featuring softball facilities opens, area restaurants and taverns can take advantage by offering drink and food specials designed to attract the sports crowd after a game.

Merica cautioned business owners not to skimp on advertising. "Don't look on advertising as an expense. Look on it as an investment."

## Public Relations

Public relations primarily differs from advertising in that its media placement is generally free. However, garnering such gratis coverage requires a specific approach. Business owners who decide they can afford to hire an agency to develop more sophisticated strategies should shop around to find one in which they have confidence, said Mike Ballard of Ballard Communications.

His operation concentrates heavily on public relations campaigns, but will also help clients with advertising. Public relations and advertising agencies develop specialties and create their own niche in

the market. Some are stronger in the small business arena and others prefer helping larger companies, according to Ballard. Agencies also specialize in certain industries, such as food service or gaming. Lists of agencies can be obtained from the local public relations society. Business publications occasionally will have lists or stories pertaining to agencies.

Companies that don't want to hire an agency but want to circulate a press release should consider using a freelance writer. Ballard suggests calling the UNLV Department of Communications or the UNR Reynolds School of Journalism to find students trained in the public relations field. The promotion department for the Las Vegas Review-Journal and Las Vegas Sun also publishes a booklet on how to write a press release.

Public relations is a misunderstood field, Ballard said. Businesses don't realize how difficult it is to get a press release published. Editors are swamped with press releases and try to publish only those with news value. Even if a business manages to get publicity, there is no guarantee of more coverage. "Getting the second or third story in is really difficult," Ballard said. His agency tries to interest editors by tying clients into industry trends. For instance, a client with a new computer product or service might relate to other innovations in the industry or a local trade show such as Comdex.

Businesses can try to interest television stations through video press releases, but this market can also be difficult to penetrate. "PR is not a science," Ballard said. "Not everything works. Agencies are often at the mercy of irascible editors."

The key is for business owners to have rapport with an agency, Ballard said. Meet with several and find out what they can do. A good agency will think like a business and research the market to come up with a successful strategy.

"The secret of getting effective publicity is through thoughtful planning, pitching and follow-through," he explained. "The media wants answers to these questions: What exactly makes your business successful and what do you have that's different or novel that deserves media coverage?"



continuously updated to eliminate obsolete sites and add new ones, and more professional areas are scheduled for addition. Membership is free.

## Merica launches Internet services division

The Merica Agency, a full-service advertising firm located in Las Vegas, formed Merica Interactive, a division dedicated to providing comprehensive online services. Merica Interactive will provide clients with a full range of Internet services, including online advertising, site redesigns, expanding site capabilities, Internet efficiency analysis and Internet efficiency proposals. The division will operate under interactive media planner Kevin Knuhtsen.

## Product gives e-mail a voice



Atlanta-based Premiere Technologies has chosen Las Vegas as one of six test markets for its launch of Orchestrate E-mail by Phone. Orchestrate allows users to hear their e-mail over the phone and respond to it with their own voice from any phone, anywhere. The service offers flat-rate pricing of \$19.95 per month; system users dial a local number to access service without incurring additional per minute charges for usage. For more information, visit the product's Web site at [orchestrate.com](http://orchestrate.com).

## Northern Nevada Development Authority

*Newer manufacturing base leads to  
dramatic changes in region's economy*

### VITAL STATISTICS

#### MAJOR CITIES

Carson City  
Douglas County –  
Gardnerville, Minden  
Lyon County –  
Dayton, Moundhouse  
Storey County

#### PRIMARY ECONOMIC ENGINES

Government  
Manufacturing

#### YEAR AUTHORITY EST.

1982

#### EXECUTIVE DIRECTOR

Kris Holt

#### TRANSPORTATION THOROUGHFARES

U.S. 395  
U.S. 50

#### AIRPORTS

Carson City Airport  
Dayton Airfield  
Douglas County Airport

The economy that characterizes the Northern Nevada Development Authority's (NNDA) region has changed dramatically since the days when Virginia City served as Mark Twain's stomping ground and gold and silver mining attracted settlers from across the country. Though responsible in the latter half of the 1800s for pumping \$400 million of gold and silver into the nation's economy, observers today are hard-pressed to find significant mining activity in Lyon, Storey or Douglas counties.

The story of how the counties and cities in NNDA's area evolved to possess their current economies begins roughly 15 years ago, according to Kris Holt, NNDA executive director. Around 1980, a group Holt refers to as "the Baker's dozen" adopted a decidedly pro-business, pro-development outlook regarding the Carson City area's future and aggressively pursued public economic development funds; NNDA represents the legacy of those efforts. "[The NNDA's] original founders wanted to see economic opportunities besides gaming come into the region," Holt explained. "They loved tourism and recognized that gaming provides the state's bread and butter economically. We still honor and work with the gaming industry. But Carson City's community leaders saw the light before anyone else – before the recession of 1982. Our community leaders have been very visionary."

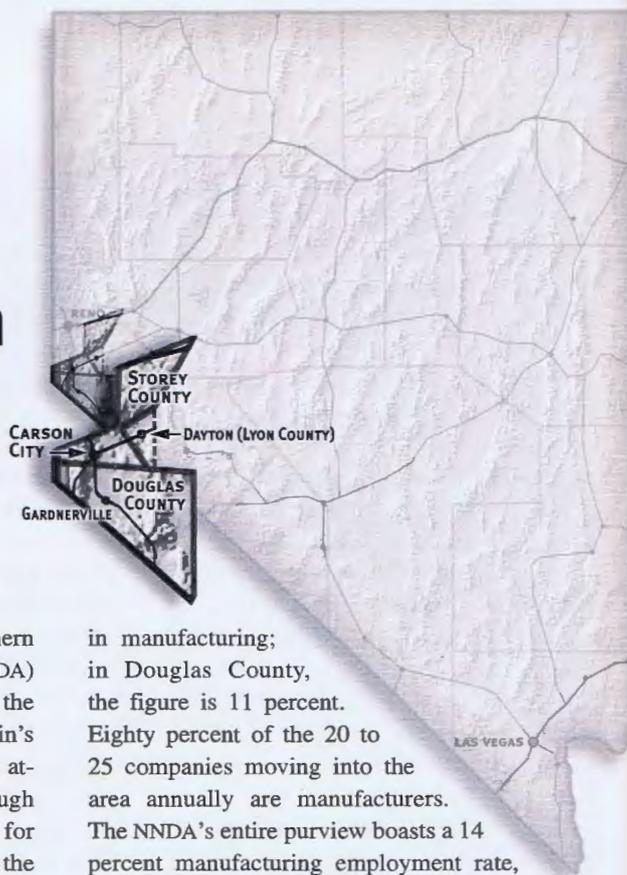
Perhaps more than any other economy in Nevada, the three counties in NNDA's region have been successful at morphing their economies into something unrecognizable from their traditional foundations. The area has become "the manufacturing hub of Nevada," as NNDA literature and Holt both attest; the numbers substantiate those claims. On a per capita basis, manufacturing composes 4 percent of the employment base statewide. In Reno and Las Vegas, manufacturing employs 6 percent and 3 percent of the population respectively. In Lyon County, 24 percent of the population works

in manufacturing; in Douglas County, the figure is 11 percent. Eighty percent of the 20 to 25 companies moving into the area annually are manufacturers. The NNDA's entire purview boasts a 14 percent manufacturing employment rate, something that is helping the area find continued success in attracting other manufacturers.

"Manufacturers love to be around other manufacturers," Holt explained. Area manufacturers are also attracting suppliers of virtually every ilk, and a snowball effect is in full force. "Companies who moved here five years ago are coming back to me now and saying they know of suppliers, support services and other manufacturers the NNDA needs to recruit," Holt noted. "We're receiving our best leads from the referrals of those who are already here."

The best news for the Carson City area is that manufacturing's impact on commerce transcends attracting suppliers. "Manufacturing drives so many other elements of the economy that follow it," Holt noted. "It brings in cottage industries and ancillary services. If you want to draw retail or professional services into an area, bring in manufacturing. Only the construction industry pays higher than manufacturing," thus assuring a ready supply of consumers to absorb other services.

Though it may sound as though positive things are simply happening for NNDA, Holt actually subscribes to an aggressively proactive recruitment philosophy. He describes a "grassroots approach to targeted marketing" that includes regular direct mail campaigns, an active Web site, a promotional video and numerous brochures. Holt and other area officials make regular recruiting trips around the country, most recently to Denver and the San Francisco Bay area. NNDA officials are planning recruiting trips in the next fiscal year to all areas of California, as well as Phoenix,





Kris Holt, NNDA Executive Director

Denver, Chicago, Minnesota or Wisconsin and possibly Ohio. The authority is also in the process of compiling a suppliers' directory to go with its manufacturers' directory, both useful tools in appealing to businesses considering opening up shop in one of its three counties.

The NNDA is also utilizing businesses already in the area as a resource. The organization is collaborating with local utilities and the University of Nevada, Reno (UNR) Small Business Development Center to identify all the manufacturers in the three counties – totaling an estimated 320. Once pinpointed, companies are categorized into industry-related clusters and invited to a breakfast meeting. "We recently met with medical industry manufacturers and quizzed them on what it's like to do business here," Holt explained. "We want to hear about the good and bad, our strengths and weaknesses. We're learning how to sell the area from focus groups."

Combine NNDA's assertive approach with the area's natural attributes, and it's easy to see why so many businesses opt to situate operations in the region each year. A low tax burden and a lack of impact fees and city and county environmental regulations continue to draw many companies. Also, the cost of doing business – including the price of industrial property, labor force and property taxes – is 10 percent lower than in the state's metropolitan areas. And there are the lifestyle issues so many busi-

ness people find important: "They can have their cake and eat it, too," Holt stated. "They can be cowboys or yuppies, or live in Tahoe and work in Carson City. They can live their lives the way they want."

The only substantial obstacle the NNDA finds itself grappling with is one common to cities nationwide: a shortage of workers, in spite of the area's 2.5 percent to 3 percent annual population growth rate. But again, the organization is greeting the issue aggressively. It's planning to target depressed U.S. regions where industries such as timber and aerospace are faltering, and place employee recruitment ads in local newspapers. The authority's strong ties with UNR and Western Nevada Community College are also helping develop skilled and trained workers.

A clear vision of what it needs to accomplish is part and parcel of NNDA officials' ideas for the region's future. In addition to following up on target industries – plastics, electronics, medical instrumentation and aerospace – Holt says the authority is now "dabbling in back office industries such as call centers, data processing and credit card processing facilities." Holt would also eventually like to recruit a Fortune 500 company every other year or so, and see the area's annual growth rate sustain its brisk but reasonable pace.

Most of all, Holt wants to see continued emphasis on the region's business climate. "For a long time, the state promoted itself as 'anything goes,'" Holt noted. "Now, we're trying to establish a reputation as a viable business community. Changing that image will take a long time, but we need to keep working hard at it. Carson City has done a good job on a smaller scale. If we keep the environment entrepreneurial, we'll attract bigger and better companies."

Holt's commitment to judicious, quality growth is mandated by a sense that growth must end sometime. "Carson City now has about 50,000 residents. The area will be tapped out at 75,000 residents," he noted. "We have about 10 more years of growth that we can accommodate, so we need to be selective and do it right." With that philosophy, Douglas, Storey and Lyon counties will continue their economic evolution as one of Nevada's more substantial diversification success stories. 



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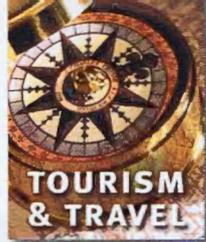
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## Reno/Sparks Convention Center expansion soon to break ground

BY J. PHILLIP KEENE III

Convention sales are going through the roof, so the Reno/Sparks Convention Center is expanding to meet the demand. Groundbreaking on renovation and expansion of the Reno/Sparks Convention Center will take place this fall. Legislation was approved to increase the room tax for hotels and motels in Reno, Sparks and Washoe County to fund the \$105 million project.

Plans call for the convention center's current 370,000 square feet to increase to more than 500,000 square feet of rentable space. With a much larger facility sporting a more contemporary look, our marketing strategy can advance with a three-pronged forward thrust.

The Reno/Sparks Convention and Visitors Authority (RSCVA) can recapture lost business from clients who have outgrown this center. Second, we will be able to accommodate larger groups heretofore unavailable because of size limitations. Finally, we will also be able to retain existing trade shows and exhibitions and host multiple groups simultaneously.

Will we be able to fill the extra space? Yes. At press time the number of conventions and meetings booked over the previous fiscal year has jumped from 112 to 222. Attendance projections for those meetings have more than doubled along with a 129 percent increase in the number of room nights anticipated.

The RSCVA board of directors has appointed LMN Architects of Seattle to head the creative design team because of the firm's impressive creative design history and extensive experience in convention center expansions. LMN has participated in more than 60 public assembly projects including 35 convention centers.



Samples of LMN designs celebrate the culture, climate and spirit of the communities in which they stand.

Along with marketing Reno/Sparks and Lake Tahoe as premier convention destinations, the RSCVA is actively promoting

the area as the mountain golf capital of the world. The promotion includes the launch of a new comprehensive Web site that features interactive golf course selection guides to the 38 public resorts and clubs within approximately 90 minutes of the Reno-Tahoe International Airport. Accessed at [golf.renolaketahoe.com](http://golf.renolaketahoe.com), the site also includes a golf package reservation inquiry system and a chance to win a golf getaway every week for 18 weeks. Golfers can also select one of more than a dozen golf packages offered by area hotel/casinos and golf clubs and make a reservation inquiry.

Information about golf events such as the August 26-29 Reno-Tahoe Open, the newest stop on the PGA tour, are featured on the site along with news stories that reflect the pleasant surprise golfers discover when their drives go farther at a mountain golf destination.

With one click of the mouse users can also be transported from the golf Web site to Reno's major visitor Web site information center, [playreno.com](http://playreno.com), for details regarding transportation, lodging, attractions, special events, news and more. New Web sites devoted to bowling and skiing are also being planned by the RSCVA. 🍀

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

## TRAVEL TRENDS

### A cultured millennium celebration

While many who associate Las Vegas with New Year's Eve 1999 will automatically think of festivities on The Strip, the Las Vegas Art Museum is offering an off-Strip alternative. The museum will transform itself into "Cosmo Center 2000," a catered, themed party. The gourmet event will include food, drink, entertainment, gifts and favors with every ticket.

### United adds non-stop service from Reno to L.A.

United Airlines announced plans to begin non-stop scheduled service to and from Reno/Tahoe at its latest hub, Los Angeles International Airport. The service, which begins October 31, will supplement United's existing roster of flights serving Reno, which include service to San Francisco and Denver.

### New vacation planner debuts online

*What's On* magazine has introduced an electronic companion to its biweekly *Las Vegas Guide*. The Web-based vacation planner can be found at [ilovevegas.com](http://ilovevegas.com). The site, designed to help Las Vegas visitors create a specialized vacation itinerary, offers the latest information about area hotels, casinos, entertainment, dining and recreation.

### Station Casinos to enter online wagering market

Station Casinos, Inc. signed a letter of intent with Youbet.com, Inc. to jointly develop and operate a remote PC-based race and sports wagering service catering to Nevadans. Youbet.com currently operates an interactive online horse-racing network. Upon receiving necessary regulatory approvals, Youbet.com will maintain and operate the service, while Station Casinos will market the enterprise and provide customer registration and assistance through its race and sports books. 🍀



**BANKING & FINANCE**

**N**evada State Bank hired **Michael Cunningham** as senior vice president, private banking manager and **Kelli Weist** as client service manager. The bank also promoted **Connie Decker** from financial service supervisor to client service manager at its Green Valley Pebble Branch.

**Dain Rauscher Inc.** hired **John M. McDonough** as an associate vice president-investment officer in the firm's Las Vegas office. In his new position, McDonough assists individual and corporate clients in selecting appropriate investments. He also helps clients develop retirement plans and money management programs.



Lawyer



Gaffney

**Pioneer Citizens Bank** promoted **Sara Lawyer** from assistant vice president and commercial loan officer in its Las Vegas lending department to vice president and commercial loan officer. The bank also promoted **Kathleen Gaffney** from assistant vice president and sales & service manager in the marketing department to vice president and branch manager of the Las Vegas downtown branch.

**Nevada Federal Credit Union** appointed **Thomas E. Ernsperger** vice president of lending. Ernsperger, who most recently served as vice president of operations at Centra Credit Union in Columbus, Ind., will oversee the credit union's consumer loan, mortgage loan and collection operations.



Ernsperger

Las Vegas-based **Del Mar Mortgage** appointed **Peggy S. May** senior vice president. May, who served as title searcher for

Land Title of Nevada prior to joining Del Mar, will oversee office administration and work with private investors.

**BUSINESS SERVICES**

**B**rent Hucks, CPA joined the Las Vegas office of **Robert Half** as a recruiting manager. Hucks possesses more than five years' experience in management consulting, auditing and cost accounting.



Jacobson

**Mercury Reprographics** hired **Debra "DJ" Jacobson** as a sales account representative in its Las Vegas office. Prior to joining Mercury, Jacobson was a telecommunications salesperson for seven years.

**Accountemps** hired **Diedre Martin** as staffing manager at its Las Vegas office. Martin, who has more than 16 years' experience in accounting, most recently served as accounts payable manager for an electronics firm in San Diego.

**RHI Management** in Las Vegas appointed **Barbara Harper** account executive. Harper previously worked as a human resources benefits administrator, internal auditor and staff accountant in the energy industry.

**Yvonne Knowland** joined the Las Vegas office of **OfficeTeam** as staffing manager. Knowland possesses 13 years of experience in the administrative field, as well as three years' experience in both the staffing industry and office management.

**DEVELOPMENT & REAL ESTATE**

**D**eborah A. Priest joined **Ninyo & Moore** in Las Vegas as project engineer, and **Della Mosier** joined the engineering company as staff geotechnical engineer. Priest's responsibilities include performing geotechnical evaluations, managing materials testing and inspection

projects and providing inspection services. Mosier will conduct geotechnical investigations and analyses, prepare geotechnical reports, plans and specification and perform field and laboratory tests.

**Colliers International** in Las Vegas named **Autumn Cole** accounting manager. Her responsibilities include all invoicing, billing and general accounting duties. Cole was most recently finance manager at Oasis Management Directions.



Higginson

**Del Webb Corp.** promoted **Scott Higginson** to vice president of government affairs for Del Webb communities. Higginson will direct the company's government relations at the local, state and federal levels for all Del Webb locations nationwide, as well as continue his government relation responsibilities for the company's land acquisition needs in the Las Vegas Valley. Higginson will remain at Del Webb's Las Vegas headquarters.

**Martin-Harris Construction** announced an upper management revision that includes two new senior project managers. **Dave Wilson** and **George Coffman** join current senior project manager Gary Siroky.



Dutton

**Poggemeyer Design Group, Inc.** appointed **Terence Lance Dutton**, P.E. project manager/senior engineer at its Las Vegas office. Dutton comes to Poggemeyer with more than 24 years of experience in civil engineering, including posts as a civil engineer/resident engineer for ROICC NAS in Fallon and as airport engineer for the Airport Authority of Washoe County.

**Gary Casselman** joined the Reno office of **Clark & Sullivan Constructors** as an engineer in training with an emphasis on estimating. **Casey Aboudara** joined the builder's Reno office as an estimator.

## PEOPLE ON THE MOVE

Aboudara holds nine years of experience in the construction industry, most recently in estimating and project engineering.



Gogulski

**Roel Consulting Group** hired **Paul Gogulski** as Las Vegas division manager and **Janie Mondey** as administrative assistant. Gogulski previously worked as a project officer for NYC School Construction Authority in New York, while Mondey was previously employed at Option One Office Staffing in Las Vegas.



Mondey



Tolles

**Trammell Crow Company Reno/Sparks** promoted **Par Tolles** to vice president and **Christopher Waizmann** to senior retail associate. Tolles has eight years' commercial real estate investment experience and joined Trammell Crow Company in 1994. Waizmann has been active in commercial real estate since 1991 and joined the real estate services firm last year.



Waizmann

**W. Stewart Gibbons** and **Kevin W. Orrock** were named executive vice presidents with **The Howard Hughes Corporation**. Gibbons, who was previously senior vice president of community development for the company's Summerlin division, is responsible for all Summerlin operations and all land transactions of Hughes' properties in Las Vegas. Orrock most recently served as vice president and treasurer of the corporation, and will oversee the acquisition of project and land financing and the financial support of the company's various lines of business.



Smith

**Richard D. Smith** was appointed vice president and Nevada regional manager for **Harsch Investment Properties LLC**. Smith has over 20 years' experience in Nevada and California real estate markets, most recently spearheading commercial and industrial development for American Nevada Corp.



Sweeney

**Century 21 Consolidated** hired **Paul D. Sweeney** as sales manager and director of career development. Sweeney, a certified facilitator for Century 21, oversees the recruiting, hiring and training of brokers and salespeople.

Las Vegas-based **ATI Title of Nevada** appointed **Mark DiPentino** service coordinator. Prior to joining ATI, DiPentino worked in the commercial mortgage-backed securities market as an account representative.

**Cary Van Wagoner** was appointed director of customer service for **Perennial Homes**, a division of Las Vegas-based Saxton Incorporated. Van Wagoner, who has more than 12 years' homebuilding customer service experience, was most recently customer service and project manager for Johnson Communities in Denver and Las Vegas.

## ECONOMIC DEVELOPMENT

**The Nevada Commission on Economic Development** appointed **Kay Scherer** marketing director. Scherer, a 20-year communications and management professional, is a former spokesperson for the city of Las Vegas and vice president of the public relations and research division of R&R Advertising.

**The Entertainment Development Corp.** (EDC) of Las Vegas hired former Buena Vista/Miramax sales division manager **Trudi Ashworth** as director of public relations. Ashworth, who possesses more than 15 years' experience in the Hollywood industry market, is responsible for all special events, marketing and advertising coordination for EDC.

## EDUCATION

Nevada's Board of Regents unanimously appointed **Dr. Carol A. Lucey** president of **Western Nevada Community College**. Lucey is a former physics professor who previously served as vice president of academic affairs at Alfred State College of

Technology in New York. She brings 25 years of public higher education experience to her new post.

## GAMING & TOURISM

**Station Casinos, Inc.** named former **Howard Hughes Corp.** vice president **Mark E. Brown** executive vice president. In his new position, Brown has overall management responsibility for Station Casinos' government, public and community relations programs in Nevada and Missouri. **Station Casinos Advertising** named **Jim Atha** a senior writer and producer. Atha previously served as senior vice president of creative services for Midwestern firm **Jordan Associates**.



Atha

## GOVERNMENT & LAW

**The city of Henderson Parks and Recreation Department** named **Dirk Richwine**, CLP assistant director of parks and recreation. Richwine's 22 years of experience include posts as director of community services/parks in Brighton, Colo. and recreation superintendent for Pima County, Ariz.

Employment attorney **Kathleen J. England** joined the Las Vegas law firm of **Kummer Kaempfer Bonner & Renshaw** as a partner. England, who ran England & Associates for the past five years, will head up the firm's employment law practice.

## HEALTHCARE & INSURANCE

**Allan Stipe**, president of the **Sunrise Healthcare System**, will assume his previous post as president and CEO of Sunrise Hospital and Sunrise Children's Hospital in Las Vegas. Stipe replaces **Jerald Mitchell**, who is leaving Las Vegas to become president and CEO of West Florida Regional Medical Center in Pensacola. Sunrise also announced the promotion of **Suzanne Burton** to chief operating officer of Sunrise Hospital and Medical Center.



Burton

Burton has nearly 30 years of healthcare administrative and nursing experience, most recently as Sunrise Hospital's vice president of outpatient services development. **Margaret Russitano** was promoted to vice president of strategic initiatives for the hospital. Russitano has more than 20 years of healthcare experience.

**Managed Care Consultants, Inc.** named **John Jessen** director of contracting at its Las Vegas office. Jessen's duties include handling daily functions for the provider network, credentialing and maintaining relations with clientele who access the company's network.

**Carson-Tahoe Hospital's** board of trustees unanimously renewed CEO **Steve Smith's** contract until 2002. Smith has been with the hospital since November 1991, during which time the hospital's patient volumes and budgets have tripled, with above average-profits.

**The Weiland Group** in Las Vegas appointed **Sandra Dewhurst** skin care specialist. As a clinical aesthetician, Dewhurst is responsible for assisting Stephen W. Weiland, M.D. with skin evaluations, completing skin care treatments and following each patient through his or her treatment plan.



Havis

**Lillian Havis** was promoted to director of **Home Medical Equipment, Nevada** and **Home Infusion Therapies**, two firms in the Ascentra family of 16 healthcare companies. Havis has been with Ascentra for more than five years, most recently serving as operations manager for Professional Health Services.

## MEDIA & COMMUNICATIONS

The **Clear Channel Group** of radio stations hired **Daniel Perlstein** as an account manager with KWNR/KFMS in Las Vegas. The company also added Penny Jeffery to the sales staff at the two stations.



Vetter



Dudley

Reno-based **Innerwest Advertising and Public Relations** hired **Don Vetter** as director of public relations and **Julie Dudley** as public relations manager. Before joining Innerwest Advertising, Vetter and Dudley worked at Reno's DRGM Advertising and Public Relations. Innerwest also hired Lisa Stovall as media director. Stovall is the former advertising manager at the Silver Legacy Resort Casino.



Cutolo



Smith

**Quillin & Co. Advertising and Public Relations** in Las Vegas hired **Jeanette Cutolo** as a public relations assistant account executive and **Jonathan Smith** as a graphic designer. Before joining Quillin & Co., Cutolo served as a public relations specialist at American Medical Response. Smith worked as a designer for AlphaGraphics.



Allen

Las Vegas-based **Consultants in Marketing, Inc.** named **Darcy Allen** senior graphic manager. Allen comes to the professional services marketing company from Lady Luck Casino, where she was a senior graphic designer for six years.



Kane

**McElroy Communications**, a Sacramento-based public relations and advertising firm, reopened its Las Vegas office and appointed **Michele Kane** vice president/Nevada division.



Stutz

**Advertising & Marketing Solutions, Inc.** in Las Vegas named **Howard Stutz** vice president of public relations/government affairs. Stutz most recently served as public relations special projects manager for R&R Advertising.

**KSR Advertising, Marketing Design and Public Relations** hired **Sheri Thierry** as

production coordinator and **Aaron Prager** as a graphic artist. Thierry was formerly employed at Desert Color Lab and Fancy Publications. Prager comes to Las Vegas-based KSR from CVA Advertising & Marketing in Odessa, Texas, where he was production artist.



Copenig

**D. Allison Copening** established **AliKat Creative Services** in Las Vegas. The company specializes in public relations, special events and video production. Copening formerly worked as marketing director for Purchase Pro, Inc. and as community affairs director for KLAS-TV.



Carter

**Mel Carter** was named Internet marketing manager at **WHAT'S ON** magazine in Las Vegas. Carter, a 20-year sales, marketing and media placement veteran, will generate Internet advertising sales for *ilovevegas.com*, the magazine's Las Vegas Web site.

## NON-PROFIT

Las Vegas attorney **Ann Bersi** was appointed president of the board of governors of the **State Bar of Nevada** for 1999-2000. Bersi is a deputy district attorney in the civil division of the Clark County District Attorney's office.

**The Jewish Federation of Las Vegas** elected **Doug Unger** president. The federation also appointed **Dr. Stephen Kollins** founding president of its not-for-profit Jewish Home for the Aging of Southern Nevada.

## TRANSPORTATION

The **Regional Transportation Commission of Clark County (RTC)** appointed **Jacob L. Snow** general manager. Snow comes to the RTC following a 10-year period with McCarran International Airport, where he served as an assistant director of aviation. In his new capacity, he will oversee an annual operating budget of \$119 million and a capital budget of \$104 million.

# Nothing Ventured, Nothing Gained

*Nevada – with one small private venture capital group and no public funding sources for seed capital – is behind in attracting and funding start-up firms. A group of business people is seeking to change that at the ballot box in November 2000.*

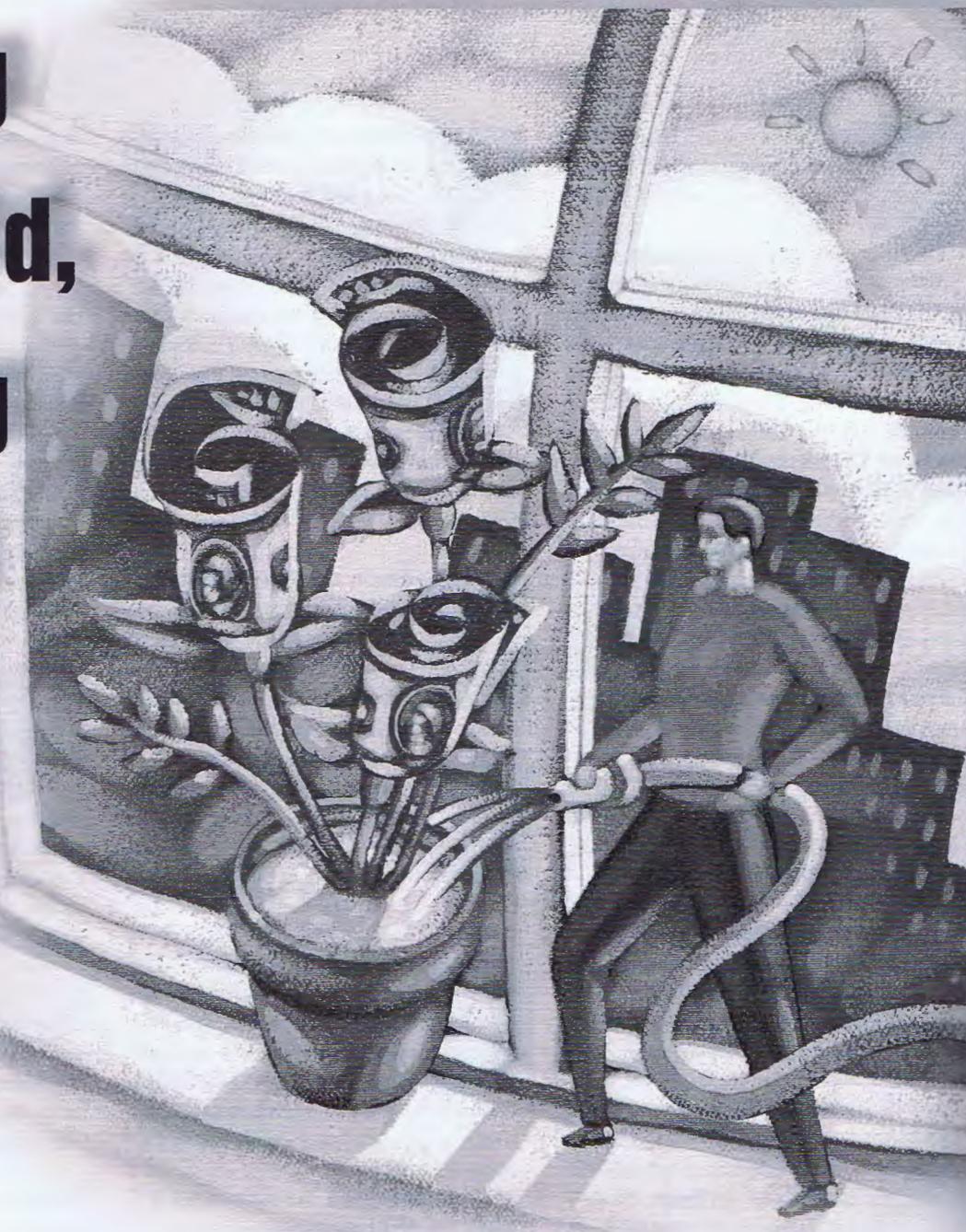
BY BRIAN E. CLARK

**N**evada's economy is booming. No one can argue with that. But with more than 50 percent of the state's jobs in the hotel, gaming, tourism and retail sectors, Larry Struve says Nevada needs to do more to diversify its economic base by bringing in high-tech companies. Struve, former head of the state's Commerce Department, is just one of many business leaders and economists backing an effort to create a state-funded venture capital program to help start-up technology businesses.

Setting up such a fund will require voters to amend the Nevada Constitution. That's because

a 135-year-old statute, known as the anti-donation clause, prohibits the state from giving money to private companies in any way. An initiative to do away with portions of the clause will be on the November 2000 ballot.

Voters soundly defeated similar initiatives in 1992 and 1996. To win this time around, the business community must mount a strong campaign, says Robert Shriver, current head of the Nevada Commission on Economic Development. "This initiative would target money for technology related companies," Shriver noted. "People don't have to worry that casinos and the mining industry would take public funds. That



**"MAYBE THIS IS FINALLY AN IDEA WHOSE TIME HAS COME. AS IT STANDS NOW, THERE ARE ALMOST NO READILY AVAILABLE SOURCES IN NEVADA FOR SEED CAPITAL."**

*— Larry Struve, former chief of Nevada's Office of Business, Finance and Planning*

should make it more palatable to the electorate. I am absolutely in favor of this. But the business community is going to have to educate voters, because when there is any doubt regarding an initiative, people tend to vote no. I don't know of any group forming yet to back it, but [supporters] shouldn't waste too much time."

According to Struve, who is retired and lives in Reno, many other states have done away with similar anti-donation clauses in their constitutions. That has given them a leg up in attracting new high-tech enterprise. "Unfortunately, the way the anti-donation clause has been interpreted over the years in Nevada has left us at a real disadvantage compared to other states," asserted Struve, who also served as chief of Nevada's Office of Business, Finance and Planning. "There have been efforts to get this changed since 1983, and the Legislature has voted to put it on the ballot three times. Maybe this is finally an idea whose time has come. As it stands now, there are almost no readily available sources in Nevada for seed capital."

Currently, Nevada has but one small mini-venture capital company based in Incline Village. Bob Gough, who heads the Sierra Angels investment group, is a strong backer of the initiative. "Certainly, most of the money for start-up companies needs to come from the private sector," acknowledged Gough, whose group of investors works primarily with high-tech entrepreneurs. "But one of the major requirements for Nevada to diversify its economic base is to accelerate the availability of risk capital. Other states — such as Utah and Kansas — that initiated public sector funding have been able to multiply that public seed money with private dollars. That is the key."

Such private seed capital hasn't traditionally been easy to come by for start-up firms in Nevada. Struve explained that most banks aren't eager to take the same risks a venture capital company might assume. And in Nevada, he said state banks have a poor record of making loans to industrial firms. He cited a 1998 report from the Washington, D.C. Corporation for Enterprise Development that gave Nevada

banks a "D" for development activity. The report ranked Nevada near the bottom of the country in the overall amount of commercial loans, "indicating either weak or inactive banks."

Picking up such a shortfall in venture capital requires innovative solutions, and public venture capital fund supporters are turning to other states for ideas. In the 1980s, both Utah and Kansas created publicly-funded seed capital corporations to attract new high-tech businesses.

The Kansas Technology Enterprise Corp. (KTEC) was established when Kansas voters amended their constitution in 1984. According to KTEC marketing director David Day, the state has made investments attracting nearly \$3 in outside funds for every dollar of state funds committed. From 1984 to 1998, the state of Kansas invested \$105 million, which was matched with nearly \$300 million more from industry, federal, venture capital and economic development programs. This created 11,265 jobs, \$894 million in sales and 224 new high-tech companies.

"Kansas certainly wasn't a Silicon Valley or an entrepreneurial Mecca," noted Struve. "But they made it attractive to come there through the KTEC. They did it to help themselves out of an economic slump and get away from having most of their economy based on agriculture. And look at what happened. They have roughly the same population as we do. There are other examples, too, but Kansas by itself proves the point."

In Utah, the public-private Utah Technology Finance Corp. (UTFC) was also a creation of the 1980s. The agency has spent more than \$9 million in state funds to provide early state debt capital to technology-driven companies, said spokesman Scott Stenberg. On that investment, the state has attracted \$4 in outside funding revenue for each greenback invested, generated more than \$600 million in revenues and created nearly 6,500 high-quality jobs.

"Those two states have done it right," declared Struve. "High-tech businesses are the way to go. Alan Greenspan, head of the Federal Reserve, recently attributed the nation's economic boom and all the wealth

it has created to technology-related firms. Nevada needs to get on the wagon. If an entrepreneur in Nevada wants to grow a new business that isn't already here, it is often exceedingly difficult to get financing from conventional sources. So we stay dependent on gaming and tourism for our economic mainstay. If you look at the statistics, Nevada has the largest percentage of service sector jobs for any state in the country. Few technology companies will even consider Nevada when starting up or expanding. We have not been successful at diversifying. We need more capital resources to support these enterprises."

If Nevadans do pass the initiative next year, Struve said the state Legislature would have to enact legislation by setting up a program. He said a fund of \$20 million, financed with state general obligation bonds, would be a good start for a venture-capital corporation.

"I would like to see something like the Utah Technology Finance Corporation," he mused. "It is administered by Zion National Bank and funded by the state. It has been a major player in creating what is called Silicon Valley East outside of Salt Lake City."

Though Nevada is not known for having a highly-educated workforce, Struve added that he is certain skilled entrepreneurs would come to the state if conditions were right. "This state is already drawing thousands of new residents almost daily," he said. "It's a very attractive place to live. I don't think we'd have any problem getting people to come here. To me, that's a 'chicken or egg' kind of issue. Right now, I think our university system is producing skilled engineers who leave the state for employment elsewhere."

Moreover, highly trained scientists who work at the Nevada Test Site near Las Vegas often leave after completing their government contracts. "Some of them have probably gone on to start their own companies," Struve stated. "Why couldn't they have done that same thing here?"

Tim Carlson, CEO of the Nevada Test Site Development Corp. (NTSDC), said he has no doubt Nevada has enough entrepreneurial brain power to develop and grow

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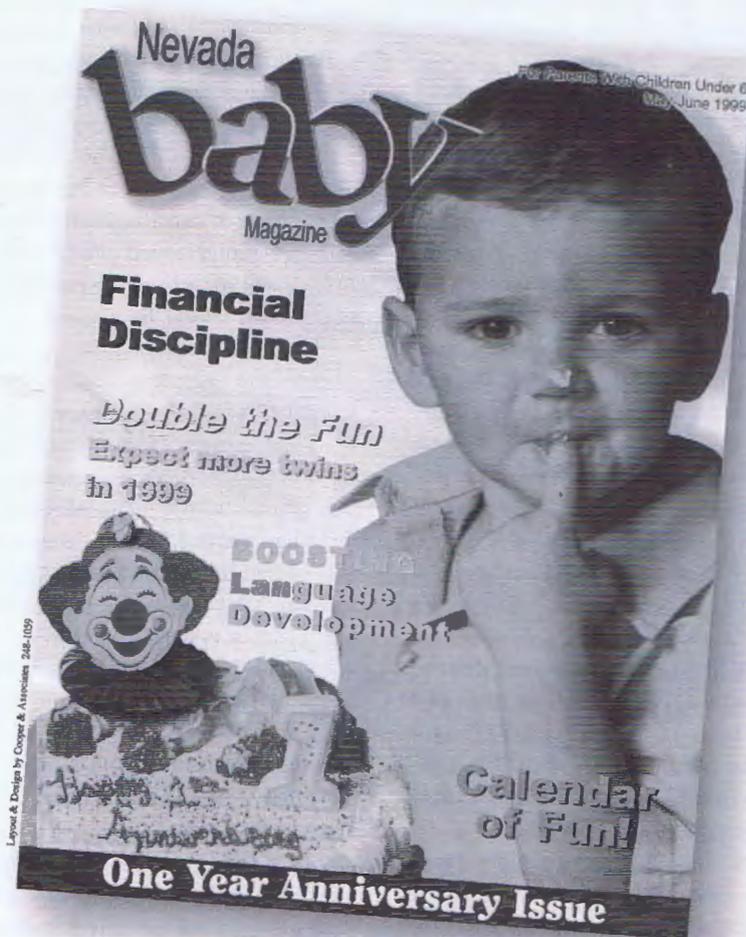
## VENTURE CAPITAL

new high-tech firms. "But these companies need seed capital to get going," Carlson stated. "Now, with other states offering help to new enterprise, Nevada can't compete on a level playing field. The first thing is to get rid of that anti-donation clause so we can compete with other states."

However, Carlson cautions against seeing such a measure as a panacea for economic development concerns. Carlson said he would like to see Nevada improve its university system to strengthen the science and technology base, adding that would help attract more scientists to the state. "There are individuals who served at the Nevada Test Site who might want to return," he said. "There are also others who would like to come here if they could find well-paying jobs with high-tech firms."

But Carlson said it will take more than making publicly-funded venture capital available to start-up firms to make the state attractive to scientists. "Utah has done an outstanding job in a lot of ways," he observed. "You need an aggressive university program, too. We are working on that here, but everyone recognizes changes like this don't happen overnight. We have to do more than pass this initiative. We have to improve our university system. One of the things that helped create Silicon Valley was a critical mass of bright people coming out of universities, plus capital. I have no doubt that we could put the right pieces of the puzzle together here, too."

Related venture capital initiatives have failed twice in Nevada, and looming threats remain to the passage of the upcoming ballot question. For example, Carlson expressed concern that the gaming and tourism industries may not be eager to support the initiative. "It's a question of educating people," Carlson explained. "We have to show them that if we can diversify our economy here in Nevada, then every time the state needs more dollars we won't have to turn to gaming and tourism and ask them to fork over more money in taxes. If we can make that case, then this initiative and its benefits might come to pass," he said. "I believe there is no better place in the world to do business than Nevada. We just need to raise expectations and bring that next level of jobs to this state." 



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# Upper Echelon

*Industry experts  
define what it takes  
to be among Nevada's  
corporate elite.*

BY JENNIFER RACHEL BAUMER

Ask those who work with executives what they expect to find in a top executive and they'll tell you persistence, leadership and attitude. They'll also note the importance of people who like challenges, bring up education versus experience and discuss varying salary ranges. But three guiding principals appear to be key among the connecting points: 1) Hard work and, in some cases, the more varied the better. Education does not necessarily offer a deciding factor. 2) An awareness that people – whether members of the corporate team or customers – comprise the businesses the executives lead. 3) A need to give back to the community.

So who are some of Nevada's top executives? And what makes them tick? What traits do they share, and what keeps them going? "I expect to see [in an executive] someone who has successfully led his or her company, or career, to a certain status or position. But more than that, I would look for a person who cares about the community," says Bea Stewart, general manager of Las Vegas-based StaffMark, and executive search firm.



**Larry Woodrum**  
**BankWest of Nevada**

Keep it simple and train people to do better. "How can you top that?" asks Larry Woodrum, president and CEO of BankWest of Nevada in Las Vegas. "With hard work, dedication and loyalty to employees and customers."

Woodrum began his banking career as a sophomore in high school. By the time he was 19, he was an officer on the board. He worked his way up from stock room clerk to vice president and manager of First Na-

tional Bank's second largest branch. In 1979 Nevada State Bank recruited Woodrum. Within a year he was executive vice president, and remained so until Bill Boyd, Don Snyder and Tom Marshall contacted him in 1994 to start BankWest of Nevada. Their goal was to create a Nevada-owned bank that would return dividends to the community. The five-year-old bank has been consistently rated outstanding by the FDIC for community reinvestment.

Woodrum is involved in several chambers of commerce and the Nevada Community Redevelopment Committee. He is also an advisor for Project Youth Skills Center and a United Way Pacesetter Coordinator. He resides on the United Way board of directors, as well as the board of directors for the Las Vegas chapter of the Boy Scouts. He believes scouting both requires and produces good leaders and "if the bank can supply the money, I can supply the leadership."

Recently elected president of the Nevada Banker's Association, Woodrum brings to his job an ability to recognize quality, assets and people. He believes in bringing the best out in his employees and giving

the best to his customers. With 40 years of banking experience, he's seen the economy go through cycles and knows how to operate a bank.

"It's quite a challenge," says Woodrum. "I have to keep 106 employees, 12 directors and 85 shareholders happy, and all the while have fun and enjoy it. I'm not even thinking of retiring. I love getting involved. I raised my family here and I enjoy it here. I have a lot of energy."

When not running the bank, Woodrum enjoys spending leisure time traveling with his wife and kids, and playing racquetball and handball.

"EDUCATION IS IMPORTANT, BUT SO IS EXPERIENCE," SAYS STEWART. "STABILITY IS KEY. I'M GOING TO LOOK AT [THE CANDIDATE] AS A WHOLE HUMAN BEING, BECAUSE IT TAKES ALL FACETS OF A WHOLE HUMAN BEING TO MAKE A SUCCESSFUL EXECUTIVE."



## Lou Emmert Sprint of Nevada

Sometimes it's just plain love of work, and hard work at that, that drives someone to the top. For Lou Emmert, vice president and general manager for Sprint of Nevada, the primary local telephone service provider for Clark County, education came before, during and after experience, and tied the whole package together.

Emmert believes she's been very lucky, a belief that annoys her family. "My mother gets upset when I attribute my success to luck," smiles Emmert. "She says I've worked very hard and should take credit."

In 1971 Emmert's husband Gerald had just been transferred to Mansfield, Ohio,

and Emmert was looking for a job. Sprint – United Telephone at that time – hired her as secretary to a vice president. In 1975, the opportunity arose to enter into management with the company.

In July 1993, when Sprint merged with Centel, Emmert received a call about a vice president position in Las Vegas. Emmert and her husband made the leap and fell in love with Las Vegas. "I love the growth, the pro-business environment and my job. You don't find people here who say it can't be done."

Emmert brings with her a love for work. "I'm a workaholic," says Emmert. "That's been a real plus for me." Emmert believes hard work is required to get ahead in today's business environment. "There are no more 40-hour-a week jobs," she asserts. A lot of Emmert's time is spent just keeping up with changes in the telecommunications field. "There's a tremendous amount of reading required to know who's doing what and to stay on top of the mergers, acquisitions and changes within the industry. It's a challenge to stay informed."

But Emmert believes in being flexible and open to change; she says she actually finds change stimulating, as well as challenging. Emmert entered college the same year as her daughter and attended night school for 11 years, attaining both her bachelor's and master's in management by the end of 1991.

One of the things Emmert likes most about Sprint is the company's involvement in the community. "If you're going to live in a community and get the most out of it, you have to be a part of it," says Emmert. True to her word, she acts as president of the board for the local chapter of the Girl Scouts, chairs the foundation for the Desert Research Institute, serves on boards of directors for the Clark County Public Education Foundation and the United Way of Southern Nevada and sits on the UNLV College of Business advisory board, among others. In fact, the one thing that frustrates Emmert is that there aren't enough hours in the day. In between her other activities, Emmert loves to ski, golf, read and travel.

"I've been very fortunate to get into the telecommunications business," says Emmert. "No one should stay in a job they don't like. If you're unhappy, make a change. Life is too short."

MANY EXECUTIVES ARE DRIVEN BY CHALLENGE. "THEY'RE USUALLY VERY CHALLENGE-ORIENTED, GOAL-ORIENTED PEOPLE," DESCRIBES KITTY SCHEULER OF ACUMEN IN LAS VEGAS. "IT IS EVIDENT BY THE WAY THEY MOVE STEADILY UPWARD IN THEIR CAREER." IT SHOWS IN TAKING LEAPS, FROM ONE SIDE OF THE DESK TO THE OTHER, FROM BANKER FOR THE GAMING INDUSTRY TO PRESIDENT OF A GAMING COMPANY.



## Don Snyder Boyd Gaming Corp.

A combination of events brought Don Snyder to where he is today. The president of Las Vegas-based Boyd Gaming comes from a background in banking that includes 22 years with First Interstate Bank, and his experience launching BankWest with Bill Boyd. Along the way he became involved with the Fremont Street Experience, a limited liability company orchestrating a major redevelopment project in downtown Las Vegas. Snyder says the experience taught him to work with competitive, independent, strong-minded people on a peer-to-peer level. "I've had the opportunity to work with very good people and one thing I've learned in life is you cannot accomplish what you need to by yourself," acknowledges Snyder.

Bill Boyd originally approached Snyder about starting BankWest and later about coming onboard at Boyd Gaming. "I knew the company, the company knew me. It was a good opportunity," recalls Snyder, who joined the board in April of 1996, the management team in July 1996 and became president January 1, 1997.

One of the pluses for Snyder is that Boyd Gaming is a company founded on a

strong set of values. Snyder just finished chairing the United Way campaign for the second time, overseeing and guiding growth of its fund to more than \$9.4 million. He has also been on UNLV's board since 1988 and is currently serving his second term as chairman of the board of trustees. "There's never been a first-class community in the world that doesn't also have a first-class educational system," explains Snyder of his interest in education.

In terms of his own education, Snyder is a cum laude graduate of the University of Wyoming, with a bachelor's in business administration. He also completed studies at the Graduate School of Credit and Financial Management at Stanford University.

Snyder believes in working harder than the next guy. He has the ability to recognize an organization in need of change and can deliver the process effectively. In his personal life, he recognizes the necessity for balance, spending time with his wife of 28 years and their three children. "I've always put a tremendous amount of emphasis on developing people and having good, bright people around me. I take the same things to the personal side, having good people in the family," says Snyder.

CONTINUITY AND ATTITUDE ARE WHAT MARSHA GUISTI-FLOWERS, OWNER OF RENO-BASED FLOWERS EXECUTIVE SEARCH GROUP, EXPECTS TO SEE IN A TOP EXECUTIVE. FOR GEORGE SMITH, PRESIDENT OF BANK OF AMERICA NEVADA, IT WAS THE NEED TO SEE WHAT HE HAD CREATED AT THE END OF THE DAY THAT LED THE COMMUNITY-MINDED CONSTRUCTION WORKER INTO COLLEGE AND THEN BANKING.

## George Smith Bank of America Nevada

Sometimes things just come together. For George Smith, president of Bank of America-Nevada, getting into banking was something of a fluke.

Smith worked for his father's construction company in Los Angeles during high school but in college took finance courses. "It was something that I liked and was good at, but I didn't know what to do with it," Smith remembers. Upon graduation, however, interviews came, and the banks were the most aggressive. Smith, who received a master's in finance from Califor-



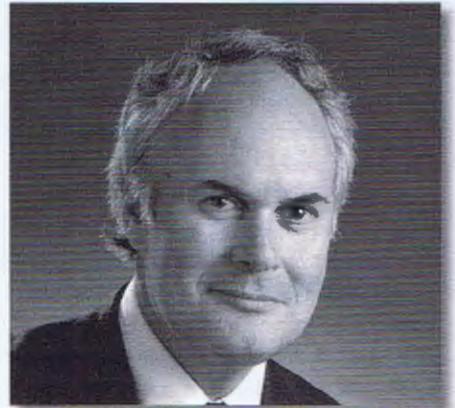
nia State University, Fullerton in 1985 has been in banking ever since.

"When I worked in construction, at the end of the day I could look back and see what I'd accomplished. When you're in this business it's hard to see at the end of the day a picture of what you really did." That's one of the reasons Smith stays close to the bank's customers. "Business owners may have five employees or 5,000 employees – it doesn't matter; they're just as excited either way. It's their whole life, so if you're lending them money and helping them, it really is their dream, and you're helping it come true."

Smith stays close to the community in other ways as well. Bank of America bought out Valley Bank just before Smith came onboard. He looked at Valley Bank's record of community involvement and said, "Let's get involved. Let's give money, let's give people." And not just his employees, either. Feeling that it's his job to put a face on the bank, Smith serves on many boards, including the UNLV Foundation Annual Giving Council and the Boulder Dam Area Council of Boy Scouts board of directors. He's also chairman of the Nevada Development Authority and works with the Southern Nevada Juvenile Diabetes Foundation.

Smith brings to his position a desire to work with people and motivate them. "I think no matter what industry you're in or what job you hold, you need quality people skills. You can learn finance, but you need the skills to motivate people and make them want to work and learn." Further, Smith believes, you have to have fun with what you're doing. "The bottom line for us is to make money for our shareholders, but we better have fun doing it."

THE CULTURE OF A COMPANY STARTS AT THE TOP, SAYS STAFFMARK'S STEWART. THE LEADERS OF THE COMPANY MAKE IT WHAT IT IS FOR THE PEOPLE WORKING FOR AND WITH THEM.



## Tom Baker International Game Technology

Belief in the people around him and in selecting the right people to work with has led Tom Baker to the position of president and COO of Reno-headquartered International Game Technology (IGT). "I like people who are very dedicated," describes Baker, who emphasizes empowering his employees. "I look to them to handle their own areas, so generally when there's something I'm involved in, it's more strategic."

Baker looks for people with a strong work ethic and says it's sometimes difficult to find employees willing to put in long hours. He keeps extended hours himself, starting his days at 6:30 to communicate with companies in Europe and South Africa. He spends evenings contacting clients in Australia and Japan, and in between he oversees U.S. operations utilizing teleconferencing. "There's really no substitute for voice-to-voice or face-to-face contact," says Baker, who believes the biggest challenge he faces entails time constraints.

Baker came to IGT with a background in finance. From strategizing turnaround work with troubled financial companies, Baker joined IGT as CFO. He subsequently left IGT, but the company's chairman asked him to return as president and CEO in 1996. Baker holds a bachelor's in business administration and liberal arts from Upper Iowa University.

In his free time Baker likes to ride motorcycles and is involved with the Reno

Philharmonic. He also served on the board of Channel Five until he "aged out." He tries to exercise three or four times a week, though he admits that's difficult with his long days.

Baker feels his strengths lie with the people at IGT. "I've always been a pretty good people person. I've always been good at evaluating and selecting people who have potential and energy and are very bright. And I think I've been pretty good at mentoring with younger groups that don't have very much experience but have a tremendous amount of potential."

"A KEY QUALITY IN A STRONG LEADER," SAYS STAFFMARK'S STEWART, "IS THE ABILITY TO RECOGNIZE THAT SUCCESS CANNOT BE BUILT IN ISOLATION." TOP EXECUTIVES ARE AWARE THAT THE DYNAMICS OF GROWTH CREATE AN INTERDEPENDENCE BETWEEN THEIR OPERATIONS AND THE ECONOMIES OF OTHER BUSINESSES. "WE ARE ALL INTER-CONNECTED," SAYS STEWART.



**Frank Pankratz  
Del Webb Corp.**

Frank Pankratz was born in Foam Lake, Saskatchewan, Canada and grew up on his family's 5,000-acre farm, working side by side with his father, whom he considers one of his best mentors. The senior vice president of Del Webb Corp. reached Las Vegas through a series of career moves. Pankratz attended the University of Saskatchewan and received his Chartered Accountants Degree from McGill University in Montreal in 1974. In 1975, working with Genstar out of Vancouver, Pankratz was transferred to the company's San Francisco office to as-

sist in the startup of a number of international transportation ventures. A series of promotions and new opportunities in land development companies led Pankratz to Phoenix, Ariz., where Del Webb offered him the chance to step in at the beginning of a 4,200-acre master-planned community. In 1988 the developer asked Pankratz to join its corporate office.

Now responsible for Sun City development in the Las Vegas area, Pankratz considers one of his strengths to be the ability to understand the importance of teamwork. "I enjoy working with people and encouraging and challenging them to grow," says Pankratz, who considers contractors, suppliers, consultants and regulatory agencies as part of the team. "They make it happen - they're all a part of our team and we're a part of theirs. Because there are so many elements to what we do, we all impact each other."

Pankratz believes if you look after the company, the company will look after you, but adds, "It's also got to be fun. If it isn't fun, that high level of productivity will only last so long if the team doesn't enjoy what it's doing and have a sincere feeling of accomplishment."

Pankratz also feels the teamwork approach extends to participation in and contributing to the community at-large. He serves on the boards of the Southern Nevada Home Builders Association, St. Rose Dominican Hospital, Las Vegas Chamber of Commerce and the UNLV Foundation.

Pankratz enjoys spending time with his family, and works to find a balance in his life between work and personal life. He enjoys skiing, golf and being outdoors because, he says, when you're out on the golf course, you gain a whole new perspective of the lie of the land.

ANOTHER LEADER WITH A STRONG BELIEF IN HIS TEAM IS ROBERT LEWIS OF LEWIS HOMES, A HOMEBUILDER RECENTLY ACQUIRED BY KAUFMAN & BROAD.

**Robert Lewis  
Kaufman & Broad**

Robert Lewis grew up immersed in homebuilding. When he was 10 years old, his parents Ralph and Goldy Lewis founded Lewis Homes. This year,



Lewis Homes expects to build 2,700 residences, and part of the reason is the company's recent acquisition by Kaufman & Broad, one of the largest homebuilding companies in the country. Lewis, now the president of the Nevada division of Kaufman & Broad, cites industry change as the reason for the merger.

"We wanted to be sure we were always going to remain competitive," Lewis explained. "We looked at what Kaufman & Broad brought to the table and thought going forward [with the merger] would help us be a stronger company." The larger conglomerate was able to bring in a mortgage company, national contracts and even more land.

What Lewis Homes brought its reputation for honesty and integrity to the merger, as well as decades of experience. For the last 25 years, Lewis has led Lewis Homes in Nevada. "It's a business I really enjoy," says Lewis. "We're proud that we get a lot of repeat customers. Some of them say, 'I grew up in one of your houses. My parents had one and now I'm going to buy one.'"

Lewis grew up in Southern California and attended Claremont McKenna College, graduating in 1967. He pursued his master's in business administration at UCLA. Since 1972, he's made his home in Nevada with his wife and two children. He's served as president of the Nevada Association of Home Builders and president of Southern Nevada Home Builders Association - his company was twice named builder of the year by the organizations. Lewis also serves as secretary and legislative chair for the Nevada Development Authority, and sits on the board of the UNLV Foundation.

Behind Lewis Homes' success, Lewis

credits his people. "We've been really fortunate in always having an organization that attracted and retained highly talented employees who thrived in our corporate environment. We have numerous long-term employees, and our people are recognized as the best in the industry."

PERSISTENCE AND ATTITUDE ARE VITAL TO MOST TOP EXECUTIVES, SAYS ACUMEN'S SCHEULER. THOSE FACTORS, ALONG WITH A DIVERSE BACKGROUND, HAVE ALL LED MICHAEL NIGGLI TO WHERE HE IS TODAY.



## Michael Niggli Nevada Power Co.

After 27 years in the electric utilities industry, Michael Niggli, president and COO of Nevada Power Co., hopes this is his last career move: He's looking to stay with Nevada Power and Sierra Pacific to grow the newly-merged entity and be a major positive influence. Niggli came to Nevada Power after 17 years with San Diego Gas and Electric and 10 years as vice president in marketing with Entergy, a U.S.-based global energy company. He's thoroughly enjoying the challenges of his position as the electric utilities industry undergoes change and deregulation. "It's a challenge to have to stake out a strategy or vision to see the company remain successful, and rewarding to work with intelligent people of high integrity," Niggli says of the experience.

Originally headed in the direction of the aerospace industry, Niggli made an early career decision to move into power and says he's done everything "from customer service and engineering design to project

construction and fuel." Niggli's educational background includes the Advanced Management Program at Harvard Business School, a bachelor's in electrical engineering from California State University, Long Beach and a master's in electrical engineering from San Diego State University. He founded the graduate program in power engineering at San Diego State and lectured there for five years.

Niggli has also been involved in other segments of the community. He served as an executive on loan to the United Way, and is involved with Christmas in April and the Juvenile Diabetes Foundation, as well as several other community service organizations. In addition, Niggli is secretary-treasurer for the executive committee of the Nevada Development Authority.

Challenging employees is important to Niggli. "You're rarely disappointed when you stretch people farther than their limits. They'll always reach for the stars."

Niggli believes in staying positive and addressing all issues as they emerge. "To me the satisfaction is building and being part of a high-performance team. I've been fortunate in the calibre of people I work with; it makes the task of leading that much more desirable and pleasant."

In his leisure hours, Niggli enjoys spending time with his wife of 30 years, Barbara. They have one grown son, who plays professional basketball in Europe. Exclaims Niggli, "I stopped playing [basketball] with him after he was in the tenth grade and grew to be 6 feet 7 inches."

"THE FIRST THING THAT COMES TO MY MIND WHEN DISCUSSING A TOP EXECUTIVE IS LEADERSHIP," SAYS STEWART AT STAFF-MARK. "LEADING BY EXAMPLE. A GOOD LEADER IS SOMEONE WHO CAN STEP BACK AND SEE THE BIG PICTURE AND DIRECT THE COMPANY WHERE IT NEEDS TO GO."

## Donald Kowitz Saint Mary's Health Network

Donald Kowitz, COO of Reno's Saint Mary's Health Network, wasn't really aiming at a career in the medical insurance field. However, with a degree in mathematics from Michigan State University, a minor in accounting and 12 years' experience as a CPA, he found much of his knowl-



edge carried over into his current industry. As a CPA, Kowitz worked with mergers and acquisitions, and that ability has translated into crafting successful arrangements and partnerships at Saint Mary's.

Like many other top executives, Kowitz appreciates and shares in Saint Mary's Health Network's community involvement. The hospital has a mission and a philosophy that provides a day-to-day guide, according to Kowitz. "Saint Mary's maintains a long-term outlook," he adds. "We're here for the community."

Kowitz believes in enjoying one's work. "If you can't get up in the morning and look forward to coming to work, you're probably in the wrong profession," he notes. Kowitz believes one of his strengths constitutes finding good people to handle day-to-day responsibilities, giving them the tools they need to accomplish these goals, and then, getting out of their way. Doing so frees him up to concentrate on the long-term picture. "I try to both attract and develop people both who are knowledgeable about our business and have a real interest, who are committed and possess a good attitude," says Kowitz.

Although he works hard at what he does, Kowitz believes in balancing his life. In the winter, he likes to ski, and in the summer, he hikes. He also enjoys reading. "I make sure I take time to do all those things so that I don't spend all my time focused exclusively on work," he explains.

"I THINK ATTITUDE IS CRUCIAL TODAY BECAUSE EVERYBODY SEEMS TO BE VERY STRESSED OUT AND PUSHED TO THE LIMIT. I THINK IT'S HOW YOU COME ACROSS TO PEOPLE [THAT'S IMPORTANT]," ASSERTS GUISTI-FLOWERS.

## Paul Mullen GES Exposition Services

Strategy, continuous improvement and people are what make the business work, according to Paul Mullen, president and CEO of Las Vegas-based GES Exposition Services. A veteran of the industry with more than 20 years behind him, Mullen joined GES in 1996 when Dial Corporation acquired Giltspur, Inc., another arm of the trade show industry. Mullen was asked to stay on short-term to help integrate the two firms; during the process the chairman asked him to take over the GES subsidiary as president and CEO.

"Giltspur was the largest builder of trade show exhibits in the industry, so I moved from the design and construction side of our industry over to the general contracting side," notes Mullen. That move gave him inside knowledge of the key players in the industry.

His other strengths, he says, include his ability to focus on people. "Profit is a by-product of what we do. If we hire the best people and give them the tools, training



and support they need and then focus on taking care of our clients, ultimately we'll remain successful because we are delivering a value. So people occupy my number-one focus. My ability to select good people is one of my management strengths."

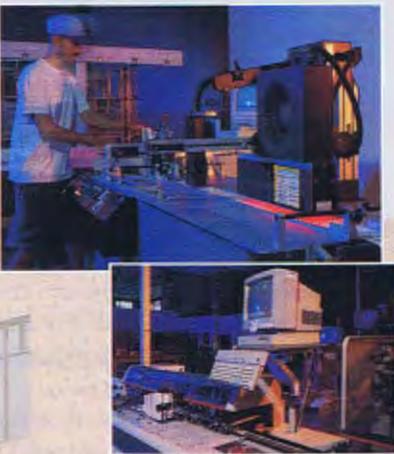
Mullen also centers his attention on continuous improvement. "Every time we do a job we must have the expectation that we will do it better than we did it last time," says Mullen. "If you do it the same – at the same level of quality, the same level of service, the same level of results, time and again – what you're doing in effect is practice."

Mullen stresses that change is a continuous process. He encourages employees to embrace change and recognize the opportunity for growth it offers. "If we can take advantage of the opportunities change creates for us," he explains, "we will be successful for a long, long time."

Mullen holds a bachelor's in business as a graduate of St. John Fisher College in Rochester, N.Y. Outside of his work, Mullen enjoys jogging, lifting weights and playing golf.

In the end, intertwined in the thread that ties these leaders together is unrelenting drive, the desire to acquire set goals, the vision to determine those goals, the altruism to give back to the community that supports them, and the ambition and perseverance to continue in the face of adversity.

"I think they get there through persistence and attitude – probably the two most important qualities anyone can have," says Scheuler. "Life is 10 percent what happens to us and 90 percent how we react to it. We're really in charge of our lives and our attitudes. And nothing in the world can take the place of perseverance." 



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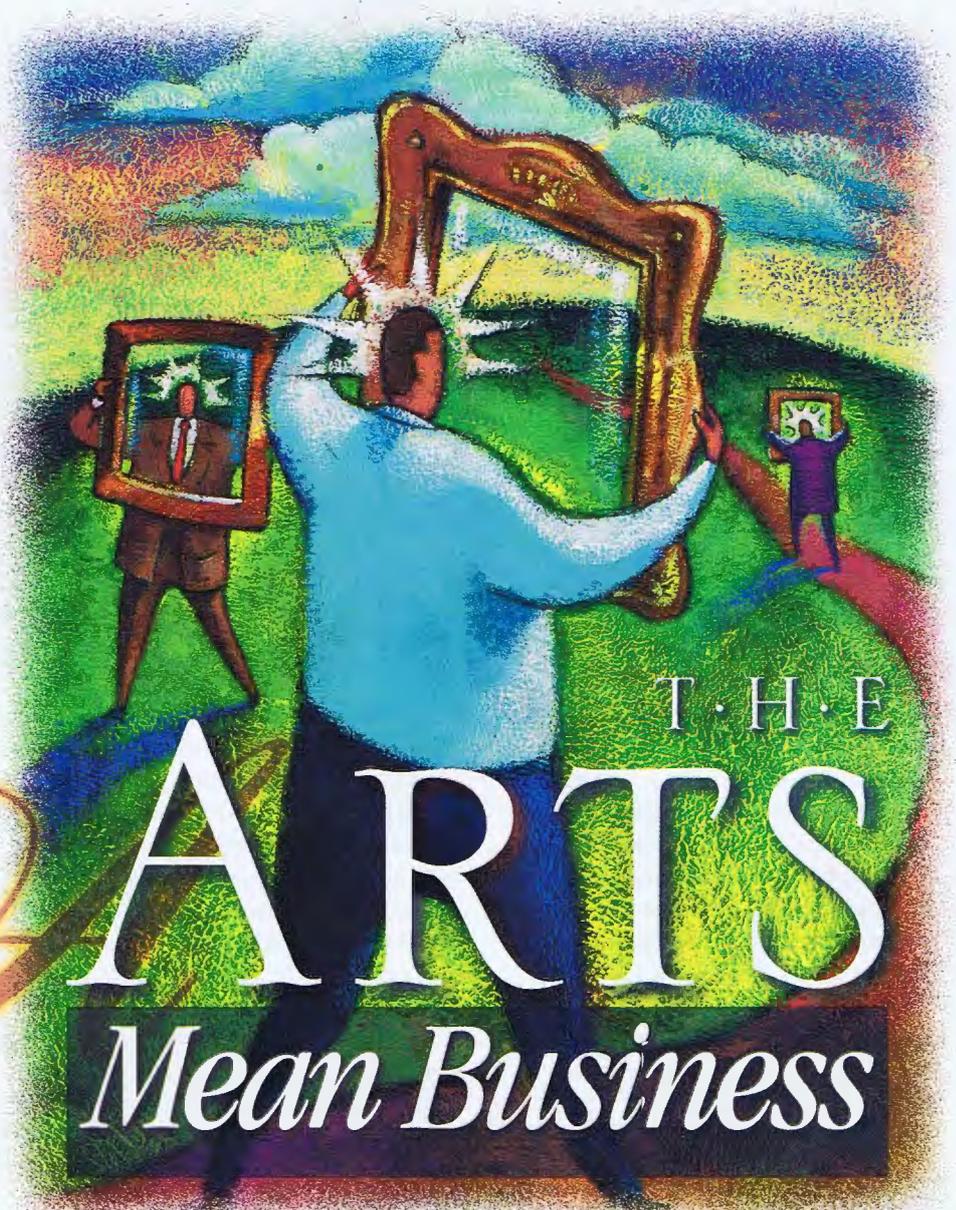
& DRAW THE

BOTTOM LINE

by Cindie Geddes

Art is good for business. That is what non-profit art and cultural groups have been trying to tell the business sector for years. Usually such pronouncements come with an outstretched hand – palm up – and a vaguely guilt-laden plea for a check. But now art is part of business, and corporations all over the country are waking up to the facts and the figures.

Though Nevada has always been a late sleeper, the state is no longer hitting the snooze bar when it comes to promotion and enjoyment of a region that offers a whole lot more than gambling. Locals and tourists alike are flocking to arts festivals and cultural events in search of ways to spend their time and their dollars as a means of finding expression, intellectual challenge, beauty, emotional response and history, as well as entertainment.



T · H · E

# ARTS

## *Mean Business*

But why should business help foot the bill? It's simple: enterprise benefits from the arts. In a tourist economy like Nevada's, the weight of the traveling dollar is hefty, and the cultural tourist has been shown to spend more and stay longer when he or she travels. The advent of legalized gaming throughout the U.S. has sent Nevada scurrying to hold onto its share of the tourist market. Traditionally, the casinos have not been enthused with events that take tourists off the gaming floor. But the national shift destigmatizing gaming has brought Nevada a wealthier, more intelligent tourist, with time and money to support both casino gaming and the arts. Whichever draws them in, they are likely stay for both. Dale Erquiaga, director of the Nevada Department of Mu-

seums, Library and Arts, says that providing arts programming means a new and different kind of guest for Nevada – one who will stay longer and spend more.

### BUILDING BETTER EMPLOYEES

The arts also educate, and through that education, potential and current employees build skills necessary in today's competitive work environment. The arts teach creative problem-solving and encourage people to think outside traditional limitations. While promoting reading, writing, speaking and listening, the arts also help with the application of different symbol systems (computers versus the spoken word, for example), help with de-

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cision-making, reasoning and overall creativity. When Richard S. Gurin, CEO of Binney & Smith (the Crayola people), was interviewed by Carol Sterling, he said, "It's not just 'the arts for art's sake,' or even the appreciation of culture. It may be that the economic future of America depends on our country's ability to develop innovative ways of learning."

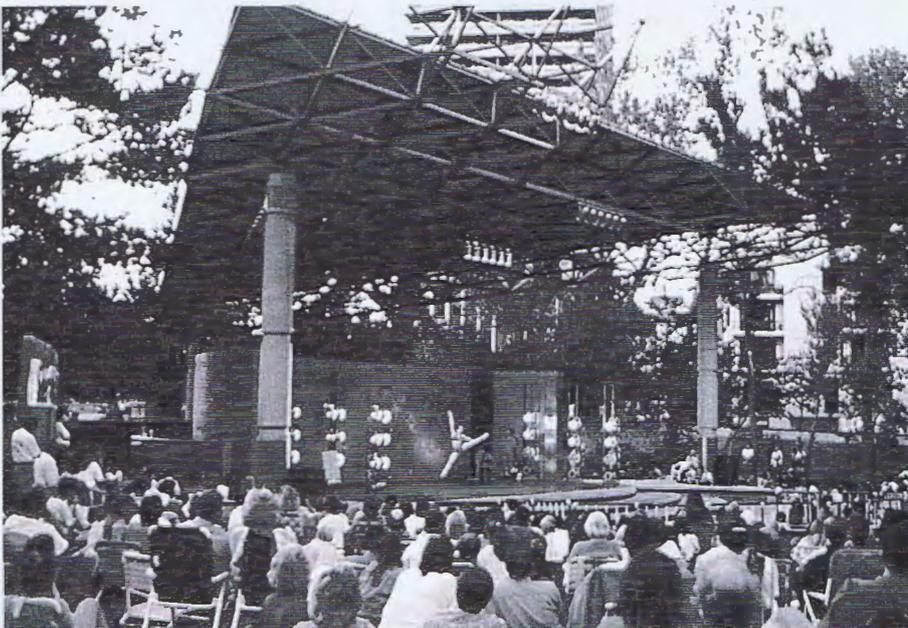
Corporations need people who know how to imagine and how to apply their imaginations to real business problems. This imagination training has been fine-tuned by the arts — either through participa-

tion or appreciation. A U.S. Labor Department study showed that when it comes to leadership development, the personal characteristics among those most highly prized in business are responsibility, self esteem, self management, cooperation, getting along well in group settings and imagination. Education and participation in the arts fosters and nurtures those same attributes. When the Kentucky Arts Council compiled information from over 150 research studies, it confirmed that the arts enhance creativity and foster such highly touted thinking skills as analysis, synthesis

and evaluation. The research also showed improved communication skills, cooperation and positive self-concepts. Arts education beginning at a young age increases scores in other areas, such as math or verbal skills. In this way, the arts help build the kinds of workers companies seek.

## CREATING A HEALTHY BUSINESS ENVIRONMENT

A healthy culture and a healthy business climate go together. From machines that make fenders to weaving textiles, all industries use art in the design, manufacture and sale of products. The most obvious — the media arts — inform and entertain 250 million Americans daily, according to the American Council for the Arts. Applied arts, such as architecture, create the spaces in which Americans live and work. Local newspaper ads, television commercials and other forms of business promotion all derive their appeal and power to communicate from the arts. Creating more attractive and competitive products depends on the imaginations and skills of artists. Taken together, the commercial and fine arts make up 6 percent of our country's gross domestic product; in a \$6 trillion economy, that's \$360 billion a year. Beyond the business context, however, is the consideration of the qualitative contributions of the arts to society, culture and civilization itself. In the end, nations



Reno's Uptown Downtown ARTown cultural arts festival

that endure do so not through the power of their arms, but through the power of their ideas and their art.

Lou Emmert, vice president and general manager of Sprint of Nevada, points out that the demographics for arts supporters reveal higher incomes and education levels. Sponsorship of arts events provides a company with name recognition directly to that segment of the population – a population that rewards companies that share their interests. Mike Hillerby, arts and culture manager for the city of Reno, adds that a corporate gift or sponsorship does more than underwrite a cause, it supports a community, the residents of which return to patronize that firm, keeping commerce flowing within the community.

### ENJOYING A HIGH QUALITY OF LIFE

Stable businesses also require stable communities. Jill Berryman, executive director of the Sierra Arts Foundation, says that by offering things to employees

*Beyond the business context, however, is the consideration of the qualitative contributions of the arts to society, culture and civilization itself. In the end, nations that endure do so not through the power of their arms, but through the power of their ideas and their art.*

to enrich their lives, an employer gets happier employees – employees who want to stay in the community and with the firm that serves them well.

Cultures and subcultures are primarily defined and expressed through the arts. Art disciplines encourage a natural diversity of artifacts, productions and events that express cultural values, both materially and spiritually. A supported arts community is authentically multi-cultural because it seeks what unifies amid diversity

– beauty, utility and respect for other visions of the world. Art creates connections. Given this asset, it is important to realize that corporations are now evaluating current and potential employees on their sensitivity to cultural differences, both in the workplace and in the community. On a larger, societal note, at-risk populations have been shown to respond better to the arts than to incarceration. Keeping people off welfare and out of prison means lower taxes for everyone. “It’s all a wheel with spokes that connect to everything else,” Berryman says. “The more your employees and customers know about the world, the better consumers or employees they are.”

All businesses want to be in a strong, vital community that attracts desirable employees – a place where children can receive a balanced education. Strong communities translate to strong bottom lines. With the exception of athletics, the arts are more community-oriented than most any other sector. Arts programming and events can provide a rallying point for business, activities in which corporations

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*The Nevada Ballet Theatre is better equipped to carry on a variety of activities thanks to the donation of a cargo van from Sprint.*

can be involved in strengthening the communities that strengthen them.

Studies show that businesses seeking relocation are likely to choose a site with more amenities or a better quality of life if direct cost factors are about equal. Many firms use quality-of-life measurements as the primary reason for relocating, even if costs are not equal. Cultural amenities, increase the leverage of companies in attracting the employees they want. Studies of communities across the nation also reflect the arts as a powerful tool in economic revitalization and development.

#### CORPORATE SUPPORT IN THE SILVER STATE

Nevada seems to lag behind in corporate support of the arts when compared to other areas of similar size and demographics. Constance DeVereaux, executive director of the Allied Arts Council of Southern Nevada, tells of colleagues who, when they talk of corporate support, consider donations in the multiple thousands “peanuts.” According to Berryman, corporations tend to give most in the areas where their headquarters are found, with less money going to satellite offices. Karen Craig, executive director of Reno’s Uptown Downtown ARTown, has noticed

a discrepancy between a young state like Nevada and eastern states with a long tradition of patronizing the arts.

Though young, however, the state is maturing, with an increasing trend toward supporting the arts. More and more companies are joining in on what has long seemed a well-kept secret – the arts are good for Nevada. While there has always been corporate philanthropy in the state, the amount has lagged behind other regions, and a few philanthropically minded companies have been stuck carrying the load for the entire state.

The new trend in corporate support of the arts is sponsorship. Rather than traditional charitable giving (where a company has a big pool of cash to dole out), sponsorships go through advertising or marketing departments, generally must be in writing, and are expected to have some benefit to the company in terms of visibility or name recognition. The funds are disbursed from marketing budgets, not the charitable donation pool.

To demonstrate what the arts can do for a tourism economy, Kathie Bartlett, chairperson of the Nevada Arts Council, points to Elko, where an event as unlikely as a Cowboy Poetry Festival swells the town to its seams in the dead of winter. Uptown Downtown ARTown in Reno attracts more than 70,000 people for a month-long fes-

tival with national recognition and media coverage. And if you doubt arts are good business, look at the art collection at Bellagio, in which Steve Wynn invested more than \$300 million. Yes, he has a passion for it, but it was also a shrewd marketing decision – attracting thousands through Bellagio’s doors each month.

For the most part, Nevada’s cities are young and its business communities newly established. The framework and foundations from which the state’s cultural heritage will develop are fresh and untried. Because the “rules” for corporate arts patronage have not yet been established, a key to increasing business commitments is CEO leadership and participation. In the spirit of the independence and individuality that forged the state, Nevada’s business leaders can set precedence and encourage one another to actively sponsor the arts. By calling one another about worthy projects, by setting examples in giving and support, by good old-fashioned peer pressure, Nevada’s corporate leaders can change not only the way the community sees them but ultimately the way the community sees itself.

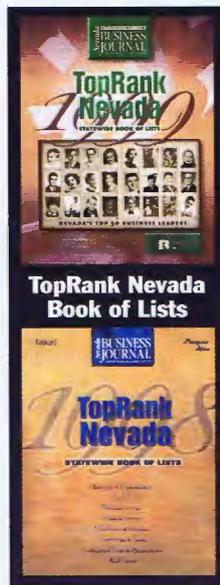
By investing in the arts, companies build a stronger economy and a more livable community that becomes increasingly attractive to future employers, employees and customers alike.

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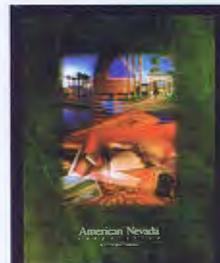
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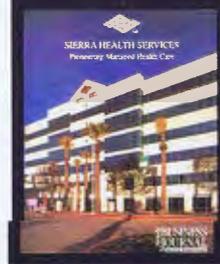
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# MassMedia



**MassMedia's  
Management  
Team**

**From left:  
PAULA YAKUBIK  
DARIO HERRERA  
HOLLY LOBELSON**

**F**rom strategic public relations plans to Internet-savvy marketing steps, MassMedia has evolved into one of Las Vegas' most effective public relations companies. Headquartered in Las Vegas, MassMedia has been in business for almost two years. Within that time, the firm has built quite an impressive client list in such widespread markets as banking, real estate, food and beverage and hospitality. The list includes a

master-planned country club community, the largest local commercial real estate firm and a famous cigar and martini bar.

Regardless of the client, MassMedia is in the business of improving business, specializing in corporate strategic public relations for such industry heavy hitters as Saxton, Inc., Colliers International, Euphoria Salons and Day Spas and Hamilton's in the New York-New York Hotel and Casino.

"Our mission is to provide creative public relations and advertising services to a select group of clients who will work with our company in partnership," says Paula Yakubik, a principal and the founder of

MassMedia. "In this firm you will find an aggressive team willing to work harder, which in the end will produce more meaningful results."

MassMedia specializes not only in public relations and advertising but also in special events and promotions. MassMedia builds name recognition and exposure through a variety of avenues including: building a rapport with print and electronic media, media consultation and ad placement and design. In addition, the firm offers public affairs and special events, such as charity fundraisers and grand openings.

Before the creation of MassMedia, Paula Yakubik worked in the media as a print reporter in the areas of business and real estate reporting for well-respected newspapers in California and Southern Nevada, including the Las Vegas Review-Journal and Las Vegas Business Press. She later went to work for Colliers International, Las Vegas' largest commercial real estate firm, as manager of Public Relations. Colliers International became Yakubik's first account when she decided to venture out on her own, and Colliers is still a MassMedia client today.

Another of MassMedia's clients is Euphoria Salons and Day Spas, owned by Joe Lamarca. "I actually hired Paula Yakubik before she started MassMedia," Lamarca says. "I picked her over the established firms because she thought out-

side of the box. She's straightforward and levelheaded. She also spoke differently. Everybody else had the same rhetoric, as if they had all taken the same class. Perception is everyone's reality and she created the perception of what Euphoria Spas should be in everyone's eyes before it was a reality. Her marketing strategies were a self-fulfilling prophecy."

When Yakubik started working with Euphoria, Lamarca had two locations. Today there are nine in the Las Vegas Valley, and Lamarca credits most of the business' success to MassMedia. "Paula Yakubik treats the client as if their business is her business," Lamarca says. "She takes ownership. She's been with me in the trenches. I trust her judgment."

In the two short years since the firm's inception, MassMedia has not only established an impressive list of clients, but a highly effective staff that includes: Holly Lobelson, principal and public relations director; Ann Marie Kluza, public relations coordinator; Cyrus Zenhari, account executive; and Dario Herrera, the newest member of the firm, in charge of business development.

MassMedia has been very careful in selecting a staff that is very proficient at what they do. Both Yakubik and Lobelson worked together as print reporters for California newspapers. Their experience in the print field allows them insight in finding unique ways to provide effective stories and creative news hooks for placement and coverage for their clients in the media.

Lobelson, who served as a reporter at one of the top daily newspapers in San Diego and also wrote TV news, has accrued reporting awards from the Society of Professional Journalists and the California Newspapers and Publishers Association.

Staff member Kluza earned a degree in communications with an emphasis on both public relations and advertising, and Zenhari handled public affairs for the Eugene Water & Electric Board in Eugene, Ore.

Herrera has an extensive background in public relations, having served in senior level positions for many large public relations agencies, and is well known through-

out the community. Herrera is currently a Clark County Commissioner.

"This is an interesting time for us," says Holly Lobelson on MassMedia's success.

"Our focus is to grow cautiously so as to keep providing personalized attention for each of our clients.

We want to be able to keep our hands-on approach, be proactive instead of reactive and work constantly on customizing our public relations plans for each client."

To keep on the forefront, MassMedia also has incorporated in-house advertising and graphic design. In addition, the firm will launch an interactive division next month.

"We strive to be more involved with the newest technology available to us," Herrera says. "We also offer technology classes to our clients so they can personally interview the Internet providers and discuss the Web sites and what they have to offer. We

do all we can to give our clients the opportunity to make the most informed decision."

"We're also constantly trying to educate ourselves so we can be on the cutting-edge of public relations," Lobelson adds. "We attend conferences around the country so that we can be informed for our clients and show them a multitude of the newest innovations and services available to date."

For their upcoming second anniversary, MassMedia moved into new corporate offices at 6216 S. Sandhill Road, Las Vegas, Nevada 89120. The phone and fax numbers will remain the same at (702) 433-4331 and (702) 433-4566 respectively. For more information, contact Paula Yakubik or Holly Lobelson.



The staff at MassMedia offers a multitude of comprehensive public relations services.

From left:

ANN MARIE KLUZA  
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# FENCED OUT?



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Is federal administration over vast sprawling tracts of Nevada having a negative impact on business?

by Kim Pryor

**Nevada.** It's not a state where one would expect to find a scarcity of land. In many areas, the gaze rests upon near nothingness as the sagebrush-stubbed desert ripples toward a horizon blocked by dry, crumpled mountain ranges.

The federal government manages much of that desert – 85.8 percent of the land in the state – and its mandate to keep the land available for multiple use has posed some challenges for ranchers and developers. But even as some worry federal administration of Nevada's lands has gone too far, the federal government recently provided for additional lands to return to private ownership.

With the passage of the Southern Nevada Public Land Management Act in October 1998, Congress gave its blessing for the Bureau of Land Management (BLM) to sell 27,000 acres of public land in the

Las Vegas Valley. Another bill recently introduced in Congress will allow for the auction of more than one million acres of land in rural Nevada. Many hope the release of these lands will boost Nevada's economy. Others wonder if it's too little, too late. They believe the federal government's heavy presence in the state has had a detrimental effect on business.

Las Vegas real estate developers and rural ranchers alike say they feel the effect of federal land ownership in the state. Richard Lee, director of public relations for First American Title Company of Nevada, takes his hat off to the BLM for doing a great job at balancing environmental concerns with the need for development. But he expressed frustration over an "artificial shortage of land in Las Vegas created by the federal government.

"Whenever you have a scarcity of land the price goes up, and the price of raw

land for housing development right now is scary," observed Lee. "It's priced above what the market will bear." Las Vegas' service industry, Lee explained, has a low percentage of white-collar income earners compared to other cities. Consequently, only double income families can usually afford an entry-level home. "When you start raising the price of land, that meat and potatoes market starts to disappear," Lee warned.

Scott Gragson, a land specialist with Colliers International in Las Vegas, said the high price of land in the valley also ups the cost of infrastructure. Infrastructure is more expensive to install when confined to smaller land plot. This is true especially in the southwest portion of the Valley, where lots are divided into 2.5- to 5-acre parcels.

Ranchers are feeling the crunch as well. The BLM and the U.S. Forest Service are

charged with maintaining a balance between the mixed uses permitted on public lands. To accomplish this goal, the agencies watch over the livestock industry with the intent of ensuring that grazing does not interfere with endangered species' habitat or harm riparian areas.

"Public lands are becoming more important to a state like Nevada because of the rapid growth in Las Vegas, Carson City, Reno and even Elko," Robert Abbey, Nevada state director of the BLM, explained. "These public lands provide a backdrop, the green belts, the open space adding to quality of life for citizens living within nearby communities. I firmly believe public lands are an asset, not a curse."

Ranchers look at the situation more as a political conflict than an environmental one. They say they are just as concerned about public lands as the government and that grazing offers some important environmental benefits. Irrigated grazing land breeds forage that feeds wildlife. Some species the government classifies as endangered, such as the sage grouse, are

abundant in the area, according to state senator Dean Rhoads, a rancher based in Tuscarora. And ranchers say grazed areas are less likely to burn in a wildfire.

Some ranchers are vocal in their belief that the government is out to destroy the ranching industry. In 1991, Tonopah rancher Wayne Hage filed *Hage v. United States*, alleging the United States took Hage's livestock, grazing rights and stock water rights on range lands. Hage is still awaiting a final decision, but a preliminary opinion from the U.S. Court of Claims agreed with the state engineer that Hage is the vested water rights holder.

Hage also accused the Forest Service and BLM of fencing off riparian areas on a number of ranches. The BLM, on the other hand, said it takes every step necessary to consult with livestock owners. "Even when we fence riparian areas for the sake of keeping livestock out we work with the permittee to ensure there are other available water sources for the livestock," Abbey explained.

Hage sees it differently. "From the very

beginning this consulting and cooperating basically means they lay out the program for you and point out what you're going to be faced with if you attempt to resist them," charged Hage. "It's kind of like having somebody consult with your willingness to give up your purse when they've got a loaded revolver pointed at the side of your head."

According to Hage, the weather or the cattle's natural feeding patterns should determine where livestock roam – not the government. Livestock will adapt to a range, he said, just like wildlife. "When you let livestock run that way on a range you get the best utilization out of the range because the animals are not going to eat themselves out of house and home," Hage explained.

One spring, Hage claimed, the Forest Service required his cattle to graze at the top of a snowdrift-covered mountain, "opposite of what the natural process would be," he said.

Gloria Flora, forest supervisor of the Humboldt-Toiyabe National Forest, dis-

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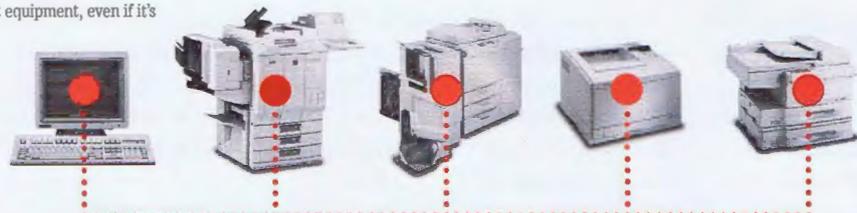
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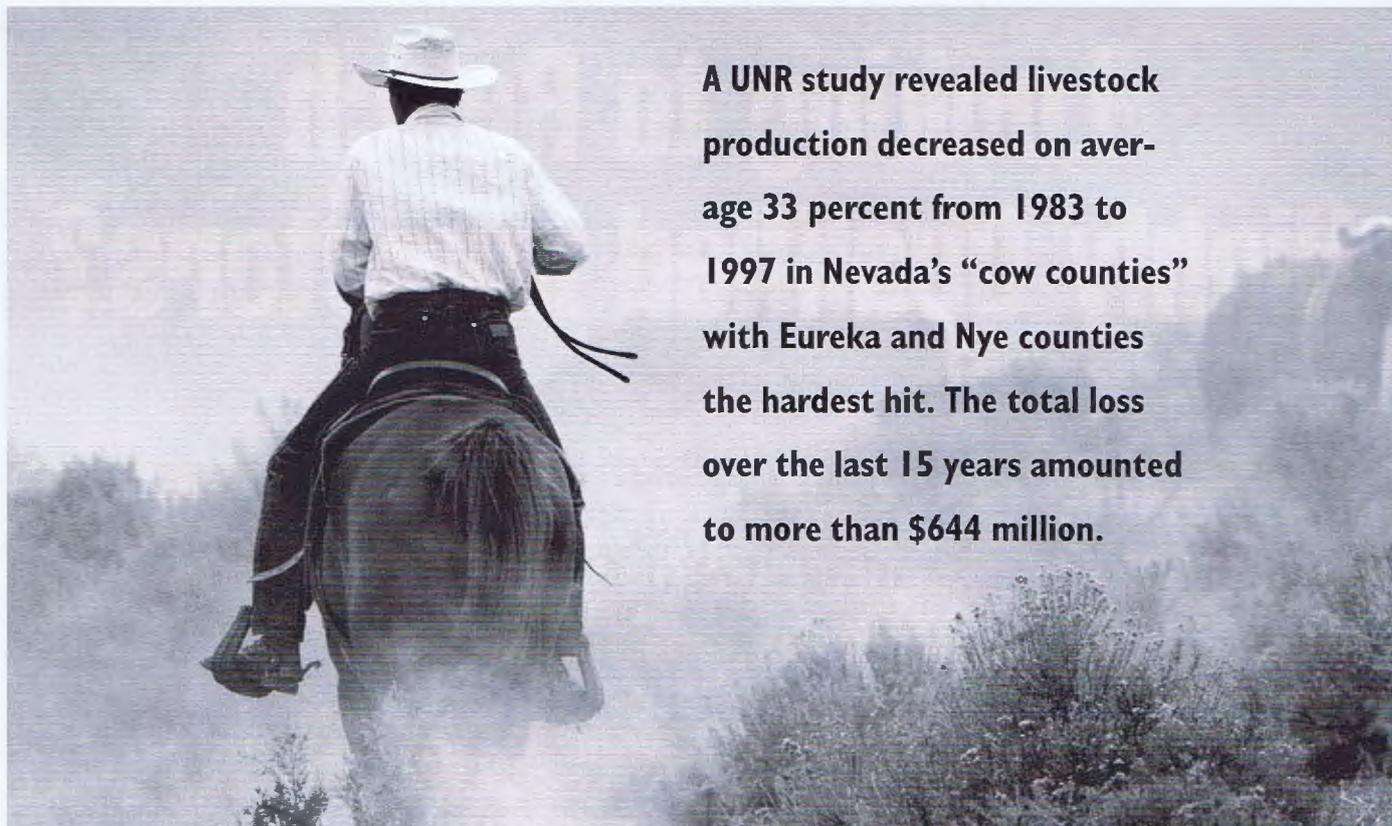


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**A UNR study revealed livestock production decreased on average 33 percent from 1983 to 1997 in Nevada's "cow counties" with Eureka and Nye counties the hardest hit. The total loss over the last 15 years amounted to more than \$644 million.**

agreed with Hage's assessment of how effectively government agencies work with ranchers. "We're always doing readiness checks, and we're asking ranchers to perform readiness checks. The ranchers will tell us this year we can get in and we have certain patterns cattle are expected to move in from pasture to pasture as they rotate through an allotment. Those are set up with the rancher ahead of time. Those are annual operating plans. The rancher and the Forest Service folks sit down and plan through what would work best. We work very closely with ranchers, and if they can't get into a pasture we look for other options."

Rhoads, the rancher-state senator, has noticed a higher level of cooperation in the last several years between ranchers and the BLM. It's been tougher over the last 10 years to make any range improvements, he said, and water developments have "stopped in their tracks," but overall the atmosphere has improved.

"I think the BLM is communicating better at the local level," Rhoads said. "When they monitor your ranges they ask you to go along with them. There could be some cuts and some reductions with the renewal of the 10-year grazing permits, but right now we're getting really good cooperation from them."

Some ranchers wonder if the cooperation is enough to repair the damaged economy. A study by Anthony "Tony" Lesperance, an Elko County commissioner and former professor of agriculture at the University of Nevada, Reno, chronicled the fluctuations in cattle production in the state's "cow counties." He determined that livestock production decreased on average 33 percent from 1983 to 1997, with Eureka and Nye counties the hardest hit. The total loss over the last 15 years amounted to more than \$644 million. "Almost all of that is accounted for on public lands," said Lesperance. "The counties that run very few cattle on public lands - their numbers have remained fairly constant."

Ranchers are watching this downward trend with a wary eye. "The ranching industry is no longer a viable industry, politically or economically," said Cliff Gardner, a rancher in Ruby Valley, near Elko. "It's hard for us to defend ourselves in both arenas."

Members of the livestock industry say the effect on Nevada's rural economy has been devastating. According to Lesperance, the damage has crept up on the state because from 1982 to 1997 the mining industry boomed, "so not many people noticed the demise of the livestock industry." But now that the mining industry is walk-

ing on a tight rope, Lesperance believes the livestock industry's problems stick out like a Holstein in a herd of brown cows. And because of the scarcity of land in rural counties, economic diversification is not an option.

Steven Miller, managing editor of *Nevada Journal*, agrees. "The federal agenda under this administration of essentially destroying Western ranching is going to turn the rural areas of the state into a big economic liability. Ranchers are being treated increasingly like the Indians were treated. To the extent that Nevada becomes sort of a federally administered park run by bureaucrats, people will feel like they're on a reservation."

Though they express great frustration, even many ranchers won't argue that a historical precedent exists for the government's ownership of the land. As new states joined the Union, they took no title to the vacant and unappropriated lands within their borders, except as the United States government granted them such lands. Each state agreed to this condition in a compact with the United States upon admission to the Union.

The land ownership line began to blur in 1976 when Congress passed the Federal Land Policy and Management Act, which recognized the BLM and outlined the

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*Ted Campbell is a former Nevada State Securities Examiner and for the past three years, he has been working as a private corporate securities consultant in Las Vegas, Nevada. He is currently a founding member and regulatory specialist for Public Listing Coordinators, LLC, a Nevada based corporate securities consulting practice. He has a Juris Doctor and MBA from the University of Oklahoma and a B.B.A. from Texas A&M University in Business Finance.*



SEC has approved the Form 10, the company is considered to be a "Fully Reporting" company. The Form 10 is a basic financial disclosure document which is disseminated to the public. Additionally, those companies already listed on the OTCBB that are not "Fully SEC Reporting" have been given a phase in period with which to comply with the new SEC reporting requirements or they will be delisted. The new eligibility requirements were designed to make the OTCBB a stronger and cleaner securities listing service for micro-cap issuers.

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agency's duties. In response, Dean Rhoads authored the Sagebrush Rebellion legislation, challenging the federal government as to who rightfully owns the BLM land. The task now is to find solutions that satisfy the various land needs of Nevadans.

According to many, including Miller, the land ownership issue should operate on more of a free market approach where environmentalists would bid for the land. This solution would relieve the federal government of what many believe is an overabundance of publicly-owned property in the state.

In the past, land exchanges served as the primary way to release land for private development, but these exchanges have been controversial. According to Dan Van Epp, president of The Howard Hughes Corp., when land is appraised, "some of those appraisals are lower than might occur if the land were sold at auction."

Despite any grumblings about appraisal prices, Van Epp and the Howard Hughes-owned Summerlin community are a role model of cooperation between a private corporation and a federal agency. In 1987, The Howard Hughes Corp. volunteered to exchange 5,000 acres of land it owned in the Red Rock Canyon National Conservation Area for 3,000 acres of BLM land in the Summerlin area. To address BLM concerns, Howard Hughes' executives ensured access to the conservation area would not be blocked from the western border of Summerlin, even though it entailed extra expense.

The Southern Nevada Public Lands Act releases 27,000 acres of Las Vegas BLM public land to auction. Another proposal floating around Congress will free up for disposal as much as one million acres of rural Nevada BLM land. Although land exchanges are far from over, Abbey hopes to use the auction tool to its fullest potential. But some ranchers are skeptical.

"As the government sells high-priced land in Clark County, which may be many thousands of dollars per acre, it gives them the money in their war chest to buy literally 10 or 20 times as much land throughout rural Nevada," said Lesperance. "So we're not too impressed because it further puts pressure on our own rural economic base."

Abbey said the BLM is sensitive to ranchers' concerns. Primarily, the money from Clark County land auctions will remain in the county, he said, or be used to acquire environmentally sensitive lands at Lake Tahoe and Walker Lake. "Certainly, as we go forward in identifying where these environmentally sensitive lands are, we're going to work very closely with those affected counties and the public interest groups to make sure there's a consensus, and that we do have support for such acquisitions," Abbey said.

If Congress were to allow the auction of rural Nevada lands, portions of the funds will purchase environmentally sensitive lands, some of which are located on ranches. But, Abbey pointed out, ranchers will have the chance to purchase the land at fair market value.

"If these ranchers are concerned about ownership issues they are certainly welcome to purchase the land," Abbey said. "Back in the early 1980s under Secretary [of the Interior] James Watt we had the Asset Management Program where the BLM identified excess properties for disposal. We put up quite a few of those properties for sale and we found the ranching industry had very little interest in acquiring that acreage because ranchers were leasing those public lands at a very low rate for the purpose of grazing their livestock."

Many ranchers, including Rhoads, consider rural Nevada land auctions preferable to land exchanges, particularly with some Southern Nevada counties encompassing at least 96 percent federally managed land. "Those counties have no tax base," Rhoads said. "There's no incentive fee for anybody to develop a business because there's no land."

From an urban perspective, Lee is taking a wait-and-see attitude. In some ways, he said, land exchanges are actually more favorable to developers because they provide a way to purchase land at an economical price. "When we have public auctions of land there's a tendency for the land to sell at a higher price, which is good from the federal government's viewpoint," Lee said. "But sometimes it goes above what a developer is willing to pay."

Some fear the federal government will administer more than 95 percent of Neva-

da's land by 2050. Others believe this is unrealistic. Abbey of the BLM pointed to the records from 1988 to 1998 that show the BLM had disposed of 275,000 acres to private ownership. Through that same 10-year period, he said, the BLM acquired 205,000 acres. "So while there's this perception out there that we're in this massive acquisition effort," Abbey said, "the records don't really reflect that."

Abbey doesn't believe the picture is as bleak as the ranchers paint it. He sees a positive future for the livestock industry. "The future of ranching will depend upon the market itself, whether that's sheep or beef," Abbey asserted. "It will be dependent upon the ranching community operating in an environmentally responsible manner, which most do. It will be based upon improving efficiencies within their operations so that any revenue generated will help offset their production costs. We are continuing to work very closely with our permittees to set up mutual goals, ones that will create a profit for them and also ensure the long-term health of our nation's range lands."

Gardner's outlook isn't quite as positive, but he's willing to seek alternatives. He's excited by a recent proposal to create conservation easements on ranchlands. If the county wants to preserve open space, they can purchase the land, resell it and retain the rights to easements, portions of the property that fall under public domain.

"Environmental easements can require that no herbicides will be used or you have to get approval before you change any kind of agriculture practices or modify any wetlands," explained Gardner. "Or it can be very general and say you can't ever subdivide. If the general populace wants to preserve open space and provide for protection of wildlife values this is a good way to do it. In other words, don't buy this land outright, buy the easements on it, leave it in private hands, leave it in agriculture, leave it in a status that it provides income and a tax base for the local community."

The needs of the local community remain at the top of everyone's mind as the land ownership debate continues. The challenge comes with the divergent points of view on what exactly comprises the most pressing needs of Nevada and those who utilize its land.

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# COMMERCIAL DEVELOPMENT

**The mid-year forecast  
looks better than  
many might think**

**by Kim Pryor**

**Las Vegas and Reno brokers have pulled out their crystal balls to analyze the current and future status of commercial development. With only a few warning bells ringing, the pulse of the industry is beating strong statewide.**

## **O F F I C E**

**N**ew construction has rumbled along at a good pace in Las Vegas and it looks as if it's going to stay that way, according to brokers. A substantial percentage of that new construction is being absorbed, with the vacancy rate hovering between 12.07 and 13.95 percent. Though such vacancy levels may sound high to some, they're actually ideal for ensuring that everyone who needs space can find it.

"Once you get into single-digit vacancies you have a hard time finding space not only for companies coming in from out of town but for local companies expanding," explained Brad Peterson, first vice presi-

dent at CB Richard Ellis in Las Vegas. "We were down six years ago to 7 or 8 percent and we had some difficulty finding 5,000 square feet in certain areas."

According to Peterson, although inventory rose in the last year, so did demand. Peterson's firm tracked "record net absorption numbers," with 600,000 square feet absorbed at the end of the second quarter. Peterson predicts demand will increase slightly over the next couple of years due to the strong economy and the high interest out-of-state companies are showing in Las Vegas. Even if a recession should hit, Peterson points out that Las Vegas hasn't been as troubled by recessions as other areas.

At first glance, the 17.6 percent vacancy rate in the northwest section of town seems high, but Chuck Witters, SIOR, senior vice president of Lee & Associates in Las Vegas, expects to see this number shrink by the end of the third quarter. Four new buildings with 313,000 square feet of space are currently leasing up in the area. If trouble exists, Witters said, it's for smaller developers. Over the next two years, the city's premier developers will build in prime locations seven major projects totaling 1.7 million square feet. Unlike smaller developers, the "big boys" – such as The Howard Hughes Corp., Thomas & Mack Co. and American Nevada Corp. – can build without worrying about pre-leasing.

"With 1.7 million square feet coming online in excellent locations, smaller developers are going to have an extremely difficult time pre-leasing in order to obtain construction loans," predicted Witters.

Though such submarkets may face problems in the future, current lease rates indicate the Las Vegas market is far from soft, according to Witters. He points out that lease rates have stayed firm. Peterson notes that full-service gross lease rates are healthy, ranging from \$2 to \$2.30 per square foot for Class A buildings, and \$1.40 to \$1.60 per square foot for Class C facilities. However, because so much product has come online in the last two to three years, Peterson is seeing more concessions than he has in a while.

**B**rokers paint a similar picture of Reno's office market when it comes to the construction pace. According to Tom Loftus, an associate with the Reno division of Lee & Associates, in 1998, approximately 220,000 square feet of space was added to the market, while the first six months of 1999 alone have seen 140,000 square feet of new construction. Loftus predicts Reno will end the year with 340,000 square feet of new office space.

Overall, demand has remained high, but Chris Nelson, principal at Trammell Crow Reno/Sparks, believes South Meadows, with a 20 percent vacancy factor, is somewhat

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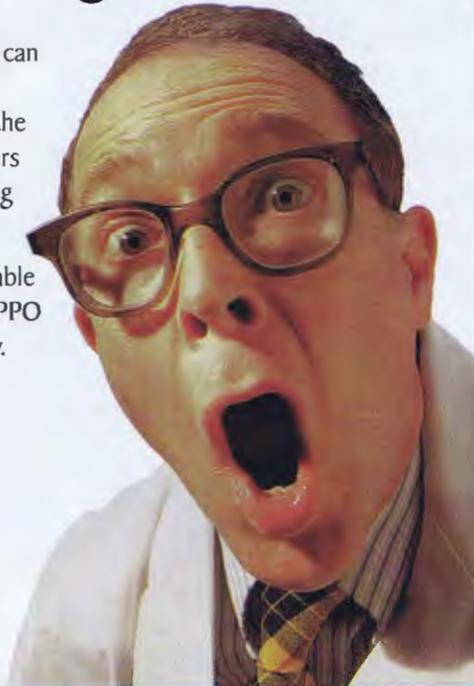
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overbuilt. "South Meadows is the most subject to overbuilding because there's a lot of land and many people building out there," explains Nelson. The healthiest submarkets, Nelson said, are the Meadowood and Southwest areas, where vacancy rates hover between 3 and 5 percent.

Loftus, on the other hand, considers South Meadows, along with the neighboring Meadowood, to be hungry for space. He believes the 310,000 square feet of new construction added to those two areas will be digested, although the vacancy rate will likely spike upward temporarily.

One gaping hole in the market, according to Nelson, is Reno's lack of large footprint-type space for companies such as call centers that require 30,000 to 40,000 square feet with abundant parking and a superior telecommunications infrastructure. "Companies that need 30,000 to 60,000 square feet can't find space in Reno," said Nelson. To tap into this need, Trammell Crow will break ground this fall on 60,000 square feet at the Sierra Corporate Center, which will ultimately offer 600,000 square feet of suburban office and business park space over the next three to five years.

Things are even looking up for downtown Reno. Although it still has a 15 to 17 percent vacancy rate, the area has seen a tremendous amount of investment activity. The new owners of Bank of America Plaza (10 percent vacancy), the Wells Fargo Tower (42 percent vacancy) and Truckee River Towers (30 percent vacancy) are trying to remedy the high vacancy rates, numbers that may skew the overall downtown vacancy.

"We have to be careful when we quote a 15 percent vacancy factor, because other buildings downtown are faring better," asserts Loftus. Even so, Loftus would like to watch the downtown vacancy rate drop to between eight and 10 percent, a reachable goal with redevelopment on the horizon. Rather than examine lease rates, Loftus prefers to judge the market by the types of concessions offered tenants. The fact that few concessions currently exist suggests to him that the market is strong.

## **INDUSTRIAL**

**T**he current vacancy rate in Las Vegas for industrial space is 9.4 percent, representing 5.25 million

square feet of space, a number many brokers expected to be much higher. But even while construction increased, so has absorption. "We had predicted vacancy would actually increase last year. It didn't because we had far more absorption than we anticipated," said Perry Muscelli, senior vice president at CB Richard Ellis in Las Vegas. "It blew away our records."

Muscelli has witnessed a slowing in absorption during the first two months of 1999's second quarter. As a result, some developers have started to put the brakes on construction. "We might actually see vacancy go up just because development has so much inertia it can't stop," said Muscelli.

Stephen Spelman, vice president at Lee & Associates in Las Vegas, hasn't witnessed such a decline in construction - yet. The construction pace since last year, he said, has been fairly consistent. He admitted some developers planning projects for the last couple of years reconsidered the need and put construction on the back burner. However, "the best-funded and best-planned projects went forward, so construction has been fairly consistent," he explained.

Spelman feels a huge growth potential still exists, primarily due to economic diversification. He and other brokers believe the 9.4 percent vacancy rate leaves plenty of room for local business expansion, or for out-of-state companies looking to situate operations in Nevada. Previously, the lack of standing inventory in Las Vegas caused companies to turn to other markets. "I think that as we build, new companies will come here and sustain the absorption," Spelman asserted. "My concern is whether we're going to build enough of the type of product needed by companies looking to move here at a price that will entice them. I honestly think at this point that we're underbuilt."

With the construction pace rocking and rolling, every area of the city is well served, according to brokers. But Muscelli does hear the sounding of one alarm bell. Because land prices have escalated, particularly in the southwestern airport area, developers who paid a high price for the land are sticking to high-end projects rather than lower-end buildings in order to attract higher-paying tenants. "The little business that's trying to distribute its brand of potato chips to retail stores from a central lo-



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cation will find fewer choices than in the past because the land has dried up," Muscelli explained.

Although land prices have risen, lease rates have stabilized at approximately 29 cents per square foot for a distribution building, according to Muscelli. As far as brokers can see, rates are expected to remain on an even keel. And if lease rates don't go up, developers can't afford to pay more for dirt. "If there's anything that might be a bit of a fallout as far as future development," said Spelman, "it would be that land prices have grown to a point where many developers are saying, 'I can afford the land but what on earth would I do with it?'"

**T**he Reno industrial market tells a similar story in regards to construction pace, which has charged ahead in the last year. According to Trammell Crow's Chris Nelson, 1,150,000 square feet of new industrial construction was built. Nelson estimates another 2 million square feet of construction starts and finishes in the Reno-Sparks area this year.

At the end of 1998, Nelson worried demand was not going to meet supply. But near the close of the second quarter of 1999, his outlook became more optimistic as large users increased their activity. With larger projects coming online, Nelson believes more out-of-state tenants needing 200,000 to 400,000 square feet will start looking at the Reno market. "My guess is that as long as the demand side of the market stays strong, we'll be close to equilibrium through year-end," Nelson said. For now, he says vacancy rates hover around 11 percent, a number indicating a balanced market. "But if demand disappears, 11 percent can turn into 15 percent really quickly," he noted. "So developers of industrial product need to watch the market closely."

Gary Baker, managing partner and senior vice president at Lee & Associates in Reno, estimates 3.4 million square feet of new construction will be built in the Reno area this year, up from 3 million square feet last year. The Tahoe/Reno Industrial Center, 5,000 acres of industrial space in Stead that will be developed over the next 10 to 15 years, is good news for a city that was running out of industrial land. Also easing the burden of finding large industrial sites is Wade Development's 5,000-

acre Nevada Industrial Park in Fernley.

Prior to the announcement of the Tahoe/Reno Industrial Center, Baker said, "we could not really deliver even a 25-acre site near Reno." Baker estimates Reno's vacancy rate at 10.1 percent. With an industrial market able to absorb much of the new construction, he expects that number to remain consistent through the end of the year.

Nelson classifies lease rates as flat. He saw some concessions at the end of last year and early this year, and he anticipates seeing a nominal amount of concessions through the end of the year. Because of supply entering the market, he expects lease rates to remain level.

Baker, on the other hand, has watched rents for new construction steadily rise in the last several years, from 28.8 cents per square foot in 1997, to 29.5 cents in 1998 and 32 cents in 1999. Nonetheless, he categorizes the market as "vibrant. The first two quarters of this year have just been astounding to us in terms of the number of transactions," Baker noted.

## R E T A I L

**B**rokers describe activity in Las Vegas as brisk. According to Kit Graski, first vice president at CB Richard Ellis in Las Vegas, 3 million square feet of new construction will come online in 1999. In 2000, it's looking like another 5 million square feet will join the marketplace. Graski anticipates a healthy absorption rate because the majority of the projects already have anchors in place. He estimates vacancy at 5 percent and expects that rate to increase only slightly. "I think it's going to hold even," he said.

The current monthly lease rates of \$1.65 to \$2.25 for small shop space have risen in the last few years due to higher land prices, according to Grant Traub, retail broker at Colliers International in Las Vegas. But he thinks the rates will stabilize. "A couple of years ago, \$6 a square foot for commercial sites was considered expensive," Traub said. "Now those similar sites are \$8 to \$12 a foot and you're thinking, can developers even make it pencil? Can the tenants pay that type of rent? But it's a healthy market so tenants pay."

There is a down side, according to Traub. Due to higher rates than in other markets,

many out-of-state retailers have shunned the area. "When they come to the Valley, many tenants get sticker shock in terms of our rents," Traub said. "Everyone thinks of Las Vegas as cheap. It may be cheap in terms of cost of living, but real estate's up there compared to national averages."

Although neither Traub nor Graski pinpoint any overbuilt areas, Traub does see some development preceding the population base to support it. The generally accepted wisdom for retail developers is to wait for a submarket to mature before proceeding with retail construction. "One example is Horizon and Eastern near Anthem in Henderson," cited Traub. "There are a lot of new shopping centers going up, but in some instances the shops will be open prior to having a solid population base. They might be a few steps ahead of themselves."

**I**n Reno, retail construction has slowed. Last year, according to Nelson, of Trammell Crow, 1.1 million square feet of new construction in the Reno-Sparks area came online, primarily due to a number of large projects. In 1999, roughly half that amount will be added to the market. Nelson predicts this slowdown will continue. "I wouldn't say we're over-developed, but I think Reno has a high amount of retail per capita," said Nelson.

Overall, brokers describe the market as healthy, with new centers continuing to demand equal or better rents than they did a year ago. According to Lee & Associates' Baker, the vacancy rate is so low - 4 percent - that retailers are snatching up soon-to-be vacated space before the vacating company announces it's available. Said Baker, "Tenants are standing in line for the prime space." He predicts retailers will have to eventually move into the suburbs south of Reno.

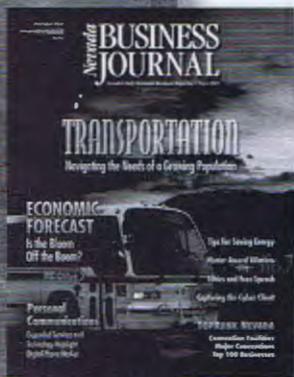
As more of the new construction comes online, Nelson believes vacancy rates on the older projects will increase slightly. Rising rents in well-positioned centers are also likely to follow, having an impact on "mom-and-pop" retailers. "I think it's going to either push them out or make it tougher for them," forecasts Nelson. "And we've seen that to some extent already, with three Home Depot and Eagle Hardware stores. It's tough for small local hardware store operators to compete."

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# Home Automation

## *Building a Home as Smart as You*

BY CINDIE GEDDES

**W**hen Paul Brager walks in his front door after a tough day at work, he finds soothing music, a comfortable temperature and ideal lighting, all triggered by entering his security code into a console. Later in the evening, when the outdoor temperature reaches levels below the indoor temperature, the air conditioning will go off and ceiling fans come on. When he is ready to call it a day, the house runs his bath at his favorite temperature, and sets his lighting and music. When he retires to go to bed, the house sets the security system and turns off all the lights except a pathway from wherever he is to the bedroom. If he needs to get up in the middle of the night, motion sensors will bring the lights up to 30 percent so as not to shock his eyes, then turn those lights off again as he leaves an area. In the morning, the coffee is started, shades at the front of the house are opened, shades at the back of the house are closed and appropriate lighting is set. While the house is empty, the air conditioning is dialed back and all audiovisual gear is shut off. The house even knows what time to

bring the air conditioning back up in order for the desired temperature to be reached by the time the Bragers return home. If his kids aren't home to punch in their security code by 3:30, he receives a call at work to let him know. All these amenities happen without the Bragers even thinking about it. The house, or more specifically, its high-tech neural network, takes care of everything. Even if the family is out of town. The Brager house is so intelligent that it will mimic the family's actions while they vacation, changing various routines as if the family were there. It does this by remembering all their actions for a specified time period, all their uses of appliances and such, then playing back exactly the desired elements while they are away.

With home management technology, your home becomes a tool in helping you make the most of your time, enhancing your safety and security, even saving you money on your energy bills. Home management entails a system with a central microprocessor that receives signals from a controlling device, then forwards those signals to the appliances and systems you

want controlled. The central processor acts as a sort of traffic cop by initiating and routing communications signals throughout the house. You can interface with the system via keypads, touch screens, panic buttons, television screens, computers, telephones, handheld remotes, voice activation or other devices. To many, home management and automation still sound intimidating, too high tech or out of their financial league. But to Brager and his business partner, John Brekke of Advanced Solutions Plus, it is the norm. Brager and Brekke spend their time designing and installing home management systems, as well as training dealers, electricians and architects in the nuances of the technology. Their slogan: "Simple controls for sophisticated systems."

Whether it is labeled home management, home automation, smart homes or home

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**Smart Home.** Above, the home management technology in the Paul Brager residence sets room lighting, moderates indoor climate, controls sound and video, and even draws Brager's bath.

technology, the revolution is well underway. Home management can link lighting, entertainment, security, telecommunications, heating and air conditioning into one centrally controlled system. It allows you to make your home an active partner in managing your busy life. Jan Burud, partner in Residential Reformation (a division of Sierra Meadows Electric), says the biggest hindrance to utilization of home technology is the lack of education. Homeowners don't realize they can have the same convenience and security as Bill Gates, but on a smaller scale. "People are used to looking at paint, brick, fixtures and other aesthetics," she says. "But it's a dumb structure. All it can do is sit there, look cute and keep the rain off. Imagine if it were a partner in your quality of life and your future."

Imagination is the only limit to home management systems. "If you can imagine it," says Brekke, "we can do it. If you hear it's not possible, it's because [your consultant] doesn't know better." Home management can be used for safety by adding layers to the traditional security system. Rather than an alarm system as a first line of defense – an alarm that goes off once the burglar is already inside rifling through your drawers – the home technology system uses the alarm as the last line of defense. Motion sensors can turn lights on the intruder as soon as he or she sets foot on your property. Another system of lights can make the intruder think you are up and about; another can set off a tape of a viciously barking dog; another gives you the advantage of a panic button by your bed that calls 911 for you. Personal security means having more control over the situation than an intruder does, no matter where you are or what time it is.

Home management is also great for parents. Video cams check up on nannies, security systems alert you to children not home at a specific time, telephones connected to an audiovisual system allow you to see who's at your door and talk to them from the comfort of your own office. No one needs to know when your children are home alone.

The convenience of home management systems may seem like a luxury. However, when you add up all the time spent going around and turning off lights and appliances before bed, checking the doors and windows to make sure they're locked, get-

ting up early to start coffee, searching for the television remote, doing laundry or dishes and trying to adjust the lighting for that perfect mood, you are talking about a healthy chunk of your life. Let alone the element of using your home to the utmost of its design. How many of us invested in all the dimmers, track lights, up lights and spot lights to achieve that dramatic affect, but after a few weeks just revert back to cranking the nearest dimmer on full? Home management can give you a single small clean panel from which you can select one of several lighting scenes with the press of a button, thus retaining what the architect originally intended for the structure.

Home management systems can also save energy, water and money. Outdoor motion detector lighting allows those large lights to be turned on for a fraction of the time you might leave them on manually. Having lights off in rooms you aren't using will save as well. But the big savings come from the new trend in power companies – dual metering programs. This new wave of billing allows you to pay less for energy during the evening or during low usage times. You pay more during the day and on high usage days. The home management system can predict what your costs will be and keep those costs within a budget by turning on appliances such as washing machines and dishwashers during low rate times and turn them off during high rate times. Rather than just being scheduled to go on and off, the intelligent home can monitor and predict usage for the month to keep your costs to your specifications.

The home management system can also



**Mission Control.** Above, a cabinet in the garage is filled floor-to-ceiling with high-tech equipment. Below, sophisticated consoles are distributed strategically throughout the house to do the master's bidding.



monitor water usage. For a sprinkler system, the technology can sense when it is dark by longitude, latitude, time zone and other factors. It can also measure wind and rain and delay the system if either is in excess. If it is too cold, the system will bypass as well to avoid frozen sidewalks and busted pipes.

Many of the offerings of home management systems sound like tools or gadgets for the rich and famous, but one man's convenience is another man's independence. For example, it may be a minor inconvenience for you to get up and open the drapes, but to someone who is bedridden, it may be impossible. Through remote controls of various types, even quadriplegics can control virtually every light and appliance in their home, including the telephone. In cases of physical, mental or sensory disabilities, the costs of installing the technology should be weighed against the costs of alternative methods of providing an appropriate level of care.

Even if you are not entirely sure about

home automation, it is a good idea when buying a new home to get Category 5 four twisted pair data/communication wire for every telephone wall plate, television jack plate and doorbell run from a central distribution point. This will allow for such conveniences as video conferencing, telephone/intercom systems, digital satellite systems and pay-per-view services available over the phone line. You will also want two RG-6 coaxial cables available to each television wall plate for better delivery of digitally compressed video. By having the wiring in place (at a minimal cost), you give yourself the option of going to whatever level of automation you desire later. Brekke and Brager say that retrofitting can be done without tearing down walls, but it is more convenient and cost-effective to take care of the wiring up front.

Home management technology can be as modest or outrageous as you want. You can set your house for a different mood every day of the week or you can have simple security and audiovisual automation.

Imagination is one defining factor, cost is the other, but anything is possible. Brekke and Brager say the costs have come down so far that the average single family can afford some level of home management. For example, a layered security system costs only 20 to 30 percent more in front end investments than a traditional system, yet it can be added onto at any time.

The future of home automation is mind boggling. With dealers at last ready to come up with a common "language" for all the appliances and software, costs will drop again. As it stands now, you can get your dishwasher to talk to your washing machine and decide who is going to go first, but you need to hire someone like Brekke and Brager or Burud to help with the translations. Future generations of appliances won't need translators. But folks like Burud, Brager and Brekke will still be around, training technicians, inventing new toys and continuing their pursuit of eliminating wall acne, living in a world without switches. 

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# Chris Nelson

*Executive and corporation evolve together  
to more effectively meet client needs*

by **DIANE GLAZMAN**

**T**hough it might seem that Chris Nelson, principal of Trammell Crow Company Reno/Sparks, was destined for a future in the construction and development industry, the truth is, it wasn't until his final two years in college that he began to pursue such a career path.

"My father was the real estate construction manager for Stanford University while I was growing up," Nelson said, adding that his family lived in the "faculty ghetto" along with the university's faculty and administrative person-

nel. After leaving Stanford, the family moved to Menlo Park, Calif., where Nelson's father took a position in international real estate construction. "He took me on a few business trips to Europe when he was working on projects and I became really interested in [doing] what my dad did," he recalled.

As student body president at the University of California, Davis, Nelson sat on a campus development committee his senior year. "I was interested in getting into the real estate business, so I sent my resumes out to all the finalists," he said. Trammell Crow Company was one of those finalists and Nelson's first choice for an employer.

"In the ['70s and '80s] the company was structured primarily as a developer," Nelson remembered. "Typically, someone just out of school would learn the business as a leasing agent and ultimately become a project partner in a development project or several projects. At that time, our primary core business was developing and operating real estate for our own account. Today, our company is a fully diversified commercial real estate services company. Although we still develop property, we really provide services in five different categories: development, property management, retail services, brokerage services and out-sourced real estate services," he said. In the 10 years since he joined Trammell Crow, Nelson has watched the firm evolve from developer to one of the country's largest full-service commercial real estate operations. He's also seen the firm grow from a privately-held business to one traded on the New York Stock Exchange, a change that occurred in 1997.

Nelson himself has evolved right along with Trammell Crow, initially working as "basically a grunt" right out of college. "I started out as a project manager. I did everything from nailing up leasing signs and knocking on doors to find tenants for our projects to doing property management. The traditional way of being trained was that you learned the whole business by doing everything, so you took somebody who didn't know a whole lot of anything and threw a lot at him," Nelson explained.



*Trammell  
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In 1993, Nelson was offered the opportunity to head up Trammell Crow when his superior moved on to another venture in the area. "I always believed it was a great company, and figured at the time, as young as I was, the position represented a great opportunity. So, I elected to give it a shot," he said.

A changing business climate necessitated Trammell Crow's evolution from a core business of developing and operating properties to a commercial real estate services firm. "We learned the hard way in the early '80s that as economic cycles slow down and sometimes completely fall apart, owning real estate solely as your core business was not necessarily a great strategy for long-term growth and survival," Nelson explained. "After the early '90s recession, our company re-capitalized itself as a services company and completely removed the asset base, evolving into a different entity." At that time, Trammell Crow began to manage property for other companies.

Currently, the company does develop new properties as executives see the need, but its main focus rests on third party property management and infrastructure management. The latter has become one of Trammell Crow's fastest growing segments. "When the recession hit, a lot of companies were looking to save money, and one byproduct of that was hiring companies like [Trammell Crow] to help them manage real estate sales. Banks, for example, might want to close down 50 branches. They'd hire Trammell Crow Company in many cases to come in and dispose of the real estate on their behalf, and to continue to operate real estate as a property manager for corporations and new developments," he noted.

By all accounts, the past 10 years have been good for both Chris Nelson and Trammell Crow. As the firm remains one of Northern Nevada's premier full-service commercial real estate firms, expect the next 10 years to be positive for both as well.

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# Saxton Incorporated

## *Perennial Homes' Southern Nevada success leads to expansion for Las Vegas-based developer*

by ALLEN GRANT

**B**uilt on the foundation of creating a "complete home" at an affordable price so everyone can fulfill the American Dream of home ownership, Saxton Inc.'s home division, Perennial Homes, has helped the company grow into one of Las Vegas' most respected homebuilders. "We've experienced incredible growth and expansion over the last few years," said Jeff Pori, vice president of marketing and sales at Saxton. "Homeowners wanted value and that's what we offer them."

An integrated real estate company, Saxton Incorporated operates in design, development, construction, operation, ownership and sale of residential, commercial and industrial properties. Started in 1986 in Las Vegas as Jim Saxton, Inc., the company functioned primarily as a commercial and industrial builder working on projects for third-party clients and for its own portfolio.

Resulting from early success, Saxton developed its homebuilding division, Perennial Homes, and started building residential communities in Las Vegas in 1995. Two years later, Saxton continued its Las Vegas success story and went public with an offering; the company now trades on the Nasdaq stock market under the SXTN symbol. "Our movement into homebuilding was natural for us," said Pori. "We had success early on in the home building market in Las Vegas. We offered a gated community with spa, pool and clubhouse and the homeowners associations took care of the landscaping needs of the community."

Perennial Homes built out 219 new home sites in its first development in 1995. The community sold out in 14

months, making it Las Vegas' fastest selling neighborhood during that period, according to Pori. "Nobody was close to us in price when we started," he recalled. "The goal of Saxton was to add a level of home buyers, thus creating our own market. And we did that."

Perennial's ability to offer quality homes for reasonable prices derives from the company's diverse capabilities. "We perform many of the trades, such as framing, dry-wall, painting and concrete, ourselves," explained Pori. "It allows us to control costs and control our own schedule. By controlling the entire construction process we are able to build homes more efficiently and at a lower cost. That helps save our buyers money." The total integrated approach allows the company to sell homes in the \$80,000 to \$135,000 range, including such financing options as a zero money down package offering prices less than the cost of an apartment - with extra amenities to boot. "We even include appliances such as refrigerators, window coverings, washers and dryers and garage door openers," he said.

Its home building division has helped Saxton expand rapidly in Las Vegas. In 1997, Saxton's home building service accounted for 19 percent of its business. Today, Pori said home building comprises 77 percent of its revenue. Because of its Las Vegas homebuilding success, Saxton has experienced substantial growth during the last five years. Today, Saxton has more than 600 employees, compared to 59 employees in 1994. Today, the company's staff includes professional CPAs, licensed architects, engineers, surveyors and attorneys.

Saxton also owns its own real estate brokerage - RealNet Commercial Brokerage.

Saxton plans to continue its Las Vegas presence, according to Pori. After closing 203 new home sales last year, Perennial expects to close another 500-plus homes in 1999, with new subdivisions on the way. Perennial Homes has six single-subdivision communities in Las Vegas, including Sutter Creek, Corte Madera, Crescendo, Sterling, Pelican Creek and Sunrise Ridge. "We expect to open another four subdivisions next year," he said.

Success breeds ongoing expansion. After revenues totaling \$59.4 million in 1997, Saxton earned \$92.2 million last year. Saxton then opened an office in Reno and expanded into Utah and Arizona with the acquisition of Maxim Homes in Salt Lake City and Diamond Key Homes in Phoenix. Saxton plans to take Perennial Homes to other Southwest states such as Colorado, New Mexico, Texas and California. "We're looking at further expansion possibilities for regional development in the coming years," Pori stated. "I see us continuing expansion through acquisitions and with our existing entities."

Some of Saxton's future commercial projects include the Las Vegas Police Union headquarters with its 75,000-square-foot office complex at Valley View and Warm Springs and the North Airport Center, a 40-acre industrial development that will house more than 500,000 square feet of speculative industrial space. Next spring, Saxton will also open Smoke Ranch Business Center, an office park located within the Las Vegas Technology Center. 

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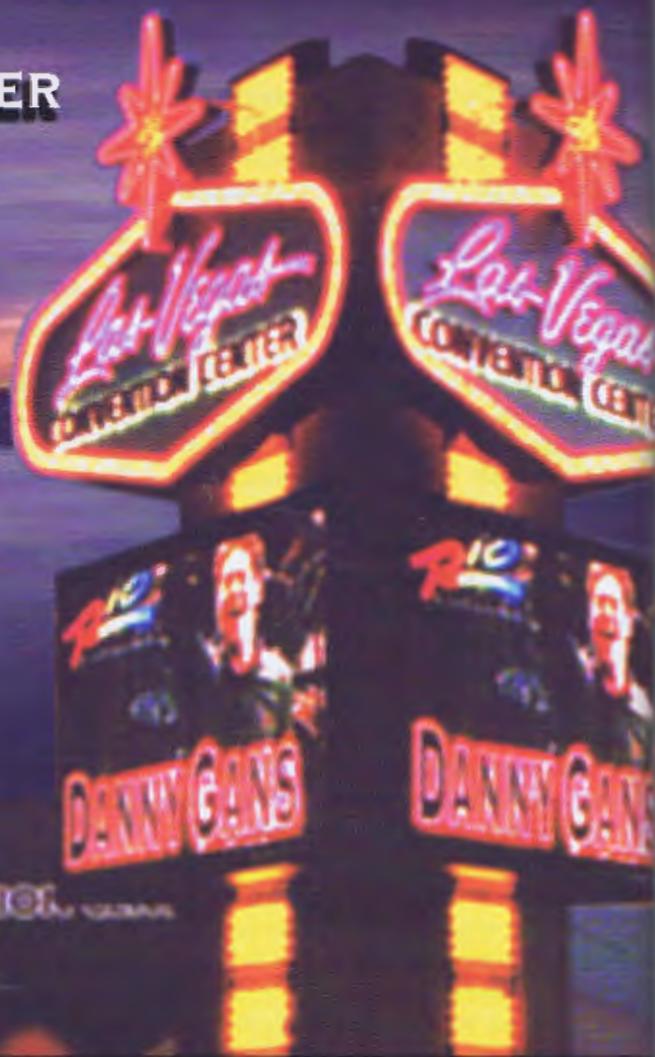
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# Delivering the Goods

*Warehousing, distribution operations continue steady Nevada growth.*

by Allen Grant

**F**ueled by a strong national and statewide economy, Nevada's warehousing and distribution markets continue to grow steadily throughout the state. Nevada economic development officials are luring warehousing and distribution businesses to the state with attractive elements, including a great location, tax advantages, a solid work force and growing future.

Having long been a gaming-oriented market, Nevada communities have increased other sectors of the state's economy with growth in retail, industrial and manufacturing industries. Now, Nevada boasts one of the nation's fastest growing markets for warehousing and distribution operations. "Diversification is starting to take place and balance us out as individual communities," noted Somer Hollingsworth, president and CEO of the Nevada Development Authority (NDA). "It increases the quality of life for everyone in the state."

## *Location key to new arrivals*

### **Clark County**

**L**ocation, location, location. It's the mantra of real estate brokers across the nation. In terms of warehousing and distribution, industry leaders in Nevada use the state's proximity to lucrative West Coast markets as a key selling point for companies looking to access those markets in a cost-effective manner.

"Companies are expanding and want a location close enough to capture West Coast markets," said Hollingsworth, who helps recruit companies to locate business in Southern Nevada. "In fact, several companies are currently relocating their headquarters to Las Vegas for that very reason. One day's travel by truck from Southern Nevada can reach 35 million customers."

NDA data shows several new manufacturing/distribution company commitments in just the last calendar year, including

Coast to Coast Safety, Danka Office Imaging, Minelab USA, NTD, Biscoe Exports, National Vitamin, Tru Value and Covington Food. Other recent examples of companies choosing the Las Vegas market for growth include Dynojet, Office Max and Sports Iowa. Companies are coming from all over the country including Texas, Illinois and Iowa.

### **Carson City**

According to Kris Holt, executive director for the Northern Nevada Development Authority (NND), Carson City is experiencing similar growth and location is also a key factor. "We attract several mom and pop manufacturing shops," he said, "and they want to live near their properties. They value quality of life, and they can get that here," he said.

"We have a little bit of everything, but manufacturing is our niche," asserted Holt. "First and foremost we try to sell the state. Nevada has great tax advantages, a good government and political climate. We have no county or city regulations to deal with. It's all state-level regulated and the absence of red tape offers a big selling point."

Holt added that Carson City sells itself. "We try to sell Carson City differently," he said. "We are more manufacturing based here. We sell ourselves as the manufacturing hub of the state." Some of the area's warehouse distribution companies include American Equipment Service, DC Framing Supply, Deerskin Trading Post, Nexxus, Sherwin Williams and Snap-On Tools, which just completed a 50,000-square-foot expansion. Holt said the Carson City-Minden-Dayton area attracted five new companies and added two expansions in the second quarter of 1999, including Concourse Parts & Access, Pet Pantry, Oakley Sunglasses and R. Supply Company.

### **Lyon County**

John Sanderson, executive director for the Lyon County Economic Development Authority (LCEDA), oversees economic development in Fernley. Sanderson said he believes location represents a crucial factor in attracting new companies to the area. The ability to distribute products is based on travel resources, and Sander-

son said the area's accessibility to roads, rail and airport has spurred growth.

"Our West Coast location helps us in terms of distribution," Sanderson explained. "Companies like the easy access to California and services available here. We've been experiencing growth per capita equal to and maybe greater than that of Las Vegas. We have great infrastructure here and we've worked hard as a community to attract new business. We're trying to diversify the region and the state with a wide variety of economic development."

One of the fastest growing regions of the state is the Fernley-Dayton area. Wade Development helps entice businesses to the area. The company is currently developing a 5,000-acre site in Fernley called the Nevada Pacific Industrial Park. According to Patty Wade, president and owner of Wade Development, the property offers excellent location and resources for its clients.

"We're located close to Interstate 80 and U.S. 95, which covers east and west traffic along with traffic to southern California and Nevada," she said. "We have all the major rail carriers, great infrastructure and we're close to an international airport."

Several companies have already located in Wade Development's park, including Amazon.com. Other companies either in development or planning to relocate there include ProLogis Development Services, UPS Worldwide Logistics, Trex Company, MSC Industrial Supply, Q&D Construction Company and Quebecor Printing, the world's second largest commercial printer.

Companies recently locating in the area include Amazon.com, UPS Logistics, Quebecor, Bruce Industries and Marathon Equipment. Sanderson said companies are moving to the Lyon County region to expand and set up West Coast operations.

### **Reno-Sparks**

ODC, formerly Owen Distribution Company, is an integrated third-party logistics supplier in the Reno-Sparks area and serves the northwest and California. According to Hans Stronck, director of sales and marketing, location plays a major role in selling the Reno-Sparks area.

"From here, customers won't lose any transit time to California," he noted. "It's

an overnight trip to both California and the Pacific Northwest. The infrastructure is great here. Located near Interstate 80, distribution can go east or west easily. This area also has land and labor advantages. The land is cheaper than in California and the work force is stable."

ODC works with large warehousing and distribution operations of 200,000 square feet and more and houses clients including Gerber, Kraft, General Mills, Ricoh, Xerox and Audiofox.

### **Tax advantages play role**

Another key selling point for Nevada is its relaxed tax advantages for companies and employees. In addition to a lack of state tax for its work force, companies contend with less red tape thanks to regulations confined to the state level. "Our tax structure really makes a difference with companies relocating or expanding," Sanderson noted. "Land prices are outrageous in California and they aren't going to get any better. It's cheaper and more economical for companies to locate here in Nevada."

According to Wade, Nevada offers more than business tax advantages. "Tax benefits are a big part of why they come here," she admits, "but there's a misconception about Nevada and the lifestyle we have here. Companies come for the business reasons, but they stay for the quality of life. Companies fall in love with the area."

### **Nevada's work force "impresses"**

Nevada Development Authority officials have been working for years to convince businesses that Nevada has plenty of qualified workers, but businesses are still concerned with labor. Today, Nevada's work force is stronger than ever, partly because of the state's rapid growth rate. From Reno to Las Vegas, Nevada is producing a solid and reliable work force.

"The word is spreading about Las Vegas' work force advantages," said Hollingsworth. "We have a growing labor pool that adds 5,000 people a month. Las Vegas has a complete work force that is very computer literate. Plus, Las Vegas has a 24-hour work force. That helps attract these companies. There are plenty of back office operations coming here that need up to

1,000 people and require 50,000 to 60,000 square feet of space." Wade added that Amazon.com, with its recently established operations in Nevada, was "pleasantly surprised by [Fernley's] labor pool and its work ethic."

Many cities in the state report increased population nearly every quarter and the quality of labor is improving as the state becomes diversified, said Sanderson. "In Lyon County, we have never had a work force problem," he asserted.

### Continued growth expected

Nevada's growth gurus and warehousing/distribution experts see a positive future of continued growth throughout the state. "There's no slow down here," said Stronck, who expects the Reno area to continue growing. "We continue to grow and there's a low turnover rate in Reno. It's not a transient area, and that's all important to companies considering a location here."

The future in the Lyon County area is positive as well, according to Sanderson. "Although the national economy makes a difference, we should continue getting relocations and expansions here," he said. "We have planned for growth in the next five years and have plenty of room to accommodate expansion."

Northern Nevada's concern is the future possibility of a labor force shortage. But, according to Holt, community college training and a constant influx of new residents will help. "Our labor force is becoming tighter," Holt said. "That's a hot topic here, but through training and better-paying jobs, we expect the labor pool to grow."

Holt predicts "consistent growth across the state," he said. "Population growth continues and that's healthy for [Carson City], where we will keep attracting more manufacturing firms."

Wade said she expects the future of warehousing and distribution in the region

to continue growing as long as the national economy remains strong. "The economy and expansion are tied together," she noted. "Traditionally, we've continued to have pretty solid growth regardless of national economic factors. We're not immune to a slow down – just resistant. We expect a huge influx of new businesses from the Midwest and East Coast similar to what we've seen for decades."

Las Vegas' future includes an increase in technological jobs thanks in part to the University of Nevada, Las Vegas (UNLV), according to Hollingsworth. He said UNLV is upgrading in technological fields and that will blend perfectly with the businesses that are locating here. "We're going to see a high-tech trend with the university right in the middle of it," Hollingsworth predicted. "There's going to be an increase in technological jobs and high-tech positions, which will make this area a more balanced community." 

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# BUILDING NEWS in NEVADA BRIEF

## Ninyo & Moore wins four Southern Nevada contracts

Ninyo & Moore announced four Clark County-based contracts the company recently earned. The company was retained to provide geotechnical observation and testing services during construction of improvements to Russell Road from Eastern to Mountain Vista, and during construction of the Race Rock Full Service Bar and Restaurant. Ninyo & Moore is also providing geotechnical quality assurance observation and testing services for Phase II of the Buffalo Outfall/Collection System

project. The firm will also provide geotechnical consulting services for the Stewart Avenue Parking Garage project.

## Laurich Properties set to develop three retail projects

Laurich Properties broke ground on two new retail centers and began redevelopment on another retail property in Las Vegas. The company broke ground on a 108,000-square-foot Big K department store at the southeast corner of Buffalo Drive and Washington Avenue. The property represents Southern Nevada's first ➤



## Wells Cargo completes Desert Inn Road expansion

Wells Cargo, Inc. recently completed a \$4.6 million expansion on Desert Inn Road, from Jones to Durango, in Las Vegas. The work added two new lanes in each direction to alleviate traffic congestion. The contract also called for new curbs, gutters, sidewalks, storm drains, streetlights and traffic signals at Torrey Pines, Buffalo and Durango. G.C. Wallace served as project engineer.

## New property adds to Southern Nevada's vacation-ownership market

Consolidated Resorts, Inc. recently finished developing Club de Soléil at 5499 West Tropicana Avenue in Las Vegas. The French-Mediterranean-style vacation-ownership resort (below) fea-

tures 86 decorated and furnished suites; community amenities include a pool and tennis court, exercise facility, barbecue areas as well as free transportation to The Las Vegas Strip. Consolidated Resorts is

seeking a second location for an additional Las Vegas vacation-ownership resort. Currently, 3,000 vacation-ownership units are in various stages of planning and development in Las Vegas.





### **BofA completes banking center remodel**

**A**fter four months and \$600,000, Bank of America announced the remodeling project of its banking center at 2060 Las Vegas Boulevard North in North Las Vegas is finished (above). The revamping entailed expanding the bank's space to 5,200 square feet, replacing the entire mechanical and electrical systems and changing the architectural design of the building. The bank also increased the customer service area of the facility and modified the walk-up ATM and night depository for handicap access.

### **Korte Bellew & Associates awarded school contract**

**T**he Alexander Dawson Foundation awarded a \$21 million contract to Nevada-based general contractor Korte Bellew & Associates for the construction of the Alexander Dawson School in the Clark County School District. The total cost of the coeducational, independent day school approaches \$30 million; the facility will be situated on 35 acres in Summerlin off Desert Inn Road. Completion for the 122,280-square-foot school is estimated for July 2000.

### **Thomas & Mack designing smaller suites**

**T**o give smaller businesses an opportunity to lease at one of Henderson's newest business addresses, the Thomas & Mack Development Company is developing an entire floor's worth of small suites at its Eastgate Plaza Office Park at the corner of Warm Springs and Stephanie. The suites range from 650 to 1,400 square feet in size, suitable for companies with four or more employees. The 19,500-square-foot second floor of the complex's four-story building will be dedicated to the small suites. 🌵

new Kmart store in 10 years. Laurich also broke ground on the 105,000-square-foot first phase of the Silverado Ranch Centre at Silverado Ranch Drive and Maryland Parkway. The developer's \$5 million redevelopment project at the corner of Charleston Boulevard and Tonopah Avenue will include a new Sav-On drugstore.

### **Summerlin home sales well ahead of 1998's figures**

**T**he Howard Hughes Corp. announced that 1999 year-to-date sales at its Summerlin master-plan are more than 53 percent ahead of 1998 sales. According to Dan Van Epp, president of The Howard Hughes Corp., the brisk sales pace sets the company on its way toward attaining its goal of 3,000 new home sales this year. More than 40,000 existing residents in Summerlin are joined by over 200 families per month. Summerlin first achieved its ranking as the nation's best-selling master-plan in 1992.

### **Burnett Haase completes tenant improvement project**

**B**urnett Haase Construction recently completed a 5,000-square-foot tenant improvement project for Integrated Health Services in the Mountain Vista Professional Plaza located in Las Vegas. The medical rehabilitation center's renovation cost totaled \$150,000.

### **Poggemeyer to manage county construction project**

**T**he Clark County Department of Public Works chose Poggemeyer Design Group to provide construction management services for the Buffalo Outfall/Collection System Phase II. The project involves the installation of 1.6 miles of double-barrel reinforced concrete blocks and reinforced concrete pipes for storm drainage. The \$6 million job will commence in late summer and is slated for completion in April 2000.



### **Roel completes Del Webb's Anthem facility**

**R**oel Construction completed construction of the 10,433-square-foot sports/athletic club and the 8,405-square-foot maintenance center at Anthem Country Club in Henderson (above). Roel has now begun construction on its fifth Anthem facility, a 34,770-square-foot clubhouse, scheduled for completion in January.

# Commercial Real Estate Market Report

## INDUSTRIAL MARKET SUMMARY

**Las Vegas** – First quarter 1999 numbers indicate the industrial market is experiencing a “healthy” slowdown. What this means is that building and growth will slow moderately in '99 from its record pace over the last few years allowing a normalization and strengthening of the development/absorption ratio. Strong projects will do well, while underfunded, underplanned projects will feel the effects of competitive capitalism.

While lease rates have stabilized over the past two quarters, land prices have shown sustained increases. With a higher standing inventory of product, landlords will become a little more competitive with their rent rate structure. While developable property becomes more scarce, land prices should help to curb overbuilding and perpetuate the development/absorption ratio.

Land prices will be the single most important factor in sustaining growth. If land owners continue to push the value of property too high, developers will need to push rental rates above an acceptable level to achieve a fair return. If this happens, development will most likely begin to stagnate and only resurge when land prices fall. This is a natural process in the evolution of development, and will self regulate into normalized growth. With this normalization, the market will continue to expand to include larger, national and international tenants with a desire to take advantage of the business-friendly Nevada atmosphere.

**Reno** – The Northern Nevada industrial market continues the fast pace experienced during the past five years. 1998 was another record year with

over six million square feet of gross absorption and two million square feet of net absorption. Vacancy at the end of the year was pegged at just over 11 percent. By the end of the first quarter, vacancy had dropped to 10 percent and it is anticipated that vacancy by the end of the year will fall to 8 percent. Several factors influencing absorption include the focus on Northern Nevada by large distribution center clients and business expansions within our market. Several large properties are anticipated to be off the market by the end of the second quarter. Two million square feet of speculative construction is planned for 1999, and it may not be enough, based on current activity.

The second quarter should be hot for Reno/Sparks with over one million square feet of build-to-suit customers negotiating deals.

### OFFICE MARKET – 1ST Quarter 1999

TOTAL MARKET	LAS VEGAS	RENO
Number of Properties	477	174
Total Square Feet	18,028,058	4,059,253
Vacant Square Feet	2,386,478	434,183
Percent Vacant	13.24%	11.50%
New Construction	368,572	123,509
Net Absorption	146,823	71,620
Avg Lease SF/Mo (FSG – NNN)*	\$1.69	\$1.42
Under Construction	854,429	165,700
Planned Construction	1,732,294	345,400
<b>CLASS 'A' OFFICE PROPERTIES</b>		
Number of Properties	39	23
Total Square Feet	4,121,746	1,556,080
Vacant Square Feet	468,669	176,278
Percent Vacant	11.37%	12.00%
New Construction	155,172	69,500
Net Absorption	66,442	22,668
Avg Lease SF/Mo (FSG – NNN)*	\$1.70	\$1.65
Under Construction	126,194	102,900
Planned Construction	773,468	145,800
<b>CLASS 'B' OFFICE PROPERTIES</b>		
Number of Properties	290	61
Total Square Feet	10,558,017	1,504,423
Vacant Square Feet	1,560,273	150,920
Percent Vacant	14.78%	10.00%
New Construction	213,400	46,900
Net Absorption	91,719	34,800
Avg Lease SF/Mo (FSG – NNN)*	\$1.73	\$1.40
Under Construction	715,435	35,878
Planned Construction	946,026	67,600
<b>CLASS 'C' OFFICE PROPERTIES</b>		
Number of Properties	148	92
Total Square Feet	3,348,295	998,750
Vacant Square Feet	357,536	181,085
Percent Vacant	10.68%	19.00%
New Construction	0	17,500
Net Absorption	-11,338	10,900
Avg Lease SF/Mo (FSG – NNN)*	\$1.52	\$1.10
Under Construction	12,800	15,200
Planned Construction	12,800	18,800

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

### RETAIL MARKET – 1ST Quarter 1999

TOTAL MARKET	LAS VEGAS	RENO
Number of Properties	127	76
Total Square Feet	20,290,401	8,632,059
Vacant Square Feet	757,931	440,000
Percent Vacant	3.74%	5.70%
New Construction	1,131,447	59,267
Net Absorption	1,368,936	—
Average Lease (NNN)	\$1.28	\$1.03
Under Construction	1,394,745	421,662
Planned Construction	3,558,282	485,000
<b>POWER CENTERS –</b>		
<b>RETAIL CENTERS &gt; 100,000 SF</b>		
<b>WITH MINIMAL OR NO IN-LINE SPACE</b>		
Number of Properties	18	3
Total Square Feet (GLA)	5,994,132	1,080,400
Vacant Square Feet	254,762	6,300
Percent Vacant	4.25%	6.00%
New Construction	436,310	49,400
Net Absorption	549,818	43,100
Average Lease (NNN)	\$1.37	\$1.00
Under Construction	0	382,727
Planned Construction	631,850	100,000
<b>COMMUNITY AND REGIONAL CENTERS –</b>		
<b>RETAIL CENTERS WITH ANCHOR(S)</b>		
Number of Properties	45	44
Total Square Feet (GLA)	6,852,180	6,506,475
Vacant Square Feet	355,782	336,344
Percent Vacant	5.19%	5.70%
New Construction	605,137	8,867
Net Absorption	657,539	—
Average Lease (NNN)	\$1.12	\$1.05
Under Construction	971,350	281,000
Planned Construction	1,900,290	350,000
<b>STRIP CENTERS – RETAIL CENTERS</b>		
Number of Properties	64	27
Total Square Feet (GLA)	7,444,089	919,611
Vacant Square Feet	147,387	66,856
Percent Vacant	1.98%	7.27%
New Construction	90,000	0
Net Absorption	161,579	—
Average Lease (NNN)	\$1.53	\$0.96
Under Construction	423,395	140,662
Planned Construction	1,026,142	35,000

### INDUSTRIAL MARKET – 1ST Quarter 1999

TOTAL MARKET	LAS VEGAS	RENO
Number of Properties	1,320	713
Total Square Feet	53,459,460	46,161,116
Vacant Square Feet	5,901,907	4,308,336
Percent Vacant	11.04%	9.40%
New Construction	786,693	3,016,645
Net Absorption	783,533	4,308,336
Under Construction	1,441,874	743,000
Planned Construction	2,907,530	1,039,000
<b>DISTRIBUTION – LESS THAN 10% OFFICE</b>		
Number of Properties	467	606
Total Square Feet	30,150,594	39,236,949
Vacant Square Feet	4,261,401	—
Percent Vacant	14.13%	—
New Construction	621,220	1,334,703
Net Absorption	674,006	—
Under Construction	1,248,724	743,000
Planned Construction	2,676,302	1,039,000
Avg Lease (NNN) < 10,000 SF	\$0.51	\$0.46
> 10,000 SF	\$0.42	\$0.29
<b>MANUFACTURING – 10% - 20% OFFICE</b>		
Number of Properties	747	100
Total Square Feet	17,483,302	6,462,556
Vacant Square Feet	1,161,654	—
Percent Vacant	6.64%	—
New Construction	0	—
Net Absorption	-20,060	—
Under Construction	65,550	0
Planned Construction	231,228	48,000
Avg Lease (NNN) < 10,000 SF	\$0.48	\$0.48
> 10,000 SF	\$0.43	\$0.29
<b>FLEX/MULTI USE – OVER 30% OFFICE</b>		
Number of Properties	93	—
Total Square Feet	5,152,249	—
Vacant Square Feet	478,852	—
Percent Vacant	9.29%	—
New Construction	165,473	—
Net Absorption	129,587	—
Under Construction	127,600	—
Planned Construction	0	—
Avg Lease (NNN) < 10,000 SF	\$0.63	—
> 10,000 SF	\$0.60	—

Abbreviations  
 BTS: Build To Suit  
 FSG: Full-Service Gross  
 GLA: Gross Leasable Area  
 MG: Modified Gross  
 NNN: Net Net Net  
 SF: Square Foot  
 YTD: Year To Date

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



## Unique Dining Experience

REVIEWED BY KATHLEEN FOLEY

### Bix's

Las Vegas

702-889-0800

From the outside, Bix's appears to be just another neighborhood watering hole, but a visit inside reveals a surprising glimpse of big city culture not often found in Southern Nevada. The main room, housing a bar and lounge with comfortable booths and fireplace seating, features fine works created by local artists. A large stage provides a venue for live jazz from Tuesday through Sunday, and a 17-piece orchestra plays big band music at midnight every Thursday. Chef Stacy Calles and her staff prepare modern American cuisine with featured Asian and Creole dishes for guests in the main dining room, which seats 50 people.

Bix's also offers a wine room with its own bar, where fine wines are available by the glass. An enclosed cigar room provides a place for up to 15 people to enjoy premium cigars along with their after-dinner drinks. A private dining room seats 10 to 12 people in an intimate setting reminiscent of a European castle. Located on Rainbow Boulevard just north of Tropicana, Bix's serves lunch and dinner seven days a week, and the lounge is open around the clock. Reservations are suggested for dinner, especially on weekends.

### Adele's Restaurant & Lounge

Carson City

775-882-3353

Set in an historic Comstock-era house built in 1864, Adele's offers one of Northern Nevada's most ele-



*Adele's popular cuisine is most often described as "creative continental."*

gant dining experiences. The red, mansard-roofed building at 1112 North Carson Street is furnished in the Victorian style of the silver rush era. Paul and Adele Abowd opened the restaurant in 1978. Their son Charlie and his wife Karen have helped run the restaurant since 1981, and officially purchased Adele's earlier this year, pledging to "continue the tradition of friendly, personable service, warmth and great food our customers have come to depend on."

Charlie Abowd has developed an outstanding wine cellar that has twice garnered the Award of Excellence from *Wine Spectator* magazine. Popular wine-pairing dinners showcase his expertise as a chef as well as his extraordinary knack for matching wines to food. Cuisine at Adele's has been described as "creative continental," with more than 100 menu items and dozens of daily specials. Specialties include Lobster Jeremiah, Baked Crab in a Crust and Moroccan Lamb.

A 30-seat outdoor veranda connected to the lounge is open from April to October. Special events on the veranda have included cigar smokers and live music. Adele's is open Monday through Saturday, serving lunch, dinner and a limited lounge menu. Reservations are suggested.

### Portobella, An Italian Bistro

Las Vegas

702-228-1338

Portobella combines elegance with a casual atmosphere to form a unique and innovative restaurant offering superb food at affordable prices. Located in the burgeoning restaurant row on West Lake Mead in Summerlin, Portobella has become a popular locale for movers and shakers to meet for lunch and dinner away from the Strip. Owner and Chef Dan Drayer opened Portobella in November 1997. "It's a little piece of my heart," says Drayer. "I'm staking my pride and reputation on the cuisine here. I prepare dishes the old-fashioned way and don't take short cuts. Some of my sauces take two days to prepare, and I think customers can tell the difference. That's why we've been successful."

House specialties include Rosemary Roasted Chicken cooked in a wood-burning oven, Potato Wrapped Halibut and Maine Lobster Ravioli. "We're very health-oriented and try to avoid heavy sauces," says Drayer. On the other hand, deliciously sinful desserts are always available for the weak-willed. Portobella is open for lunch from 11:30 a.m. to 3:00 p.m. on weekdays, and for dinner from 5:00 p.m. to 10:00 p.m. seven days. It also offers cooking classes, charity events, wine dinners, catering and take-out service. 🍀



EXECUTIVE PROFILE

# Michael Hillerby

## *Reno arts and culture manager*

### *brings unique past to new post*

by DIANE GLAZMAN

**Acquiring a lifetime of skills and experience working with the arts community brought Michael Hillerby to a fortuitous crossroads, and the opportunity to effect change from the inside.**

**“**If it seems at all fun and interesting, it comes to this office,” says Michael Hillerby, Reno’s arts and culture manager, referring to a recent idea that came across his desk for a fund-raiser at the Riverside Hotel to kick off its renovation into the new Artspace development. “They said, ‘Let’s do a pre-renovation party,’ and I replied, ‘Well, have you been in the Riverside lately? There’s nothing left there,’” he said, laughing. “I’m thinking this is a party I do *not* want to be organizing.”

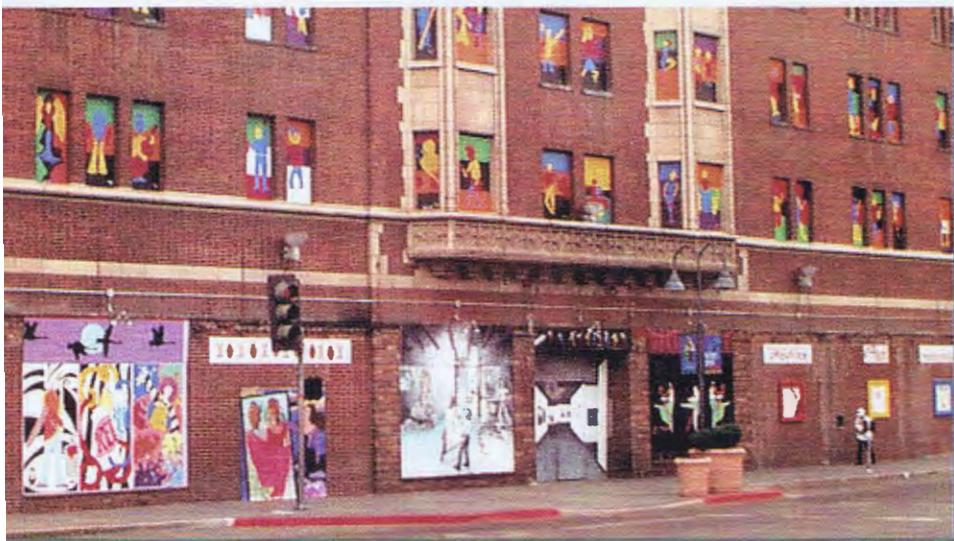
While Hillerby may have passed on the Riverside idea, almost everything else involving the arts, parties, or grant awards seems to fall under his jurisdiction. “I do have a good job. I get to organize farmer’s markets, give money away, put together arts festivals, entertain people and restore old buildings. It’s fun,” he said, his lightning fire-rapid speech revealing his enthusiasm for this job.

The position is a new one for Reno, created roughly 15 months ago as part of the city’s effort

to more fully integrate the arts into downtown redevelopment and take advantage of the surge in cultural tourism. In many ways, Hillerby is a pioneer, carving out the position as the city’s needs dictate. Hillerby has been involved with non-profit organizations for a number of years as an administrator, fund-raiser and program developer, and this position demands all the skills he has acquired along the way.

Hillerby’s introduction to the arts came through music as a member of his high school and college bands. During college, he began organizing trips and fund-raising events. With a major in business and a minor in music, he assembled a diploma that placed him at the forefront of the fledgling arts administration movement. Following his graduation from the University of Nevada, Reno, Hillerby was hired by the now defunct Management Development Associates, where he worked with the Reno Philharmonic, the Tahoe Yacht Club and the Lake Tahoe Music Festival. Hillerby then went on to join his father in the family business, where he lobbied the state government for arts funding for various groups, and undertook non-profit association management.

In addition, Hillerby has worked with the Nevada Opera for the past 15 years as both performer and administrator. “[Opera] is one of my really great loves, offering both creative and social outlets. I’ve always been a volunteer and involved in pretty much every aspect of the Nevada Opera. Several years ago I had the opportunity to do some contract work in development and fund-raising for the company. During the course of that, they were searching for an executive director, so I spent about a year and a half as the acting general director,” he said. Hillerby was also selected as an Opera America Fellow, an honor that enabled him to travel to other U.S. opera companies to learn how they operated and developed funding sources.



Local artists have added color and character to the windows of downtown Reno’s venerable Riverside Hotel as it begins renovation.

*continued on page 68*



AT THE TOP

# Levi Strauss & Company

## *Clothier renews commitment to Henderson with new facility*

by TONY ILLIA

**Nevada has a long, involved history with the legendary clothing manufacturer Levi Strauss.**

It began in 1872 when a Reno tailor named Jacob C. Davis wrote to Bavarian immigrant Levi Strauss telling him of a process he invented to rivet the pocket corners on men's pants. One year later the two were granted a patent and began to manufacture "waist overalls" (the original name for jeans). The end result was the birth of 501 jeans, a veritable icon in brand-name apparel. Since that time, the Silver State's relationship with Levi Strauss has steadily flourished.

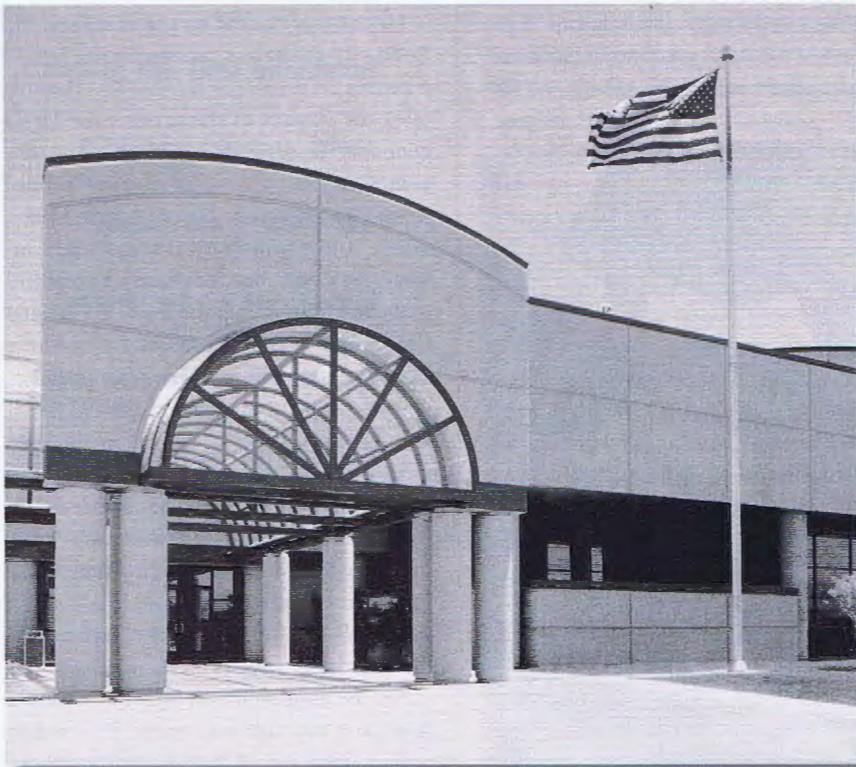
The company located one of its four national customer service/distribution centers in Henderson in 1977. Levi Strauss has been credited with

bringing industry and jobs to the then-fledgling city. "One of the reasons we picked Henderson was the dedication and service of its employees and the community," said Source Relations Director Tim McCubbin. Indeed, in a region known for transient traffic, the average Levi Strauss employee stays for 11 years.

The firm initiated its Henderson facility with 85 employees. Today, the company employs 300 local residents working in two shifts. Last year, Levi Strauss vacated its 21-year-old building to implement a state-of-the-art system that dramatically improves efficiency and delivery time. According to McCubbin, it reduces manual labor by two-thirds. Despite this, he notes that no positions were eliminated during the transition. Everyone was reassigned, undergoing at least two days worth of intensive training to learn the new technology. "For many of our employees it was their first exposure to a computer," McCubbin recalled.

The firm custom-built its multi-story structure in southwest Henderson. Situated on 60 acres and featuring 10 miles of conveyor belts, the Levi Strauss Sky Harbor Customer Service Center processes 125,000 units of merchandise every day. "The 501 jeans have remained the company's bread and butter over the years," noted McCubbin. The corporate mainstay notwithstanding, there are more than 300 different products processed at the center, including such popular trademark lines as Dockers and Slates. If necessary, the building has a reserve capacity for 7.5 million units. As a long as football field, the facility contains a massive rotating storage structure unit (RSSU) that carries 55,000 bins. The bins rotate through the entire length of structure every 35 minutes and can store as much as 70 percent of the customer service center's inventory at any one time.

"This is by far the company's biggest 

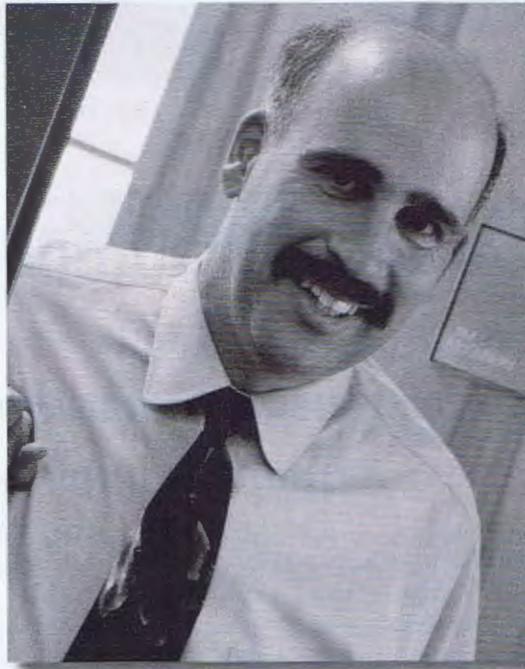


*Levi Strauss' new state-of-the-art Henderson facility can process 125,000 units of merchandise on a daily basis.*

continued from previous page

undertaking," asserted communications manager Vickie Bates. "The Henderson facility was the testing ground for the entire corporation." With \$6.9 billion in sales last year and 30,000 employees worldwide, that is no small praise. Levi Strauss experimented and fine-tuned the mechanized system for more than one year before implementing it company-wide. The service center uses a laser scanner and automated scale that schedules and routes products on an electromagnetic track. It currently requires using three integrated software systems and 315 personal computers to process and distribute 45 million units annually to all 50 states. The U.S. Postal Service used an older version of the same system. Ultimately, the high-end technology enables Levi Strauss to add value services, accommodating custom orders and retailer specifications. "The move into our Sky Harbor building was necessary to implement this system," McCubbin said. "Also, it provides for future growth."

Levi Strauss recently launched an on-



Above: Source Relations Director Tim McCubbin

Below: An employee packs a shipment at the new Levi Strauss Sky Harbor Customer Service Center.

line store, at [www.levi.com](http://www.levi.com), that offers a broad selection of its products. Shoppers can search by fit description and see photos of the item on a model, checking out both front and back views. While McCubbin says some orders come from such direct consumers, the majority of the company's customers still go to retail and specialty stores across the nation. ❀

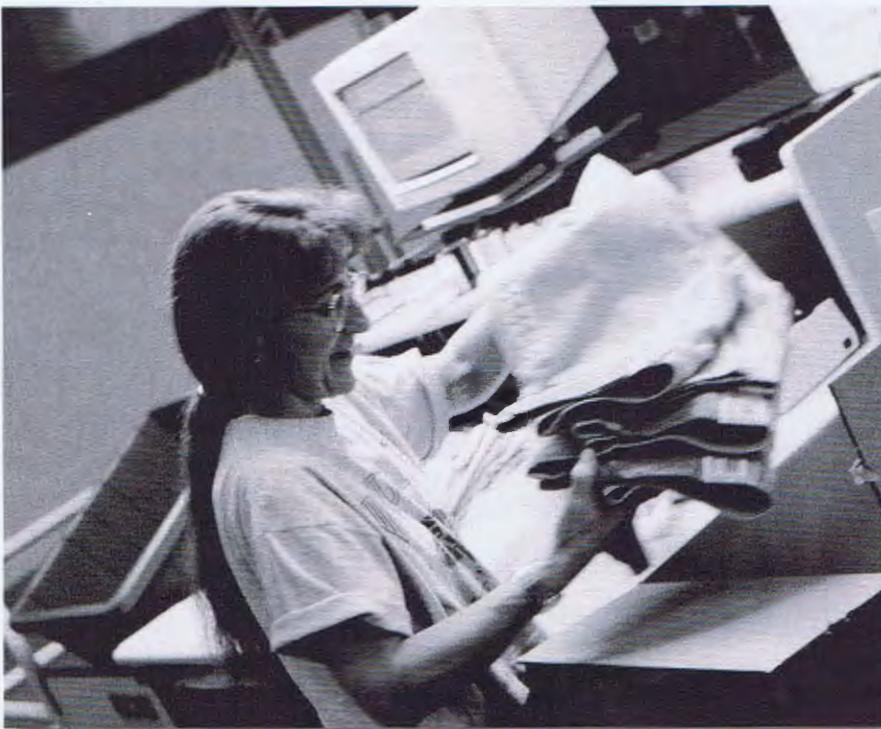
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**Hillerby is excited by the emphasis the Reno city council is putting on the arts as a means to revitalize downtown. He also cites the impact of the arts on the city's economy in terms of both tourism revenue and job creation as reasons to continue this approach.**

Then he learned of the new position being created in Reno. "I had two or three different people call me up and say, 'You know, this is happening and you ought to apply for it because it seems to be pulling together all the things you've been doing,'" Hillerby said. He added that though he still misses being involved with the family business, he realized this was an opportunity to do full-time the things in which he dabbled and enjoyed. "So, I applied. They conducted a national search, and they still chose me," he demurred.

Hillerby is excited by the emphasis the Reno city council is putting on the arts as a means to revitalize downtown. He also cites the impact of the arts on the city's economy in terms of both tourism revenue and job creation as reasons to continue this approach. He says Reno has a viable arts community that not only attracts residents, but constitutes a powerful draw for tourists who want to travel and experience something apart from where they live. "We have a lot to offer in Reno, and we've got some work yet to do. But if we're doing a good job attracting our own citizens to the downtown area, that will carry over into tourism," he asserted.

"Sometimes it's a bit of a shock to think of all the time I spent lobbying and working from outside the system. Working on the inside is a different story. Ultimately, the goal is the same, I'm doing this to improve the community in which my family lives, and my kids will grow. It's good to reflect at the end of the day, that it's about molding this community into a better place," Hillerby said. And having fun along the way ... of course. ❀





by Secretary of State  
DEAN HELLER

# State Legislature Session 70

*Here's what to expect as the secretary of state's  
office makes way for upcoming legislation*

**The 70th session of the  
Nevada State Legislature  
concluded in the waning  
hours of Monday, May 31,  
ending the first mandated  
120-day session. Most  
observers believe the  
session was a successful  
one, but any evaluation of  
new legislation will depend  
on further analysis.**

**M**y office is busy studying newly passed bills that will affect the various divisions of the Nevada Secretary of State's office. Today, I want to provide a brief description of the major bills we have under review.

Senate Bill 61 (SB61) allows the creation of a new business entity in Nevada: business trusts. Business trusts will add to the options of those wishing to file their business under Nevada law and will be filed in our office like corporations and limited partnerships. We will be responsible for the development of forms and procedures for filing business trusts.

SB61 also redefines the words "signed" and "signature" to include electronic signatures as these terms relate to commercial filings in Nevada. This is very important as the inclusion of these definitions, in conjunction with the digital signature regulations of AB674, will allow us to develop electronic filing applications and to standardize many of the filing requirements.

The Digital Signature bill (AB674) was also signed into law. This bill will impact our office in several ways. We will be responsible for the licensing and regulation of certification authorities, the entity that issues digital signatures to individuals wishing to do business electronically. This will allow the secretary of state's commercial filings Web site ([sos.state.nv.us](http://sos.state.nv.us)) to eventually accept filings and payments electronically from anyone with Internet access.

SB62 revises certain provisions of the Uniform Commercial Code (UCC). The new provisions requires the secretary of

state to revise forms and increase the types of filings our UCC division processes. This bill is necessary to allow Nevada to remain compliant with other states in the filing of financing statements and other related documents. SB62 becomes effective July 1, 2001 to allow our office, the counties, financial institutions and all others affected sufficient time to develop policies and procedures necessary to implement the changes.

The elections division has been affected with the passing of a number of bills. The amendments are basic to the running of elections and provide city clerks with additional direction for the procedures to be followed. AB614 added provisions to Chapter 293 regarding access to and use of polling places and absentee ballots by voters who are disabled, elderly or unable to go to polling places. A candidate must be an actual, as opposed to constructive, resident of his or her claimed residency. AB615 includes technical corrections that bring consistency to wording throughout the election statutes. It also clarifies the dates by which certain actions must occur, such as filings and deadlines for certified lists of candidates, contribution and expense reports and petitions for signature verification. It also authorizes certain special elections to be conducted by mail and revises the provisions governing the recall of public officers, petition circulation and signature verification.

AB200 provides for the appointment of separate committees to prepare summary arguments and rebuttals to each position

for and against county and municipal ballot questions. The bill also specifies the committee membership and time frame for specific action.

Litigation and the subsequent passing of AB169 brought about additional options in the types of identification that will be accepted when a person registers to vote. AB169 provides that in addition to a person's social security number, a driver's license number or the number on an identification card issued by DMV, a person may use any other identification card issued by an agency of Nevada or the federal government. That card must, however, contain a unique number and a photograph or physical description of the person wishing to register to vote. In the absence of any of these forms of identification, the county clerk is authorized to issue a unique identification number.

Although not having passed in bill form, SJR12 of the 69th Session, which proposes to amend the Nevada Constitution to allow investment of state money to stimulate economic development, will appear on the 2000 General Election Ballot.

Additional legislation affecting the office of the secretary of state was passed into law during the 70th session:

AB127 provides for an increase in the fees a notary public may charge for providing certain services. It also clarifies that information obtained by the secretary of state during an investigation of violations concerning notaries public is not public information and remains confidential. However, documents filed in the application and licensing of notaries public are available for public examination.

SB183 gives the securities division's criminal investigators the powers of peace officer that comply with the standards and training under Chapter 289.

These bills allow my office to continue to increase the number and quality of services provided to customers while continuing to make the office more efficient. I am excited about the changes initiated by this legislation, and I am proud that Nevada government is moving to the forefront in the use of new technologies to enhance service to all Nevadans. 🌵

# Nevada's Cultural Side

by LORRAINE HUNT

## Known for its glitzy neon

### ..... gambling centers, Nevada

### ..... now counts cultural tourists

**T**he state of Nevada has gone through tremendous changes since I first moved to Henderson with my family in 1943. From megaresorts to recreation, our state has truly evolved, with a myriad of attractions for tourists and residents alike.

Over the last several years, Nevada has begun a transition into other venues such as culinary arts, world class retail shopping, sporting and cultural experiences. We have seen art galleries, Broadway shows, a state-of-the-art motor speedway, unparalleled shopping experiences and some of the world's greatest restaurants with the finest chefs featured in some of the most beautifully designed restaurants in the world.

With the proliferation of some form of legalized gaming in 47 states, the timing is ideal for the transition to further cultural avenues. In fact, I believe in the future, cultural arts will be a vital addition to our tourism mix. We already possess a wealth of talented artists who live and work in our community. Gifted dancers, choreographers, musicians, writers and arrangers call Nevada home and more are coming



every day. They view Las Vegas as the "true entertainment capital of the world" and appreciate the quality of life they enjoy here while having the opportunity to earn a living pursuing their art.

Several private sector studies have indicated that Nevada now possesses a population base capable of providing foundational support for a cultural arts center enhanced by the 45 million tourists that visit us annually. The recent Luntz study indicates that Las Vegas residents support the addition of a performing arts center and sports arena and would be willing to attend multiple events during the year.

The foundation is strong and the future looks bright for Nevada to continue to build upon its history and tradition. As a melting pot of cultural diversity, Nevada has pioneered events that display this diversity, from the Cowboy Poetry Gathering and Native American Pow Wows to the Japanese Festival, Cinco de Mayo celebrations and symphony performances, art exhibits and the ballet. The Nevada Ballet Theatre has been a mainstay cultural event in Southern Nevada for over 20 years. Also, the Nevada Arts Council is a state organization that has long promoted excellence in the arts.

Nevadans possess a unique opportunity to expand our cultural horizons and to attract worldwide attention, worldwide visitors and worldwide business to our state. The moment is imminent, the opportunity is ours to seize. 🌵

# So how did Oscar pull it off?

*A story of campaign skill, timing and luck*

by MICHAEL SULLIVAN

**The election of defense attorney Oscar Goodman as mayor of Las Vegas, caught the attention of press and pundits around the world and, like the election last year of Governor Jesse Ventura in Minnesota, signaled a shake-up of the status quo.**

**G**oodman overcame a daunting past, with his work defending notorious underworld figures with nicknames like "The Ant," "Lefty," and "The Animal." While not one insider gave him a chance when he filed, a month later he almost won the race outright in the primary.

But what is being heralded as one of the biggest underdog victories in Nevada history could have easily been squashed were it not for a bit of luck, a flawless campaign and opponents who just didn't take Goodman's candidacy seriously enough.

## Lady Luck Strikes

**T**he race to succeed Mayor Jan Jones started off like many other elections in the Silver State. The establishment — mainly gaming, development and other business interests — had thrown its considerable support behind one candidate — former Clark County Commissioner Jay Bingham.

Early polls showed Bingham with respectable name identification and high favorables. He ran a double-truck newspaper

advertisement two weeks before the close of filing announcing his candidacy with testimonials from prominent Las Vegas.

Only three other candidates with any name recognition joined Bingham on the ballot: current Councilman Arnie Adamsen, developer Mark Fine and Oscar Goodman. Goodman waited until the last day of filing before finally jumping in. Neither Fine nor Goodman had anything resembling a campaign in place when they filed.

Then, two days after candidate filing closed, Bingham dropped a bombshell. With the race all but won before it even began, he announced he was dropping out due to health reasons. An old heart problem had recurred and his doctor had advised him the stress of a campaign could prove fatal.

Bingham's network of support and his strong campaign team were suddenly up for grabs. Most pundits immediately anointed Adamsen as the favorite. A likable public official, Adamsen had been on the council for 12 years.

He didn't, however, have the kind of relationships that Bingham enjoyed with top power brokers, having done very little networking during his decade in office. Adamsen's campaign immediately assumed that it would be the biggest beneficiary of Bingham's departure. It was an assumption that proved fatal.

## Goodman Comes Alive

**W**hile Adamsen tried to play the role of a front-runner, Goodman's campaign continued to gather momentum. For years consultants advised him he carried too much baggage to win an election. After all, he played himself in movies like *Casino* and had just recently completed a documentary on his life entitled *Mob Law*. This time, however, he ignored their warnings and filed for office.

Known only to his select inner circle,

Goodman had commissioned a poll by Mason/Dixon before he joined the fray. That survey showed he had good name recognition and could win the race. Old-time Las Vegas, who were likely to make up much of the voting pool for this city race, didn't care much about his past. He would need to run an excellent campaign, however, and successfully combat the negatives that were sure to come his way.

Because Bingham's campaign monopolized most of the local political talent, Goodman at first turned to non-political pros to run his campaign. He brought in a trusted friend, local ad man Tom Letizia, to serve as campaign manager and consultants Mark Fierro and Ron Bell to handle media, neither of whom had a particularly successful record in local politics.

When Bingham dropped out, several of his consultants began looking for other campaigns. Adamsen, his team already in place and headed by campaign veteran Lindsey Lewis, wasn't recruiting new members. Lewis, who came to Nevada the previous year to work for Jones in her gubernatorial election, had very few local connections and shunned support from Las Vegas campaign gurus like Kent Oram, one of Southern Nevada's most successful consultants. Oram, who had advised Adamsen in past races, eventually brought his many connections to Goodman, who gladly accepted his assistance.

While Adamsen kept his campaign team intact, Goodman was quick to solicit the newly-available talent, and soon landed the services of Jim Ferrence, a partner with Paladin Advertising and seasoned veteran of numerous local campaigns. Ferrence immediately went about setting up a powerful campaign organization, which included volunteer and paid phone banks and paid walkers. This would prove crucial in an election predicted to have an extremely low voter turnout.

While Adamsen relished his position as the supposed front-runner, Goodman's new team went to work identifying supportive inveterate voters and spreading their candidate's populist message. The polls had always shown Oscar with strong name identification. Now, however, they revealed that people liked what he was saying. Goodman's paid phone banks began to identify supporters by the thousands.

Goodman's charisma and straightforward approach were winning people over. A series of television spots was produced with Goodman in front of the camera, stating his beliefs and promoting populist ideas like impact fees on developers and overnight road construction.

Ferrence and Letizia began the media campaign knowing full well the only way a candidate with Goodman's past could be successful was to define himself before being defined by the opposition. A month before the primary election, they planned an aggressive TV and radio campaign to address this issue and others. One 30-second television spot in particular showcased Goodman's four children as his real success story (each has attained advanced degrees from top-flight universities).

Another highly-effective television spot entitled "Fed TV" contained endorsements from high ranking law enforcement officials. This commercial went a long way towards inoculating against the inevitable mob lawyer attacks. It was especially helpful in moving Republican voters to Goodman's side.

These spots and accompanying mailers did the job. They softened Goodman's image and showed voters he was more — much more — than a mob lawyer. These and other campaign materials, such as a letter from the attorney's 84-year-old mother, were extremely potent with two key demographic targets — seniors and female voters. Polling pinpointed these groups as most likely to be affected by negative attacks on Goodman's past. Now they had something to like.

### The Battle to Advance

**W**hat made these spots and mailers even more effective was that Adam-

sen did nothing to counter them. By the time he realized his campaign was in trouble, it was too late to effectively attack Goodman, which he did anyway in late April, just 10 days before the primary.

Goodman was able to stay positive for one reason: the third person in the race, Mark Fine, began pummeling Adamsen for being a do-nothing incumbent and attacking him on his Sister Cities Program affiliation, in which he made numerous trips to the Far East. Adamsen responded with attacks on Fine, which again proved useful only to Goodman. In Las Vegas, the top two vote-getters in the primary move onto the general election, unless one candidate gets 50 percent plus one vote. Figuring his only chance was to bring down Adamsen and move into the second spot, Fine continued to hammer the councilman.

Ironically, what finally ensconced Goodman as the campaign's clear cut front-runner was a poll released at the end of March by Adamsen's campaign. Thinking he was helping his own fund-raising efforts, Adamsen publicized a survey showing he and Goodman in a dead heat. The councilman figured that the Las Vegas establishment, scared to death by the thought of Goodman as mayor, would scramble to his aid. Instead, Goodman suddenly had dozens of new friends.

Adamsen's positive campaign contained well-produced, warm-and-fuzzy spots showcasing the councilman's many accomplishments. However, because he offered nothing in the way of new plans or ideas, public response to the ads was lukewarm. At this same time, Adamsen unleashed the barrage against his two primary opponents, blaming developer Fine for much of the city's growth problems and hitting Goodman on past statements he had made to the media.

While Adamsen's last-minute barrage shook loose enough votes to pull him through the primary, it ultimately proved to be too little, too late. By the time the attack materialized, Goodman's self-portrait presented an intelligent family man with a vision for the future of Las Vegas.

Goodman and his family can also be credited with extremely hard work, get-

ting to every event and making call-backs well into the night. Goodman spent 12 to 14 hours a day reaching out to voters.

On primary night, May 4th, Goodman barely missed winning it all. The totals were 49 percent for Goodman, 29 percent for Adamsen, 16 percent for Fine and 6 percent for the rest of the field. Turnout was 25 percent, with only 49,000 out of 195,000 possible voters casting ballots.

### Cruising to Victory

**G**oodman's campaign headquarters was extremely busy the day after the primary, collecting money and fielding phone calls from the campaign's many new friends. As chief fund-raiser Tom Letizia worked the phones, the last hold-outs began to climb on board and their contributions followed suit.

Adamsen, who had depleted his war chest just making it past the primary, was on the phones himself, only to discover just how quickly the money was drying up. Goodman had already closed him off from many potential donors.

Meanwhile, Ferrence continued to push the grassroots staff and volunteers. By election day, the campaign had made one million phone calls, sent out 250,000 mail pieces, and visited 90,000 households. By election day, the campaign had identified 25,000 supporters. Goodman's get-out-the-vote efforts were also extremely aggressive, contacting and pushing all of his identified voters over a three-day period leading up to the election.

On election night, with a host of national media in attendance, the one-time underdog Goodman celebrated a 65 percent (32,500 votes) to 35 percent (17,500 votes) victory. He spent the next day fielding calls from a multitude of media outlets and appeared on numerous national news programs.

Goodman's campaign proved that while celebrity status creates name recognition, the value of defining who you are before your opponent does is still one of the most important campaign strategies. 

*Michael Sullivan is the president of Paladin Advertising, a local government affairs consulting firm.*



# LONG-TERM CARE INSURANCE

## How does it fit into your financial plan?

**A**s life expectancies continue to rise, people can anticipate longer retirements. At the same time, the cost of healthcare continues to increase. As a result, more and more people are looking at long-term care insurance as a way to protect their lifetime savings. The decision to make long-term care (LTC) insurance part of your financial plan is an important one that you should approach much as you would any other major spending decision.

How do you decide whether the risk of needing long-term care is worth the price of coverage? The answer depends on a number of factors including age, financial condition, health status and family situation.

### Let the Numbers Point the Way

**T**he decision to purchase LTC insurance must begin with a careful analysis of your financial position. For some, LTC insurance is an affordable and attractive form of security. For others, the cost makes it prohibitive. Generally, CPAs recommend that you consider an LTC policy if you have more than \$75,000 in assets per person in your household and an annual income of at least \$30,000 per person. If you don't fall into these categories, it might make better financial sense to plan to "spend down" your assets – that is, use your own resources to pay for long-term care until your assets reach the point where Medicaid begins to pick up the tab.

Of course, these figures represent general parameters. People who feel strongly about leaving an inheritance, or who want to avoid relying on Medicaid, may still prefer to purchase LTC insurance. However, buying an LTC policy should not cause

IF YOU ARE CONSIDERING A  
LONG-TERM CARE POLICY, YOU  
SHOULD FAMILIARIZE YOURSELF  
WITH TWO TAX BREAKS AND  
DETERMINE IF YOU QUALIFY.

financial hardship. It makes little sense to dip into savings to pay premiums. Doing so depletes the very asset you are trying to protect. Ideally, you should spend no more than 8 percent of your income on LTC premiums. In general, annual premiums can range from \$1,000 a year to over \$3,000 depending on how old you are when you purchase the policy and the benefits. Policies are typically less expensive when you enter into them at a younger age.

In determining whether you can afford LTC insurance, it's important to look ahead. When the premiums begin to add up to several thousand dollars a year, many policyholders find they can no longer afford the insurance and abandon their policies. Unfortunately, this often occurs at a time when they are more likely to need the coverage. Before committing to an LTC policy, consider first whether you can still afford the premiums 10 or 15 years from now.

### Here's to Your Health

**T**he second factor in determining whether to buy LTC insurance concerns the status of your health and your family's medical history. LTC insurance is more strongly recommended for an individual with a family history of conditions likely to require long-term care. If your genetic

history has you leaning toward purchasing LTC coverage, don't delay – the onset of a significant medical condition may make it difficult to obtain insurance.

### It's a Family Affair

**Y**ou may be a likely candidate for LTC insurance if family members live too far away to provide you with regular care. On the other hand, if you have a spouse or children who are willing to be caregivers, you may want to consider a policy providing generous home health benefits. Keep in mind there is no guarantee your spouse or children will be able to maintain your care if you are struck with a serious condition requiring around-the-clock medical attention.

### Tax Breaks Available

**I**f you're considering an LTC policy, you should familiarize yourself with two tax breaks and determine if you qualify. First, any premiums you pay are considered qualified medical expenses which, together with other medical expenses are deductible to the extent they exceed 7.5 percent of your adjusted gross income. The amount of your write-off depends on your age. The deductible amounts for 1999 range from \$210 per year if you are age 40 or younger to \$2,570 for those over age 70.

A second tax break is available to those already receiving care. If your policy reimburses you for actual expenses, your benefits are now tax-free. If you're paid a flat per-diem rate, benefits of up to \$180 per day in 1998, or \$190 in 1999 are tax-free. 🍀

*Prepared by the Nevada Society of Certified Public Accountants.*

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## Construction Industry Continues Frenetic Pace; Future Less Certain for Travel Agencies and Mining Industry

The news coming out of Nevada's construction industry presents no surprises: growth remains the keyword. In companies both north and south, gross revenues are up from last year in most cases, sometimes dramatically. The good news for Nevada's second largest industry in terms of labor force should continue, as providing for basic infrastructure needs is slated to keep construction firms busy into the new millennium regardless of future population and job growth.

Such positive indicators are less overwhelming in the travel agency business, where just as many companies are shrinking as growing. Travel agencies are at a crossroads: the industry must redefine how it does business if it is to successfully compete with the growing popularity of the Internet as a travel booking alternative.

Economic development authorities also show both positive and not-so-positive growth trends. In most cases, budgets or membership numbers have increased, though not dramatically. Growth trends

seem erratic, though rural areas seem to be enjoying less economic development authority expansion overall.

Such a trend may come at a bad time for the rural areas in Nevada that depend on mining as a key economic component. Though Nevada remains the second biggest gold producer in the world, after Australia, the mining industry is taking a big hit worldwide. Plummeting gold prices, most recently driven even further downward by Great Britain's announcement of its intention to sell much of its gold reserves, continue to render mining increasingly unprofitable. Though many expect the industry to ultimately bounce back, few are predicting any uplift in prices in the foreseeable future.

Philanthropic foundations continue to play a key role in distributing funds to important causes around the state. Perhaps Nevada's economy, which remains strong in many areas, bodes well for the ongoing success state foundations have in generating monies for valuable causes that might otherwise go unfunded.

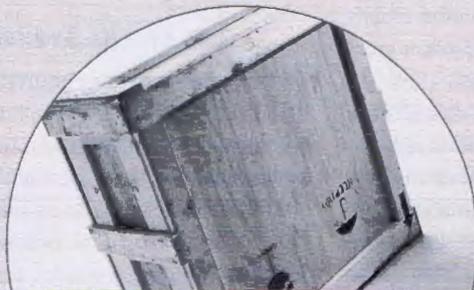
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# Top 50 Foundations

Ranked by Total Assets

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FOUNDATION ADDRESS	PHONE	ASSETS	GRANT RANGE	SENIOR NEVADA OFFICER(S)	TITLE
1 Conrad H. Hilton Foundation 100 West Liberty Street, Suite 840, Reno 89501	323-4221	\$494,150,303	\$ 75 -- \$3,600,000	Donald H. Hubbs	President/Director
2 The Lincy Foundation 4045 S. Spencer Avenue, Suite A-57, Las Vegas 89109	737-8060	99,579,871	450 to 5,000,000	James D. Alijian	President
3 E.L. Wiegand Foundation Wiegand Center, 165 West Liberty Street, Reno 89501	333-0310	80,833,247	100 to 123,000	Michael J. Melarkey	Vice-President/Treasurer
4 Cord Foundation 200 Court Street, Reno 89502	323-0373	57,831,193	1,000 to 290,000	Edward D. Neuhoff	DND
5 Bing Fund Corporation 990 North Sierra Street Reno, 89503	786-8083	48,292,625	5,000 to 1,850,000	Robert S. Bing	President/Treasurer
6 Wilbur May Foundation One East First Street, Suite 1600, Reno 89505	DND	35,518,062	2,000 to 200,000	Anita May Rosenstein	President
7 Abraham & Sonia Rochlin Foundation 275 Hill Street, Suite 250, Reno 89501	DND	23,818,744	500 to 250,000	Larry Rochlin	President
8 Robert Z. Hawkins Foundation One East Liberty Street, Suite 509, Reno 89501	786-1105	17,000,000	150 to 20,000	William H. Wallace	Chairman
9 Liberace Foundation for the Performing & Creative Arts 1775 East Tropicana Avenue, Las Vegas 89119	798-5595	12,493,272	2,000 to 12,000	Joel Strote	President
10 Torrey Foundation c/o Corporation Trust Company of Nevada, One E. First St., Ste. 1600, Reno 89501	DND	8,761,030	1,000 to 1,153,000	Kent R. Wilson	President
11 Carol Franc Buck Foundation PO Box 6085 Incline Village, 89450	831-6366	8,589,787	1,200 to 75,000	Carol B. Plummer	President/Trustee
12 United Way of Southern Nevada 1660 East Flamingo Road, Las Vegas 89119	734-2273	7,026,101	124 to 523,748	Steve Comer	Chairman of the Board
13 The Neil J. Redfield Foundation PO Box 61, 1755 East Plumb Lane, Suite 212, Reno 89504	323-1373	6,987,702	1,000 to 8,000	Iris G. Brewerton	Trustee
14 The Charles H. Stout Foundation 1045 Telegraph Street, PO Box 20443, Reno 89515	322-4321	6,401,684	500 to 20,000	Elizabeth W. Stout	President
15 The Bretzlaff Foundation 165 West Liberty Street, Reno 89501	333-0300	4,784,768	1,000 to 10,000	Hazel C. Van Allen	President
16 The William H. and Mattie Wattis Harris Foundation 6655 West Sahara, Suite B118 Las Vegas, 89102	253-1317	4,260,839	250 to 20,000	Henry Harris Hite	President

CONTINUED



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# Top 50 Foundations (continued)

## Ranked by Total Assets

RANK	FOUNDATION ADDRESS	PHONE	ASSETS	GRANT RANGE	SENIOR NEVADA OFFICER(S)	TITLE
17	Gabelli Foundation c/o Avansino, Melarkey, Knobel, McMullen & Mulligan, 165 W. Liberty St., Reno, 89501	DND	3,705,003	500 to 100,000	Mario J. Gabelli	President
18	Bing Fund, Inc. 990 North Sierra Street, Reno, 89503	786-8083	3,585,354	55,000 to 100,000	Peter S. Bing	President
19	Geomar Foundation, Inc. c/o Fahrenkoff, Mortimer & Sourwine, 333 Marsh Ave., Reno, 89504	DND	3,021,739	100 to 100,000	George T. Scharffenberger	President
20	Marion Thompson Charitable Trust 6140 Plumas Street, Reno 89509-6060	DND	2,742,026	15,000 to 45,000	Lowel C. Bernard	Trustee
21	Grace Danberg Foundation, Inc. 304 West Fifth Street, Carson City 89703	882-4466	2,420,631	608 to 2,173	David Thompson	President
22	Paul T. Schooley & Everette E. Schooley Charitable Trust 2337 Pinto Lane, Las Vegas 89107	DND	2,270,286	30,314 to 68,628	Don W. Ashworth	Trustee
23	Hall Family Foundation PO Box 1479, Minden 89423	782-5174	1,893,561	50 to 30,000	Arthur E. Hall	Chairman/Director
24	Golden Nugget Scholarship Fund, Inc. 3400 Las Vegas Blvd South, Las Vegas 89109	791-7131	1,599,800	1,000 to 4,000	Mike O'Callaghan	President
25	Nevada Community Foundation, Inc. c/o United Way Services, 1660 E. Flamingo Road, Las Vegas 89119	892-2326	1,441,840	DND	Gard Jameson	Chairman
26	Korg Foundation 3111 Bel Air Drive, Las Vegas 89109	DND	1,313,999	50,000	Mark H. Ives, Deirdre Ives, Theodora H. Ives	Trustees
27	Mark B. Wallner Foundation PO Box 6892, Incline Village 89450	DND	1,299,206	16 to 17,000	Sally E. Warner	Chairman
28	Stern Family of Nevada Foundation 1696 South Virginia Street, Reno 89502	322-3383	1,278,706	300 to 8,000	Vera Stern	Director/Financial Officer/Secretary
29	Dorothy Henrietta Cahill Trust First Interstate Bank, Trust Dept., One W. Liberty St., PO Box 30100, Reno 89520	784-3316	1,203,395	DND	DND	DND
30	William N. Pennington Foundation 441 West Plumb Lane, Reno 89509	333-9100	1,172,214	2,000 to 25,000	William R. Pennington	Chairman
31	Dailey Family Foundation One East First Street, Suite 1600, Reno 89505	329-6131	969,154	25 to 19,000	Peter H. Dailey	President
32	Borestone Mountain Poetry Awards Foundation First Interstate Bank, Trust Department, One W. Liberty St., PO Box 30100, Reno 89520	784-3000	933,770	100 to 7,000	Alexander C. Ridland Marilyn Ridland	Co-Trustees
33	Robert M. Lee Foundation 1117 Gator Way, Sparks 89431	356-7772	841,654	500 to 100,000	Robert M. Lee	President
34	Russel & Edna Knapp Foundation Trust First Interstate Bank of Nevada, Trust Department, PO Box 30100, Reno 89520	800-879-9175	813,553	1,000 to 4,000	DND	DND
35	Walter C. Fawcett Trust First Interstate Bank of Nevada, Trust Department, PO Box 30100, Reno 89520	784-3292	794,817	4,393 to 14,199	DND	DND
36	Nathan H. David Family Charitable Trust PO Box 750, Reno 89504	831-8028	695,734	25 to 10,000	Violet S. David Benjamin J. Solomon	Trustees
37	Clark County Public Education Foundation 2832 E. Flamingo Road, Box #7, Las Vegas 89121	799-1042	\$ 668,458	\$ 100 to \$250,000	Ernest A. Becker, Jr.	President
38	The Boyd Foundation 2950 South Industrial Road, Las Vegas 89109	DND	649,365	500 to 30,000	Sam A. Boyd	President
39	Ken Foundation One East Liberty Street, Suite 416, Reno 89501	619-234-2900	637,660	1,000	Walter G. Buckner	President/Trustee
40	Leonard H. McIntosh Foundation 3710 Grant Drive, Suite A, Reno 89509	DND	615,760	100 to 10,000	Leonard H. McIntosh	President
41	Southwest Gas Corporation Foundation PO Box 98510, Las Vegas 89193	876-7299	577,097	100 to 50,800	Kenny C. Guinn, George C. Biehl, Michael O. Maffie	Trustees
42	Jehovah-Jireh Foundation 9030 West Sahara Ave., Suite 456, Las Vegas 89117	DND	565,435	100 to 139,042	Dale E. & Donna L. Lawrence	Trustees
43	Primerit Bank-Federal Savings Bank Charitable Foundation c/o Primerit Bank, 3300 West Sahara Avenue, Las Vegas 89102	365-3466	532,845	1,000 to 5,000	Dan J. Cheever	President
44	Marie Stauffer Sigall Foundation 2871 Augusta Drive, Las Vegas 89109	DND	524,465	243 to 20,200	Mitzi S. Briggs	President
45	Louis A. Woitshak Educational Fund First Interstate Bank of Nevada, Trust Dept., PO Box 98588, Las Vegas 89193	791-6150	475,000	700	DND	DND
46	A M First Foundation, Inc. 734 Martis Peak, Call Box 15, Incline Village 89510	831-3337	448,570	100 to 1000	Lester E. Woideck	President/Treasurer
47	The Lake Foundation PO Box 5009, Suite 104, Incline Village 89450	DND	401,115	1,500 to 100,000	Sharon M. Croom	President
48	West Star Foundation 2615 Lakeridge Shores West, Reno 89509	DND	393,326	2,500 to 5,252	Allen C. Blume	President
49	Haldan Family Charitable Trust 1140 Highway 50, Glenbrook 89413	DND	378,989	DND	Ethelmae S. Thompson	President
50	Laub Foundation 2810 W. Charleston Blvd., Ste. F-53, LV 89102	259-5241	330,433	100 to 24,000	William M. Laub Sr.	Trustee

DND = Did not disclose



Source: Nevada Funding Directory, LVCLD. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, typographical errors sometimes occur. Please send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., Las Vegas, NV 89104.

# Nevada's Mines

Ranked by Company Employees

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RANK	MINE	OPERATOR	COUNTY	PHONE	EMPLOYEES	MATERIALS PRODUCED & ANNUAL PRODUCTION		
1	Newmont Gold Company	Newmont Gold Co.	Eureka	775-778-4000	2,017	Gold: 1,819,115 oz.	Silver: 117,750 oz.	
2	Betze-Post Mine	Barrick Goldstrike Mines, Inc.	Eureka	775-778-8196	1,703	Gold: 1,605,836 oz.	Silver: 65,716 oz.	
3	Twin Creeks Mine	Newmont Gold Co.	Humboldt	775-635-9400	850	Gold: 572,150 oz.	Silver: 210,493 oz.	
4	Smoky Valley Common Operation	Round Mountain Gold Corp.	Nye	775-377-2366	673	Gold: 480,430 oz.	Silver: 356,085 oz.	
5	Jerritt Canyon Mine	Independence Mining Co.	Elko	775-758-9221	551	Gold: 312,015 oz.		
6	Lone Tree Complex	Newmont Gold Co.	Humboldt	775-635-9000	548	Gold: 331,082 oz.		
7	Cortez Gold Mines	Placer Dome U.S. Inc.	Lander	775-468-4400	466	Gold: 407,973 oz.	Silver: 10,868 oz.	
8	McCoy/Cove Mine	Echo Bay Minerals Co.	Lander	775-635-5500	450	Gold: 187,000 oz.	Silver: 11,000,000 oz.	
9	Robinson Mine*	BHP Copper North America	White Pine	775-289-7000	440	Gold: 71,000 oz.	Silver: 314,000 oz.	Copper: 138,000,000 lbs.
10	Getchell Mine	Getchell Gold Corp.	Humboldt	775-635-5001	400	Gold: 177,321 oz.		
11	Florida Canyon Mine	Florida Canyon Mining, Inc.	Pershing	775-538-7300	301	Gold: 163,321 oz.	Silver: 146,568 oz.	
12	Meikle Mine	Barrick Goldstrike Mines, Inc.	Elko	775-778-8196	286	Gold: 574,308 oz.	Silver: 194,040 oz.	
13	Coeur Rochester Mine	Coeur D'Alene Mines Corp.	Pershing	775-273-7995	268	Gold: 90,351 oz.	Silver: 6,701,283 oz.	
14	Hycroft Mine	Hycroft Resources & Development, Inc.	Humboldt	775-623-5260	200	Gold: 117,378 oz.	Silver: 479,920 oz.	
15	Denton-Rawhide Mine	Kennecott Rawhide Mining Co.	Mineral	775-945-1015	185	Gold: 120,000 oz.	Silver: 1,131,000 oz.	
16	Bald Mountain Mine	Placer Dome U.S. Inc.	White Pine	775-744-4227	183	Gold: 113,500 oz.	Silver: 61,416 oz.	
17	Colado Mine and Plant	Eagle-Picher Minerals, Inc.	Pershing	775-273-2636	153	Diatomite: DND		
18	Mt. Hamilton Mine	Rea Gold Corp.	White Pine	775-237-5100	146	Gold: 37,000 oz.	Silver: 138,750 oz.	
19	Empire Mine	United States Gypsum Co.	Pershing	775-557-2341	139	Gypsum: 496,346 tons		
20	NCC Limestone Quarry	Nevada Cement Co.	Lyon	775-575-2281	132	Lime/clay: DND		
21	James Hardie Gypsum	James Hardie Gypsum (NV) Inc.	Clark	702-875-4111	128	Gypsum: 559,852 tons		
22	Marigold Mine	Rayrock Mines, Inc.	Humboldt	775-635-2317	107	Gold: 73,800 oz.		
23	Rosebud Mine	Hecla Mining Co.	Pershing	775-623-6912	102	Gold: 93,948 oz.	Silver: 337,167 oz.	
24	Yerington and MacArthur Mines	Arimetco, Inc.	Lyon	775-463-3125	97	Copper: DND		
25	Kinsley Mountain Mine	Alta Gold Co.	Elko	775-289-3007	95	Gold: 38,472 oz.	Silver: 5,472 oz.	
25	Ruby Hill Mine	Homestake Mining Co.	Eureka	775-237-6060	95	Gold: 16,600 oz.	Silver: 250 oz.	
27	Pinson Mine	Homestake Mining Co.	Humboldt	775-623-5036	91	Gold: 51,600 oz.	Silver: 4,500 oz.	
28	Premier Services Mine	Premier Services Corp.	Nye	775-285-2601	90	Magnesium oxide: DND		
29	Silver Peak Operations	Cyprus Foote Mineral Co.	Esmeralda	775-937-2222	82	Lithium carbonate: DND		
30	Daisy Gold Mine	Rayrock Mines, Inc.	Nye	775-553-2234	64	Gold: 32,000 oz.		
31	Clark Mine and Mill	Eagle-Picher Minerals, Inc.	Storey	775-343-1818	62	Diatomite: DND		
32	Apex Quarry and Plant	Chemical Lime Co.	Clark	702-643-7702	60	Lime: DND		
33	Pilot Peak Lime Plant	Continental Lime Inc.	Elko	775-478-5463	57	Lime: DND		
34	Moltan Co./Fernley NV Plant	B.J. Gurley	Churchill	775-423-6668	52	Diatomite: DND		
35	Mineral Ridge Mine	Mineral Ridge Resources	Esmeralda	775-937-2266	48	Gold: 13,951 oz.	Silver: 7,907 oz.	
36	Rossi Mine	Baroid Drilling Fluids	Elko	775-468-0515	47	Barite: DND		
37	Simplot Silica Products	Simplot Industries	Clark	775-397-2667	44	Silica sand: 640,000 tons		
38	Battle Mountain Grinding Plant*	M-I Drilling Fluids Co.	Lander	775-635-5135	40	Barite: 347,672 tons		
38	Battle Mountain Complex	Battle Mountain Gold Co.	Lander	775-635-2465	40	Gold: 77,896 oz.	Silver: 129,147 oz.	
40	Dee Gold Mine	Rayrock Mines, Inc.	Elko	775-738-6440	37	Gold: 35,000 oz.		
41	Aurora Mine	Nevada Goldfields	Mineral	775-945-3368	36	Gold: 13,284 oz.	Silver: 37,327 oz.	
41	Sterling Mine	Cathedral Gold U.S. Corp.	Nye	775-222-4844	36	Gold: DND		
43	Imvite Plant	Mud Camp Mining Co. LLC dba IMV Nev.	Nye	775-372-5341	35	Specialty clays: 33,457 tons		
44	Candelaria Mine	Kinross Candelaria Mining Co.	Mineral	775-573-2471	22	Gold: 9,955 oz.	Silver: 2,945,389 oz.	
45	Argenta Mine and Mill	Baker Hughes INTEQ	Lander	775-635-5441	20	Barite: 78,764 tons		
46	CR Minerals Mine	CR Minerals Corp.	Lyon	775-575-2536	17	Diatomite: DND		
47	Bullfrog Mine	Barrick Gold Inc.	Nye	775-553-2900	16	Gold: 206,571 oz.	Silver: 351,348 oz.	
48	MIN-AD Mine and Mill	MIN-AD, Inc.	Humboldt	775-623-5944	13	Specialty Limestone: 59,222 tons		
49	Delamar-Mackie Perlite Mine	Wilkin Mining & Trucking Inc.	Lincoln	775-728-4463	10	Perlite: DND		
49	Goldfield Operation	American Resource Corp.	Esmeralda	775-485-3218	10	Gold: 1,376 oz.	Silver: 435 oz.	
51	Adams Claim Gypsum Mine	Art Wilson Co.	Lyon	775-882-0700	8	Gypsum: 130,677 tons		
51	New Discovery Mine & Mill	Vanderbilt Minerals Corp.	Nye	702-732-3174	8	Specialty clays: 1,200 tons		
53	Golden Eagle Mine	American Eagle Resources, Inc.	Storey	775-246-0761	7	Gold: 116 oz.	Silver: 629 oz.	
53	Sexton and Sons Mine & Mill	Nutritional Additives Corp.	Pershing	775-623-3328	7	Dolomite: DND		
55	Sloan Mine	Chemical Lime Co.	Clark	702-361-6901	7	Dolomite: DND		
56	Huck Salt	Huck Salt Co.	Churchill	775-423-2055	5	Salt: 15,739 tons		
57	Basalt Mine and Mill	Grefco Minerals, Inc.	Esmeralda	DND	4	Diatomite: DND		
58	PABCO Gypsum	Pacific Coast Building Products, Inc.	Clark	702-643-1016	3	Gypsum: DND		
N/A	Hazen Pit	Eagle-Picher Minerals, Inc.	Lyon	775-343-1818	DND	Diatomite: DND		
N/A	Popcorn Mine	Eagle-Picher Minerals, Inc.	Churchill	775-343-1818	DND	Perlite: DND		
N/A	Royal Peacock Opal Mine	Walter Wilson	Humboldt	775-941-0374	DND	Precious opal: DND		

DND = Did not disclose \*Greystone Mine

BOOK OF LISTS 08-99

Source: Nevada Bureau of Mines and Geology, Division of Minerals. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, typographical errors sometimes occur. Please send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., Las Vegas, NV 89104.

## Construction Companies

Ranked by 1998 Gross Company Revenue

RANK	CONSTRUCTION COMPANY ADDRESS E-MAIL / WEBSITE	PHONE	REVENUE (\$000,000)	SPECIALTIES	MAJOR CLIENTS	SENIOR NV EXECUTIVE HEADQUARTERS
1	Marnell Corrao Associates, Inc. 4495 S. Polaris Ave., LV 89122 mca4@wizard.com	702-739-9413	\$717.0	Hotel/Casino Design/Construction	Atlantia Design & Furnishings, Rio Hotel & Casino, Boyd Group, MGM Grand Hotel & Casino	Anthony A. Marnell II Las Vegas 1970
2	Perini Building Company, Inc. 3960 Howard Hughes Pkwy., Ste. 620, LV 89109 tcosentino@periniwest.com	702-792-9209	450.0	Hospitality/Entertainment Fac., Sports/Pub. Assembly, Correctional Fac., Ofc./Parking Structures, Healthcare Fac., Warehousing/Mfg. Fac.	Woodbine Southwest Corp., Caesars Palace, Park Place Ent., Polo Resorts	Craig W. Shaw Phoenix, AZ 1976
3	Clark & Sullivan Constructors, Inc. 905 Industrial Way, Sparks 89431 clarksullivan.com/nchamp@clarksullivan.com	775-355-8500	107.0	Healthcare, Casino/Hospitality, Parking Garage, Design/Build, Schools/University, Light Industrial/Warehouse	All-Star Development, Hilton Hotels, MGM, NV Dept. of Pub. Wks.	David W. Clark Sparks 1975
4	Martin-Harris Construction 1900 Western Ave., LV 89102 mewmiller@martinharris.com	702-385-5257	98.0	Hotel/Casino Renovations, Assisted Living Facilities, Tiltup Industrial/Flex, Parking Structures, Ofc. Bldgs., Call Ctrs., Pub. Wks.	The Howard Hughes Corp., ProLogis Trust, Clark Co. Sch. Dist., Park Place Entertainment	Frank Martin Las Vegas 1977
5	Q&D Construction, Inc. 1050 S. 21st St., Sparks 89431 qdconstruction.com	775-786-2677	90.0	General Eng./Bldg., Millwork Manuf., Tenant Improvements	Saint Mary's Health Network, Harrah's, Scolari's Markets, Washoe Health System	Norman Dianda Sparks 1964
6	Dick Corporation 6362 McLeod Dr., Ste. 1, LV 89120 dickcorp.com	702-798-3600	80.0	Hotels & Casinos, Concrete (Self-Performed), Design-Build, General Construction, Construction Management, Retail	Venetian Hotel & Casino (Parking Garage), Caesars Palace, Aladdin Hotel & Casino	Joe Schuelke Pittsburgh, PA 1996
7	Roche Constructors Inc. 2500 W. Sahara Ave., Ste. 207, LV 89102 wpope@rocheconstructors.com	702-252-3611	70.5	Schools, Retail, Commercial, Corrections/Justice, Ofc., Site Dev.	Clark Co. Sch. Dist., Dayton Hudson Corp., Albertson's, NV St. Public Wks.	Wade Pope Greeley, CO 1986
8	C.W. Driver Contractors 1211 Town Center Dr., Ste. 170 cwdriver.com	702-256-9200	65.0	Retail, Healthcare, Entertainment, Commercial, Hospitality, Industrial	Las Vegas Review-Journal, Forest City, Trizechahn	Anthony Lief Los Angeles, CA 1996
9	AF Construction Co., Inc. 3635 W. Twain Ave., Ste. A, LV 89103 DND	702-362-1600	62.6	Commercial Gen. Contractor, Schools, Casinos, Libraries, Hotels	Clark Co. Sch. Dist., LVCVA, Primadonna Resorts, Nevstar Gaming	Paul T. Faulkner Las Vegas 1978
10	Helix Electric, Inc. 3078 E. Sunset Rd., Ste. 9, LV 89120 helixelectric.com	702-732-1188	56.0	Hotels, Ofc. Bldgs., Hospitals, Industrial/Distrib. Facilities, Design/Build, Casinos	Perini, Martin-Harris Const., Swinerton & Walberg Const., Jaynes Corp.	Victor Fuchs San Diego, CA 1995
11	Kalb Construction Co. 5670 Wynn Rd., LV 89118 DND	702-365-5252	53.7	Ofc./Warehouse, Tiltup Const., Auto Dealers. Financial Institutions, Convenience Stores, Design/Build	McCarran Ctr., NV St. Bank, Desert Automotive Group, Walt Casey's Culligan	Steven C. Kalb Las Vegas 1963
12	Breslin Builders 4125 W. Dewey Dr., LV 89118 breslinbd@aol.com	702-798-3977	49.0	Design/Build-Commercial, Retail, Ofc./Warehouse, Const. Mgmt., Golf Course Const., Commercial Framing	So. West Golf, Rebel Oil, RMS Ltd. Partnership, Rittoff, LLC	Jack Breslin Las Vegas 1980

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RANK	CONSTRUCTION COMPANY ADDRESS E-MAIL / WEBSITE	PHONE	REVENUE (\$000,000)	SPECIALTIES	MAJOR CLIENTS	SENIOR NV EXECUTIVE HEADQUARTERS
13	Sletten Construction of Nevada, Inc. 5825 S. Polaris Ave., LV 89118 DND	702-739-8770	48.3	Commercial, Institutional, Heavy, Water/Waste-water	Southern NV Water Auth., McCarran Airport Auth., LV Valley Water Dist., St. of NV	Erik Sletten Las Vegas 1963
14	Bomel Construction Co. Inc. 3911 Quail Ave., LV 89118 netopia.geocities.com/bomel	702-798-1660	45.4	Design/Build Parking Structures, Concrete/Form-work	Hilton Corp., MGM, Howard Hughes Corp.	Steve Smith Orange, CA 1992
15	Burke & Associates Inc. 3365 Wynn Rd., LV 89102 DND	702-367-1040	25.8	General Const.-Hotels/Casinos/Commercial	DND	P.T. Burke Las Vegas 1984
16	American General Development 2301 Arrowhead Dr., Carson City 89706 agd@gbis.com	775-883-4048	25.0	Gen. Contracting, Swimming Pools	NV St. Public Wks. Bd., Carson City Sch. Dist., City of Reno Pub. Wks., Washoe Co. Sch. Dist.	John F. Sieben, Jr. Carson City 1984
16	Burnett Haase Construction 1111 Mary Crest Rd., Ste. H, Hdn 89014 DND	702-547-9000	25.0	Gen. Contracting, Design/Build Tenant Improvements, Development Coord.	Pacific Properties, Howard Hughes, Griffin Realty, TLC Enterprises	R. Burnett/C. Haase Henderson DND
18	Image Construction Inc. 5070 S. Arville, Ste. 12, LV 89118 DND	702-248-1181	22.6	Hotel/Casino, Themed Entertainment, Restaurants, Retail, Tiltups, Parking Structures/Concrete	MGM Grand, Primm Valley, Emeril LaGasse, Carlson Restaurant Group	Robert Thomiley Las Vegas 1994
19	Price Woods Inc. 5045 Rogers St., Ste. 7, LV 89118 mccaslin@pricewoods.com	702-650-9451	22.0	Retail Tenant Improvements, Hospitality, Restaurants	Gucci America, Tiffany's, ARK Restaurants, Marriott Int'l	Phillip McCaslin Mesa, AZ 1992
20	McCarthy 2260 Corporate Circle, Ste. 480, Hdn 89014 mccarthy.com/ajohnson@mccarthy.com	702-990-6707	18.0	Gen. Contracting, Const. Mgmt., Healthcare, Parking Structures, Entertainment, Retail	America West Airlines, Southwest Airlines, American Nevada Corp., Nike, AutoNation USA	Alan Johnson Phoenix, AZ 1981
21	T.W. Construction Co., Inc. 2050 Kleppe Ln., Sparks 89431 twconstruc@aol.com	775-355-1300	17.0	Excavation, Sitework, Pipeline, Demolition	Perini Bldg. Co., TNT Const., Inc., Peppermill Inc., Krump Const.	Leo R. Tuccori Sparks 1979
22	Lusardi Construction Co. 9475 Double R Blvd., Ste. 9, Reno 89511 molsardi@aol.com	775-851-1111	14.0	Tilt-up Ofc./Manuf., Retail, Warehouse	Wall St. Properties, Bently Nevada, Letter & Assoc.	Kevin Monsey San Marcos, CA 1996
23	Sunworld Landscape & Construction Co., LLC 3020 Builders Ave., LV 89101 DND	702-598-1711	13.3	Landscape, Masonry, Pools, Concrete, Maintenance, Patio Covers	Peccole Nevada, Kaufman & Borad/Lweis Homes, Korte-Bellow & Assoc., Beazer Homes	Ray Beer Las Vegas 1991
24	Affordable Concepts Inc. 151 W. Brooks Ave., Ste. H, N. LV 89030 DND	702-399-3330	10.5	Commercial, Industrial	Community Bank of Nevada, AutoZone, Discount Tire, Glencoe Management	Robert W. Potter Las Vegas 1985

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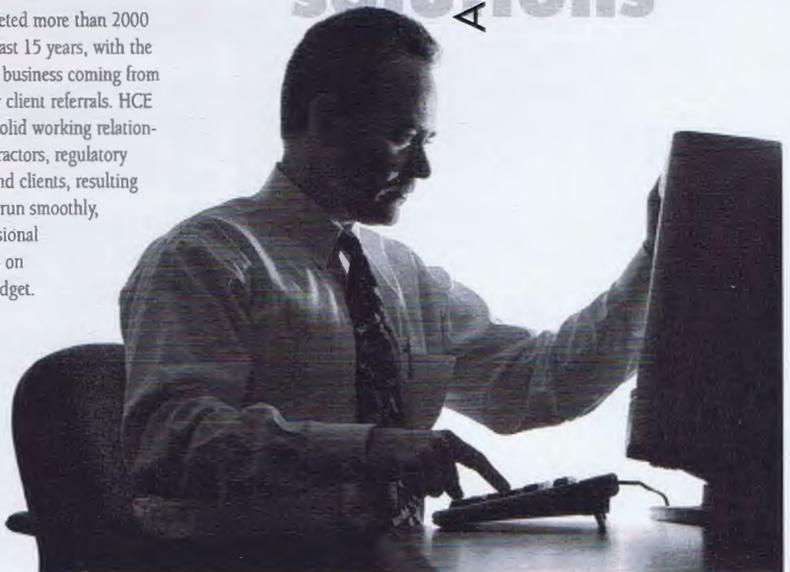
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- Model Energy Code calculations
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TopRank Nevada  
STATEWIDE BOOK OF LISTS

## Construction Companies (continued)

Ranked by 1998 Gross Company Revenue

RANK	CONSTRUCTION COMPANY ADDRESS E-MAIL / WEBSITE	PHONE	REVENUE (\$000,000)	SPECIALTIES	MAJOR CLIENTS	SENIOR NV EXECUTIVE HEADQUARTERS
25	Nevada Building & Development Co. 4340 W. Hacienda Ave., LV 89118 DND	702-251-4888	10.0	Proj. Mgmt., Gen. Contracting, Comm.- Ofc./Warehouse, Ofc., Automotive, Tenant Im- provement, Restaurant/Fast Food, Metal Bldg.	Oldsmobile, Saturn, El Portal Group, Wendy's	Craig Michael Las Vegas 1977
26	Tibesar Construction Co. 3910 Pecos-McLeod, Ste. B-100, LV 89120 DND	702-435-0944	9.4	Commercial Gen. Contractor, Libraries, Schools, Churches, Warehouses	St. of NV Pub. Wks. Bd., UNLV, Clark Co. Comm. College, Community Lutheran Church	Robert V. Tibesar Las Vegas 1984
27	JMB Construction, Inc. 1118 Sharp Cir., Ste. E, N. LV 89030 buildstuf@aol.com	702-642-3600	8.5	Industrial, Commercial, Retail, Medical, Tenant Improvements, Hospitality	Republic Silver State Disposal, Steinberg Diag- nostic Medical Imaging, Children's World, Armo Corp., Freeman Companies	John M. Beard N. Las Vegas 1994
28	Shaw Construction Co. 6343 Highway 50 East, Carson City 89701 shaw.com	775-883-7069	8.0	Design/Build-Commercial/Industrial, Crane Svc., Industrial Lease Facilities, Gen. Contractor, Ma- chinery Moving/Erection	MacPherson's, Spectra Novae, Ltd., James Gas- ket Co., The Hone Co.	Edward R. Shaw Carson City 1963
29	Saffles Construction Corp. 1350 E. Flamingo Rd., Ste. 210, LV 89119 DND	702-257-7257	6.5	Marble, Tile, Stone, Underground Utilities, Water Features, Arch. Concrete/Pavers, Precast, Sitewk.	Perini Bldg., J.A. Jones, T-RIT, Hensel Phelps	Sherri Saffles Las Vegas 1996
30	LND Construction 3867 S. Valley View Blvd., Ste. 11, LV 89103 lnd@wizard.com	702-362-9131	5.0	Commercial, Design/Build, Tilt Up, Tenant Im- provements, Light Industrial	Enron Communications, LV Golf & Tennis, Con- sumer Pipe & Supply, Auto Pro	Leo N. Durant Las Vegas 1978
31	Durango Construction, Inc. 4620 Eaker St., Ste. 1, N. LV 89031 durangoconst.com/edurango01@aol.com	702-651-0123	3.2	Insurance Repair, Comm. TI, Res. Remodel, ADA, Public Wks., Const. Defects	Clark Co. Sch. Dist., Wet'n Wild, Bally's, Terra West Prop. Mgmt.	Elaine A. Smith N. Las Vegas 1988
32	Christman Construction Inc. PO Box 2226, Sparks 89432 jchristman@christmanconstruction.com	775-356-7283	2.1	Design/Build-Industrial/Commercial, Prefabricat- ed Metal Bldgs., Tenant Improvements	University of Nevada, VEKA, Truckee Meadows Community College, Pyramid Lake HS	Jim Christman Reno 1982
33	Evergreen Corporation 2491 Accurate Dr., LV 89115 DND	702-646-1446	2.0	Const. Cleanup, Debris Box Svc., Interior Demo- lition	Burnett Haase, LF Harris, Jaynes Corp., Whiting- Turner Contracting	Robert M. Dorinson Las Vegas 1996
34	Hardwood Creations 3380 W. Hacienda Ave., Ste. 106, LV 89118 DND	702-798-0300	1.6	Wood Stair Railings, Mantles, Architectural Moldings, Columns, Wrought Iron Balusters, Niches, Domes & More	Del Webb, Pardee Construction, Greystone Homes, America West	Ray Yannayon Anaheim, CA 1990
35	Denko Drywall Co. 4504 W. Diablo Dr., Ste. 101, LV 89118 DND	702-263-8292	1.5	Cust. Homes, Tract Homes, Ten. Improve.	Desert Oak Homes, Jon C. Cooke Enterprises, Westpoint Dev., SR Const.	John P. Ogden Las Vegas 1995
36	D.C. Hand Construction Co. 710 N. Curry St., Carson City 89703 dghandcorp@aol.com	775-883-2526	1.3	All phases of const.	Carson Nugget, Carson Station, Cactus Jack's Casino, Alan Adams	Donald Hand Carson City 1976
36	Gerhardt & Berry Construction, Inc. PO Box 7637, Reno 89510 gbc@power.net	775-359-8817	1.3	Underground Utilities, Storm Drains, Sanitary Sewers, Gas Water Electric, Piping, Gen. Engi- neering	Model Dairy, Blatt Development, City of Sparks, City of Reno, Washoe County-Carson City	Chris Gerhardt Sparks- 1972
38	Heritage Builders 414 S. Rock Blvd., Sparks 89431 heritage@pyramid.net	775-359-6508	1.0	New Home Const., Land Dev., Re-modeling, In- surance Repairs	Sierra Converting, Roger Gadsby, Children's World	Dan Flannagan Sparks 1985
39	Miner's Contracting 98 Plymire, Luning 89420 miners@gbis.com	775-573-2567	0.4	Gen. Contracting, Electrical Contracting, Inde- pendent Steel Bldg. Dealer	Homestake Mining Co., Premier Svcs. Corp., El Capitan Resort & Casino, Ramtech Bldg. Systems	Scot Chamberlain Luning 1995
N/A	Al Shankle Construction Co. 2248 Meridian Blvd., Ste. D, Minden 89423 DND	775-782-4237	DND	Concrete Tilt-up, High-end R&D Bldgs., Low Rise Ofc., Manuf. Facilities, Retail	North Sails, Custom Sampling, Williams Ridge, Harley-Davidson	Al Shankle Anaheim, CA 1989
N/A	Alan Jeskey Builders, Inc. 35 W. Mayflower Ave., N. LV 89030 ajbuilders.com	702-876-6544	DND	Cust. Homes, Tenant Improvements	Tenant Improvements: Smoothie King, Silver State Bank, Clark Co. Credit Unions, Old Repub- lic Title Co.	Alan G. Jeskey Las Vegas 1989
N/A	B&H Construction Inc./Blanchard-Hoffman 671 Professional, Henderson 89015 DND	702-564-8404	DND	Commercial Gen. Contracting, Tenant Improve- ments	Catholic Charities, Clark Co., N. Las Vegas, Hen- derson	Don Blanchard Henderson 1991
N/A	Bruck & Webb Construction, Inc. 3570 Barron Way, Ste. D, Reno 89511 b3570w@aol.com	775-752-9555	DND	Concrete, Foundations & Stem Walls, Insulated Con- crete Forms	Leeds Homes, McKim Homes, Tyler Homes, Neuffer Development	Donald F. Bruck Reno DND
N/A	C&L Development, Inc. 289 Pilot Rd., Ste. A, LV 89119 DND	702-795-8827	DND	Gen. Contractor	Sultan of Brunei, Focus 2000, Fashion Show Mall, Americana Group Realtors	Michael Lacella Las Vegas 1982
N/A	Callahan, Giles, Cote Builders Inc. PO Box 18089, Reno 89511 cgc@autumninternet.com	775-772-6838	DND	Quality Svc., Cust. Homes, Cust. Bldg. All Around, Cust. Remodeling, Hands-on Bldg.	Jeff and Susan Wooldrige, Robert and Leslie Howell, Bill and Jill Zarher	Fred Cote Reno 1976
N/A	Christensen & Griffith Construction Co. PO Box 370, Elko 89803 cgconst@sierra.net	775-753-9413	DND	Concrete, Structural Steel, Welding	DND	Greg Caldwell Tooele, UT 1986
N/A	Desert Custom Contracting 2287 Crestline Loop, Ste. D, N. LV 89030 desertcustomcontracting.qpg.com	702-649-9735	DND	Tenant Improvements, Turn-Key Commercial, Cust. Residential, Remodels, Bar/Restaurant	DND	J. Bunch/W. Clodfelter North Las Vegas 1997
N/A	Desert Sage Construction 874 S. Bowie Way, Spring Creek 89815 DND	775-738-3656	DND	Commercial Const./Remodeling, Residential Const./Remodeling, Repairs	DND	Richard K. Jones Spring Creek 1989
N/A	Ferrous Supply and Rentals, Inc. 990 Glendale Ave., Sparks 89431 DND	775-331-6535	DND	Const. Supplies, Batteries, Filters, Ground Engag- ing Tools, Parts Cleaners, Wacker & Generators	Const. Industry, General Public	Joyce Fegert Reno 1991
N/A	First General Services 289 Pilot Rd., Ste. A, LV 89119 DND	702-795-8830	DND	Emergency Restoration, Fire/Smoke, Flood/Water, Board Up, Vandalism, Structural	Safeco Ins. Co., Metropolitan Ins. Co., Allstate Ins. Co., Farmers Ins. Co.	Michael Lacella Las Vegas 1985
N/A	Gypsum Construction 4130 Losee Rd., N. LV 89030 grogers@lv.eckert.com	702-649-2330	DND	Plaster, Drywall, Paint	Kaufman & Broad, Christopher Homes, Sterling S Dev., Del Webb Coventry	Sean Cavanaugh Las Vegas 1988
N/A	H&H Development Ltd. 1212 Briarstone Dr., Boulder City 89005 DND	702-293-9095	DND	Cust. Homes, Spec (Tracts), Multi-Family (Rental), Small Comm.	DND	DND Boulder City 1999

CONTINUED

**Construction Companies (continued)**

**Ranked by 1998 Gross Company Revenue**

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RANK	CONSTRUCTION COMPANY ADDRESS E-MAIL / WEBSITE	PHONE	REVENUE (\$000,000)	SPECIALTIES	MAJOR CLIENTS	SENIOR NV EXECUTIVE HEADQUARTERS
N/A	Holmes Construction Co. Inc. 1380 Greg St., Sparks 89431 holmescont@aol.com	775-359-3824	DND	Cust. Residential	Featured Builder/ArrowCreek, Cust. Homes at St. James's Village, Saddlehorn	Mike Holmes Sparks 1989
N/A	Jaynes Corp. 2964 Meade Ave., LV 89102 jaynescorp.com	702-736-8876	DND	Warehouse/Flex, Retail, Ofc., Dealerships	The Howard Hughes Corp., Fletcher Jones, Courtesy Dealerships, Lowes	Brooks Williams Albuquerque, NM 1988
N/A	Kitchell Contractors 1771 E. Flamingo Rd., Ste. 213-B, LV 89119 kitchell.com	702-734-5334	DND	Healthcare, Retail, Hospitality, Industrial, Design/Build	World Entertainment Centers, Peccole NV Corp., Sunrise Hospital/Mountainview Hospital, St. Rose Dominican	Bob Wallace Phoenix, AZ 1994
N/A	Ledcor Industries Inc. 6880 S. McCarran Blvd., Ste. 7, Reno 89509 dbaker@ledcor.com	775-829-8887	DND	Bldg., Industrial, Civil/Mining	DDR Oliver McMillan, Carson Tahoe Hospital, REI, Costco Corp., Homestake, Barrick, Newmont, Round Mountain Gold	Bryan Kneller Seattle, WA 1988
N/A	Performance Contracting, Inc. 2900 E. Patrick Ln., Ste. 6A, LV 89120 DND	702-262-9442	DND	Drywall Framing, EIFS Sys., Acoustical/Specialty Ceilings, Bldg. Insulation/Firestopping, Monokote	DND	DND DND DND
N/A	Reel Construction Co. PO Box 12458, Reno 89510 DND	775-359-0700	DND	Fire Restoration, Water/Wind Damage, Additions, Remodeling	Sentinel Real Estate Corp., Airport Gardens, Farmers Ins. Group, State Farm Ins.	Dennis Caviglia Sparks 1979
N/A	Reyman Bros. Construction 151 S. 18th St., Sparks 89431 ljohnson@reymanbrothers.com	775-356-0150	DND	Des./Build Commercial/Industrial, Seismic Retrofitting, Remodeling, ADA Compliance	Various Nat'l Retail Clients, St. of NV Public Wks., City of Reno, Communications Properties	Mike Reyman Sparks 1970
N/A	Statewide Construction Co. Inc. 3838 Raymert, Ste. 308, LV 89121 DND	702-458-3888	DND	Home Improvements	DND	Gloria McCullough Las Vegas 1996
N/A	Swinerton & Walberg Co. 6135 Harrison Dr., LV 89120 DND	702-798-8966	DND	Gen. Contracting	Jackson Shaw/Hi Las Vegas Ltd. Partnership, Marriott Internat'l Design Svcs.	Joseph Pastore San Francisco, CA 1998
N/A	Templeton Development Corp. 3311 S. Rainbow Blvd., LV 89146 carefreeeniors.com	702-873-6700	DND	Carefree Sr. Living Apts. For Srs. 55+, Commercial Property, Templeton Realty Co.	DND	Ken L. Templeton Las Vegas 1977
N/A	Yancey Construction PO Box 21066, Reno 89515 DND	775-786-6884	DND	Tenant Improvements, Commercial, Design/Build	AT&T, Washoe Co., Reno/Tahoe Int'l Airport	Wayne E. Yancey Reno 1996

DND = Did not disclose

**BOOK OF LISTS 08-99** Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

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STATEWIDE BOOK OF LISTS

## Travel Agencies

Ranked by Total Nevada Travel Agents

RANK	TRAVEL AGENCY ADDRESS	PHONE(S)	NV AGENTS	NV EMPLYS.	CORPORATE	GROUP	RESORT	WEDD. TOURS	CRUISES	LEISURE	MEETINGS	INCENTIVES	INDEPENDENT	CONVENTION	PROFESSIONAL AFFILIATIONS	SENIOR NV EXECUTIVE(S) YEAR EST. IN NEVADA
1	Prestige Travel American Express 6175 Spring Mountain Rd., Las Vegas 89128 prestige-amex.com/yvettew.prestige@wspace.com	702-251-5552	160	142	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, Chamber of Commerce, American Express	Kathy Falkensammer 1981
2	Players Express LLC 2980 W. Meade Ave., Ste. A, Las Vegas 89102 travelplans@playersexpress.com	702-257-5035	40	55	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, Chamber of Commerce	Warren J. Kaplan 1988
3	Preferred Travel Services 8437 W. Lake Mead Blvd., Las Vegas 89128 preferredtrvl.com	702-228-4300	30	36	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA, Chamber of Commerce, API, CROWN	Elaine Steinberg 1990
4	Las Vegas Tourist Bureau 5191 Las Vegas Blvd. S., Las Vegas 89119 lvtb.com	702-739-1482	25	30	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, Chamber of Commerce	Robert E. Morris 1984
5	Carlson Wagonlit/Escape Travel & Cruise 833 S. Rainbow Blvd., Las Vegas 89145 e-escapetravel.com/reservations@e-escapetravel.com	702-734-8987	21	26	•	•	•	•	•	•	•	•	•	•	ASTA, STAG, ARTA, ARC, IATA, CLIA, ICTA, Chamber of Commerce, SKAL	Len Yelinek 1973
6	Travel Unlimited 110 S. Terminal Way, Ste. 111, Reno 89502 travelunlimited.net/unlimited@intercomm.com	775-329-0658	16	18	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, ICTA	E. Jane Peterson 1981
7	Leisure Visions Travel 3621 Estate View St., Las Vegas 89129	702-242-5200	15	1	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA	Miriam Seidel 1994
8	AAA Travel 3312 W. Charleston Blvd., Las Vegas 89102	702-870-9171	12	200	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, ICTA, Chamber of Commerce	Chris West 1987
8	Carlson Green Valley Travel 2220 E. Serene St., Ste. 100-3, Las Vegas 89123 dksteele@yahoo.com	702-433-2211	12	12	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA	Sharon Holmes Reed 1964
8	Commercial Travel Corporation 2458 E. Russell Rd., Ste. B, Las Vegas 89120 ccarter100@aol.com	702-733-7887	12	14	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, GEM, Woodside Travel Trust	Randall Wight 1990
8	Uniglobe Dazey Travel, Inc. 4511 W. Sahara Ave., Las Vegas 89102 sw.dazey@uniglobe.com	702-876-8470	12	16	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, Chamber of Commerce, Better Business Bureau	Marty Quillin 1962
8	Why Not Travel 1419 N. Boulder Hwy., Henderson 89015	702-567-8180	12	8	•	•	•	•	•	•	•	•	•	•	ARC, CLIA	Donna Kenney DND
13	Uniglobe Commercial & Leisure Travel 7312 W. Cheyenne Ave., Ste. 2, Las Vegas 89129 sw.commercial1@uniglobe.com	702-944-3300	11	14	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA, Uniglobe	Robin Klaholz 1986
14	Barton, Barton & Associates, Inc. dba Barton Travel 625 S. Eighth St., Las Vegas 89101	702-383-8484	10	DND	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, Chamber of Commerce, GEM, Cruiselinek	Gail Barton 1992
14	Nevada Travel Corp. dba Skyline Travel 3005 Skyline Blvd., Ste. 110, Reno 89509 allways@skylinetrvl.com	775-828-3000	10	5	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, Riverside Group	Roy Filkin 1993
14	Team Travel, Inc. 4085 Nevso Dr., Ste. G, Las Vegas 89103 art@teamtravel.com	702-248-8838	10	10	•	•	•	•	•	•	•	•	•	•	ASTA, ARTA, ARC, CLIA	Art Bond 1994
14	Tepils Travel Service 3770 Howard Hughes Pkwy., Ste. 295, LV 89109 teplis.com	702-796-1452	10	12	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, Hickory Travel Network	Monica Tepils 1994
18	Andiamo Tour & Travel, Inc. 3301 W. Spring Mountain Rd., Ste. 10, LV 89102	702-362-2020	7	7	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA, GEM	MaryAnn Morrone, CTC 1983
18	Business Travel Center 2600 Mill St., Ste. 400, Reno 89502	775-324-1777	7	9	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA, GEM	DND 1994
18	Century Travel 900 E. Desert Inn Rd., Ste. 104, Las Vegas 89109	702-732-2400	7	6	•	•	•	•	•	•	•	•	•	•	ARTA, ARC, IATA, CLIA	Bertha Steinberg 1990
18	Cruiseholics 3230 E. Flamingo Rd., Ste. 2, Las Vegas 89121 cruisin.com	702-256-8082	7	8	•	•	•	•	•	•	•	•	•	•	CLIA, NACOA, IGLTA	Terry Nelson 1995
18	Mickey Cole Travel Service 4000 W. Flamingo Rd., Las Vegas 89103 mickeycoletvl@yahoo.com	702-876-1410	7	11	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, Chamber of Commerce	Michael Cole 1983
18	Uniglobe Travel Connection 2000 Mill St., Reno 89502 unitvl@trvcon.agency.com	775-329-6218	7	7	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, ICTA, Chamber of Commerce	Liliana Kajans 1987
24	Above and Beyond Travel 1651 W. Warm Springs Rd., Henderson 89014	702-563-0680	6	6	•	•	•	•	•	•	•	•	•	•	ASTA, ARTA, ARC, IATA, CLIA, ICTA, Chamber of Commerce, GEM	Mary Krawitt, CTC 1999
24	Classic Travel, Inc. 308 N. Curry St., Ste. 101, Carson City 89703 clsetrvl@intercomm.com	775-883-9331	6	4	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, GIANTS	Kathy E. Niederkom 1984
24	Cruise Holidays of Las Vegas 4825 W. Flamingo Rd., Ste. 10, Las Vegas 89103 info@call2cruise.com	702-871-7447	6	6	•	•	•	•	•	•	•	•	•	•	IATA, CLIA	Bonnie Crosby 1993
24	Discovery Travel 1711 S. Eastern Ave., Las Vegas 89104 discoverlasvegas.com/rose97@prodigy.net	702-457-2444	6	6	•	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA, Chamber of Commerce	Rose Dominguez, CTC 1979
24	Good Times Tour & Travel 6509 Wild River Dr., Las Vegas 89108 gdtimestvl@aol.com	702-878-8900	6	10	•	•	•	•	•	•	•	•	•	•	ARC, CLIA	Annabelle Nitti 1987
24	Maximum Travel 3925 Martin L. King Blvd., N. Las Vegas 89030 maxtravel@lvcm.com	702-638-8408	6	3	•	•	•	•	•	•	•	•	•	•	ASTA, CLIA, ICTA	Bernice Hogan 1996
24	North South Travel & Tours 2785 E. Desert Inn Rd., Ste. 110, Las Vegas 89121	702-734-6262	6	6	•	•	•	•	•	•	•	•	•	•	ARTA, ARC, IATA, GEM	Patricia Romeo 1981
31	A Quick Trip Inc. 6537 Casada Way, Las Vegas 89107	702-259-0248	5	8	•	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, Chamber of Commerce	Bonnie R. McDaniel, R.N. 1988

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# Travel Agencies (continued)

## Ranked by Total Nevada Travel Agents

RANK	TRAVEL AGENCY ADDRESS	PHONE(S)	NV AGENTS	NV EMPLOY.	CORPORATE GROUP	RESORT	WINTER TOURS	CRUISES	LEISURE	MEETINGS	INCENTIVES	INDEPENDENT	CONVENTION	PROFESSIONAL AFFILIATIONS	SENIOR NV EXECUTIVE(S)	YEAR EST. IN NEVADA
31	Above All Travel 4656 E. Sunset Rd., Henderson 89014	702-435-1600	5	5	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA	Phillip Rejholec 1991	
31	Around the World Travel 2003 Las Vegas Blvd. S., Las Vegas 89104	702-731-1006	5	5	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, GEM	Ethel R. Whitney 1983	
31	Creative Travel 4180 S. Pecos Rd., Ste. 200, Las Vegas 89121	702-547-6628	5	10	•	•	•	•	•	•	•	•	•	ASTA, ARTA, ARC, IATA, CLIA	Julie Fredder 1997	
31	Rainbow Travel 1095 Spice Islands Dr., Ste. 100, Sparks 89431	775-331-4666	5	DND	•	•	•	•	•	•	•	•	•	ARC, IATA	Mary Kay Staffon 1986	
31	Travel Shop 3655 S. Durango Dr., Ste. 20, Las Vegas 89147	702-233-6444	5	3	•	•	•	•	•	•	•	•	•	ARC, IATA	Judith Pernsteiner 1995	
31	Uniglobe Happy Travel, Inc. 1100 E. William St., Ste. 109, Carson City 89701 mp.happy@uniglobe.com	775-883-6400	5	6	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA	Howard E. Barrett 1989	
38	Alpha Omega Travel & Tours 4350 W. Spring Mountain Rd., Ste. 114, V 89102	702-889-6966	4	4	•	•	•	•	•	•	•	•	•	IATA	Pam Phan 1998	
38	Bonanza World Travel 1219 S. Carson St., Carson City 89701	775-883-4188	4	4	•	•	•	•	•	•	•	•	•	ARC, IATA, CLIA, Chamber of Commerce, BTS	Sylvia Sparks 1979	
38	Carefree Travel Inc. 4545 E. Tropicana Ave., Ste. 9, Las Vegas 89121	702-456-6717	4	4	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, Crown Travel	Mara Dixon 1988	
41	Atlas Travel & Tours, Inc. 1516 E. Tropicana Ave., Ste. B-3, Las Vegas 89119	702-451-0000	3	3	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, STPN Affiliate	Edward Ghabbour 1989	
41	Dr. R's World Travel 2631 S. Buffalo Dr., Ste. A, Las Vegas 89117	702-220-3243	3	1	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA	Dr. Rhianon Retfaluy 1994	
41	First Discount Travel 501 S. Carson St., Ste. 201, Carson City 89701	775-887-1118	3	3	•	•	•	•	•	•	•	•	•	ARTA, ARC, CLIA, GEM	Rupal Wiadhia-Martinez 1989	
41	Fun & Affordable Travel 2251 Rampart, Ste. 347, Las Vegas 89128 funandaffordable.com/funandaffordable@lvc.com	702-255-1015	3	3	•	•	•	•	•	•	•	•	•	ASTA, ARTA, ARC, IATA, CLIA, GEM	Jade Nolie 1995	
41	Players Travel Service 3750 S. Jones Blvd., Las Vegas 89103 playerstravel.com	702-251-1999	3	5	•	•	•	•	•	•	•	•	•	Chamber of Commerce	DND 1998	
41	The Travel Place 201 N. Main St., Eureka 89316 jerrytrina@eureka.net	775-237-5600	3	3	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA	Trina L. Machacek 1994	
47	Anchors Aweigh Cruise & Tours myplanet.net/anchors_aveigh	775-849-2918	2	2	•	•	•	•	•	•	•	•	•	CLIA, Chamber of Commerce	Gary Farnsworth 1997	
47	BNF Affordable Travel 6025 Marvin St., N. Las Vegas 89031 bnftravel@pvc.com	702-657-0735	2	2	•	•	•	•	•	•	•	•	•	ARTA, Chamber of Commerce	Bill Liedske 1995	
47	Del Monte Travel 6421 S. Virginia St., Reno 89511	775-851-0550	2	2	•	•	•	•	•	•	•	•	•	ARC, IATA, ICTA, Better Business Bureau	Jan Pantone 1985	
47	Desert Rose Travel 20 Desert Rose Ct., Sparks 89436 desertrose@acntnc.net	775-425-3700	2	2	•	•	•	•	•	•	•	•	•	CLIA, Action 6	Deanna Lyons 1995	
47	New Korea Travel Service 3055 E. Twain Ave., Las Vegas 89121	702-737-0088	2	6	•	•	•	•	•	•	•	•	•	DND	Michael Yang DND	
52	Boulder Dam Travel Inc. dba Boulder City Travel 806 Buchanan Blvd., Ste. 107, Boulder City 89005	702-293-3807	1	6	•	•	•	•	•	•	•	•	•	ARC, IATA	Carol Stuber 1979	
52	Coast to Coast Travel 3395 S. Jones Blvd., Las Vegas 89146 coasttravel.com/margie@coasttravel.com	702-220-5628	1	1	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA	Margie Dolgin, CTC 1975	
52	Globetrotter Travel 501 N. Eastern Ave., Ste. B, Las Vegas 89101 miranda@lydi.net	702-474-7418	1	3	•	•	•	•	•	•	•	•	•	ARC, IATA	DND DND	
52	Go Vegas First Class 5513 Liverpool Rd., Las Vegas 89107 lasvegasreisen.com/govegas@aol.com	702-878-1379	1	DND	•	•	•	•	•	•	•	•	•	ASTA	Rosemarie Hughey 1996	
52	Incentive Travel 3160 S. Valley View Blvd., Las Vegas 89102	702-362-6743	1	4	•	•	•	•	•	•	•	•	•	ARC, IATA, Travelsavers, Better Business Bureau, Chamber of Commerce	Richard Tuttle 1986	
N/A	A Team Travel Inc. 290 California Ave., Reno 89509 ateam@powernet.net	775-348-7500	DND	5	•	•	•	•	•	•	•	•	•	ASTA, ARTA, ARC, IATA, CLIA, ICTA, Chamber of Commerce, TAN	DND 1985	
N/A	Baby Boomer Trade 'N Travel Training 9736 Trail Rider, Las Vegas 89117 babyboomers@lvc.com	702-889-4023	DND	DND	•	•	•	•	•	•	•	•	•	CLIA, Chamber of Commerce, GEM	David Cantrell 1996	
N/A	Frontier Travel and Tours 1923 N. Carson St., Ste. 105, Carson City 89701 frontiertours.com/info@frontiertours.com	775-882-2100	DND	DND	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, NTA-ABA	David Lippincott 1967	
N/A	Las Vegas Holidays 1830 E. Sahara Ave., Ste. 109, Las Vegas 89104 lholidays.com	702-697-8800	DND	DND	•	•	•	•	•	•	•	•	•	Chamber of Commerce	Kathy Laskowski 1992	
N/A	Poker Digest and Classic Poker Cruises 1455 E. Tropicana Ave., Ste. 300, Las Vegas 89119 pokerdigest.com/catcruiser@aol.com	702-740-2273	DND	6	•	•	•	•	•	•	•	•	•	CLIA	June Field 1998	
N/A	Rawhide Travel IV, Inc. of Arizona 6370 W. Flamingo Rd., Las Vegas 89103 rt4@wspan.com	702-364-8181	DND	7	•	•	•	•	•	•	•	•	•	ARC, IATA	Ronald E. Oster III 1989	
N/A	The Travel Center Inc. 71 Keystone Ave., Reno 89503 ungrmys@aol.com	775-323-0110	DND	4	•	•	•	•	•	•	•	•	•	ASTA, ARC, IATA, CLIA, ICTA, Chamber of Commerce, GEM, OPTA	Suraj Zutshi, CTC 1981	

DND = Did not disclose

**BOOK OF LISTS 08-99** Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

# Economic Development Organizations

Listed in Alphabetical Order

ORGANIZATION ADDRESS	PHONE	E-MAIL WEBSITE	BUDGET MEMBERS	AREAS SERVED	Sr. EXECUTIVE
Churchill Economic Development Authority 446 W. Williams Ave., Fallon 89406	775-423-8587	swalker@sci.nevada.com	\$115,000 150	Churchill Co., Fallon	Willis Swan
Economic Development Authority-Esmeralda/Nye Counties Box 153, Tonopah 89049	775-482-8139	governet.net/nv/as/eden nveden@aol.com	\$90,000 26	All of Esmeralda/Nye Counties-Tonopah, Goldfield, Beatty, Pahrump, Goatranch	Sandy Harmon
Economic Development Authority of Western Nevada 5190 Neil Rd., Ste. 111, Reno 89502	775-829-3700	nevadanet.com/edawn calvey@nevadanet.com	\$726,000 325	Washoe County, Reno, Sparks, Lake Tahoe	Chuck Alvey
Elko Development Authority 355 5th St., Elko 89801	775-738-2100	DND	DND DND	West Wendover, Wells, Elko, Carlin, Elko County	DND
Eureka County Economic Development Council PO Box 14, Eureka 89316	775-237-5484	econdev_eureka@eurekanv.org	\$112,000 0*	Eureka Co., Eureka, Beowawe, Crescent Valley	Ron Carrion
Lincoln County Regional Development Authority PO Box 90, Pioche	775-962-5497	DND	DND 9	Lincoln County, Pioche, Panaca, Caliente, Alamo, Rachel	Dan Frehner
Lyon County Economic Development Authority 227 S. Main St., Yerington 89447	775-463-2245	tele-net.net/lceda	\$100,000 200	Lyon County-Fernley, Dayton, Moundhouse, Silver Springs, Yerington	Hale Bennett
Mineral County Economic Development Authority PO Box 1635, Hawthorne 89415	775-945-5896	mineralcountynevada.org info@mcchamber.hawthorne.nv.us	\$40,000 DND	Mineral County, Hawthorne, Walker Lake, Mina	Dan Dillard
Nevada Commission on Economic Development 5151 S. Carson St., Carson City 89710	775-687-4325	DND	DND DND	Statewide	Bob Shriver
Nevada Development Authority 3773 Howard Hughes Pkwy., Ste. 140-S, LV 89109	702-791-0000	nevadadevelopment.org	\$1,200,000 600	Clark County	A. Somer Hollingsworth
Northern Nevada Development Authority 310 S. Curry St., Carson City 89703	775-883-4413	nnida.org	\$300,000 320	Carson City, Douglas Co.-Minden/Gardnerville, Lyon Co.-Moundhouse/Dayton, Storey Co.-Virginia City/McCarran	Greg Nixon
NTS Development Corp. 2330 Paseo del Prado, Ste. C101, Las Vegas 89102	702-257-7900	ntsdev.com	\$5,000,000 60	State of Nevada	Tim Carlson
Tri-County Development Authority PO Box 2393, Winnemucca 89446	775-623-5777	teri@desertinc.com	\$200,000 200	Humboldt County, Lander County, Winnemucca, McDermitt, Battle Mountain, Austin	Cheryl Lyngar
Western Nevada Development District 308 N. Curry St., Ste. 209, Carson City 89703	775-883-7333	DND	DND DND	DND	DND
White Pine County Economic Diversification Council P.O. Box 135, Ely 89301	775-289-3065	DND	DND DND	DND	DND

DND = Did not disclose \*ECEDC has a seven-member board.

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Nellis Air Force Television News  
All News Channel  
Nevada's Eye On Washington  
America's Black Forum  
Today's Homeowner  
Travel Update

## **Las Vegas ONE Live News Coverage**

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Gambling Impact Commission Hearings  
Mayoral Debates  
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General Election Coverage  
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Coroner's Inquest - Metro Involved Shooting  
Tyson /Botha News Conference  
Clark County School District News Conferences  
Las Vegas Metropolitan Police News Conferences  
De La Hoya /Trinidad News Conference  
Bellagio Grand Opening  
Mandalay Bay Grand Opening



**Deborah Levy**



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## NEVADA BRIEFS

### Sportif USA announces trail repair partnership

Sparks-based outdoor clothing manufacturer and distributor Sportif USA is giving outdoor recreation a boost in Northern Nevada. The company is partnering with the Student Conservation Association and the U.S. Forest Service to repair the Ophir Creek Trail in Nevada's Humboldt-Toiyabe National Forest. The six-week trail restoration and maintenance program will allow hikers, equestrians and others to traverse the six-mile route unimpeded for the first time in 17 years.

### Sun West Bank announces first month of profits

April 1999 marked Sun West Bank's first month of profits, coming after nine months of operation. As of May 31, 1999, Sun West Bank reported total assets of \$52.3 million and total deposits of \$41.1 million. Sun West has begun construction of its West Flamingo main office, with completion tentatively set for January. The Las Vegas bank's temporary building remains operational in the meantime. Sun West also operates a Summerlin branch office.

### Las Vegas cost of living drops for second consecutive month

Dropping restaurant prices and lower transportation costs contributed to the second consecutive decrease in Las Vegas' overall cost of living, according to the First Security Las Vegas area Cost of Living Report. The overall cost of living fell 0.1 percent in May, compared to an unchanged cost of living nationally. The two-month decrease trend follows a nine-month period of steady increases in the area's cost of living.

### Two more companies join workers' comp fray

Two companies have added their names to the roster of Nevada insurance firms seeking to capitalize on workers' compensation coverage deregulation. Ascentra, a health-care family of companies headquartered in Las Vegas, says it will service the employees of Nevada with Meadowbrook Insurance Group's workers' compensation product. Also, Boston-based Liberty Mutual Group has begun offering its workers' compensation insurance to fully insured Nevada businesses. The Group's workers' comp accounts will be underwritten and serviced by Liberty Mutual Insurance Company and Colorado Casualty Insurance Company.

### Saint Mary's upgrades nuclear medicine system

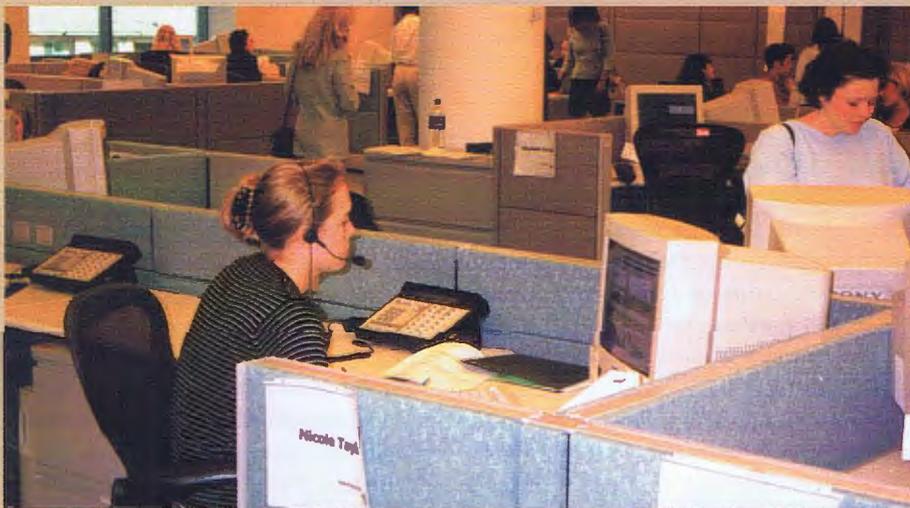
With the purchase of new equipment and refined software in the nuclear medicine equipment in its radiology department, Saint Mary's Regional Medical Center in Reno is now able to offer physicians and patients imaging previously unavailable in Northern Nevada. The new equipment allows for much faster and improved imaging for cardiac and oncology patients, who previously had to travel to northern California for some of the procedures Saint Mary's now offers.

### Allied Mortgage opens first Reno branch

Allied Mortgage Capital Corp. opened its first branch operation in Reno, and its seventh in Nevada. The new office is situated at 70 Linden Street. Marsha Parker heads the location as branch manager.

### Arthur Andersen adds business risk consulting practice

The Las Vegas office of Arthur Andersen added a new business risk, consulting and assurance service for Nevada businesses. The multidisciplinary professional firm's new service helps companies identify ►



### BofA opens national call center in Las Vegas

*Bank of America opened a national call center at 1351 Town Center Drive in Summerlin. Though the facility opened with 370 associates, the bank says the center will eventually employ up to 900 telephone banking representatives in the next 12 months. The Summerlin facility also houses the bank's Auto Dealer Group of about 170 associates. The center will handle phone inquiries from customers in Nevada, New Mexico, Kansas and Missouri, and will soon accommodate calls from Florida, California and Washington.*

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## NEVADA BRIEFS



### InSight Mountain Diagnostics opens Women's Wellness Center

*In an effort to more effectively provide women's diagnostic services, Las Vegas-based InSight Mountain Diagnostics created the Women's Wellness Center, dedicated solely to preventive women's diagnostic services. The center offers mammography and bone densitometry capabilities. A new bone densitometer (above) – which measures bone density and mineral content to forewarn of osteoporosis – was*

*installed at the center in May. The new department also offers a separate entrance, check-in area and waiting room, as well as a comprehensive patient education area. In addition the Women's Wellness Center staff is trained to heighten the educational aspect of the examinations and to spend time with patients to ensure all questions are addressed. The center is a result of feedback from female patients.*

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and control risks, thereby protecting and enhancing shareholder value. The new disciplines supplement the firm's established business process risk consulting practice.

### H&R Block and McGladrey & Pullen sign agreement

H&R Block Inc. and McGladrey & Pullen, LLP signed an agreement under which H&R Block will acquire substantially all of the non-attest assets of McGladrey & Pullen, the nation's seventh largest accounting and consulting firm. Block will purchase the assets for \$240 million in cash payments over four years, plus the assumption of certain pension liabilities with a present value of about \$50 million. Block will also make contingency payments tied to future performance. The acquisition, expected to be

complete this month, represents the largest accounting firm acquisition and the first combination of its kind between a major financial services company and a top-10 accounting firm.

### Kaercher Insurance forms alliance with Chicago brokerage

Chicago-based Near North National Group and Nevada-based Kaercher Insurance Agency formed a strategic alliance. Both brokerages provide commercial and personal insurance brokerage, risk management and financial services. Kaercher will continue operating under the same name. The partnership allows Near North access to Kaercher's reputation and expertise in the Nevada marketplace, while Kaercher and its clients benefit from Near North's nationwide resources. 🌿

# BUSINESS INDICATORS

## ANALYSIS

Economic activity in Nevada moved forward briskly during April of 1999. Nevada taxable sales collections for March were up 14.48 percent above year-ago levels. Clark County (Las Vegas Metropolitan Area) posted a strong 16.73 percent gain. Washoe County (Reno Metropolitan Area) recorded a 10.61 percent increase.

Gaming revenue, a good indicator of the status of tourism, was up 5.52 percent for April over year-ago levels. Again, Clark County (up 7.11 percent) outperformed Washoe County (down 3.51 percent). Moreover, the Las Vegas Metropolitan Area during the first four months of 1999 experienced a gaming revenue increase of 12.7 percent compared to a year ago for the same period.

New property openings and increased convention business fueled the strong first-quarter performance. Air-transportation passengers, an indicator of visitor activity, showed a corresponding pattern, up for Las Vegas (4.48 percent for the first quarter of 1999) and down 9.84 percent for Reno. Month-to-month movements, however, may mask trends; therefore, some caution is warranted in making generalizations. Nevertheless, Reno's tourism market has tended to lag behind Las Vegas.

National economic conditions have also been good, with real gross domestic product (GDP adjusted for inflation) up 4.96 percent for the first quarter, and unemployment at 4.2 percent. Though concern for future inflation has increased, largely reflecting tight labor markets and continued wage gains, inflation as measured by the consumer price index (CPI) is only at 2.28 percent. Continued strong growth into the last half of 1999 could, however, push the Federal Reserve to act on concerns for future inflation. Some Fed watchers and stock market analysts have already begun to hedge.

All in all, Nevada and the U.S. economies continue to grow. The prospect is for 1999 to closely follow 1998 — another good year. Indeed, U.S. economic indicators point to sufficient strength to push expansion into the year 2000. Continued U.S. expansion through February 2000 will result in the longest expansion on record.

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

	DATE	LATEST PERIOD	PREVIOUS PERIOD	YEAR AGO	YEARLY % CHG
<b>UNEMPLOYMENT</b>					
Nevada	02/99	4.1	3.6	4.7	-12.77
Las Vegas MSA	02/99	3.9	3.4	4.4	-11.36
Reno MSA	02/99	3.8	3.6	4.3	-11.63
U.S. (SEASONALLY ADJUSTED)	03/99	4.2	4.3	4.4	-4.55

<b>RETAIL ACTIVITY</b>					
Nevada Taxable Sales (\$ 000)	02/99	2,608,470	2,061,430	2,278,459	14.48
Clark County	02/99	1,876,800	1,501,182	1,607,809	16.73
Washoe County	02/99	415,799	322,142	375,911	10.61
U.S. Retail Sales (\$ MILLION)	03/99	242,239	239,918	224,801	7.76

<b>GROSS GAMING REVENUE</b>					
Nevada (\$ 000)	02/99	689,348,902	747,048,399	653,275,926	5.52
Clark County	02/99	552,251,417	601,407,669	515,578,677	7.11
Washoe County	02/99	83,343,414	86,061,305	86,371,110	-3.51

<b>CONSTRUCTION ACTIVITY</b>					
Las Vegas Area Permits					
New Residences	1Q99	5,205	4,718	5,110	1.86
New Commercial	1Q99	263	290	353	-25.50
Reno Area Permits					
New Residences	4Q98	666	842	655	1.68
U.S.					
Housing Starts (000)	03/99	1,574	1,751	1,542	2.08
Total Construction (\$ BILLION)	02/99	697.4	714.8	646.0	7.96

<b>HOUSING SALES</b>					
U.S. Home Sales (000)	02/99	978	896	880	11.14

<b>TRANSPORTATION</b>					
Total Passengers (3)		7,991,516	7,668,939	7,649,117	4.48
McCarran Int. Airport, LV	4Q98	1,588,895	1,477,326	1,762,342	-9.84
Reno/Tahoe Int. Airport	4Q98				
State Taxable Gasoline Sales (\$000)	02/99	77,752,574	59,532,948	72,911,824	6.64

<b>POPULATION ESTIMATES</b>					
Nevada	07/98	1,852,650		1,779,850	4.09
Clark County	07/98	1,255,200		1,192,200	5.28
Washoe County	07/98	311,350		308,700	0.86

<b>NATIONAL ECONOMY</b>					
Consumer Price Index (4)	03/99	166.2	165	162.5	2.28
Money Supply—M1 (\$ BILLION)	03/99	1,104.60	1,108.00	1,078.20	2.45
Prime Rate	03/99	7.75	7.75	7.75	0.00
Three-Month U.S. T-Bill	03/99	4.51	4.28	5.03	-10.34
Gross Domestic Product (\$ BILLION)	4Q98	8,799.70	8,681.20	8,384.20	4.96

NOTES: (1) houses, condos, townhouses; (2) 30 yr. FHA fixed; (3) enplaned/deplaned passengers; (4) all urban consumers  
 SOURCES: Nevada Dept. of Taxation; Nevada Employment Security Department.; UNLV, Center for Business and Economic Research; UNR, Bureau of Business and Economic Research; US Dept. of Commerce; US Federal Reserve.  
 COMPILED BY: UNLV, Center for Business and Economic Research  
 \*Figures not available.

## How does your company support the arts, and why is such support important?



**MICHAEL O. MAFFIE**  
President & CEO  
Southwest Gas

In the past year, Southwest Gas has provided financial support to the Las Vegas Symphony, the Nevada Ballet Theatre, Nevada School of the

Arts, KNPR Public Radio, Nevada Shakespeare in the Park, Nevada Symphony Orchestra, the Churchill Arts Council and the Pershing County Museum. In addition, the company has supported dozens of similar organizations in Arizona and California where Southwest Gas serves.

Support of the community's cultural activities has been a focus of the Southwest Gas philanthropic commitment for many years. Cultural activities enhance the quality of life in our communities and that's something every good corporate citizen should support.

Just as important as financial support is encouraging employees to actively par-

ticipate in these organizations. Our employees serve on the boards of directors, and they volunteer for many of the activities sponsored by this important aspect of our community.

**LAURA SCHULTE**  
President & CEO  
Wells Fargo Bank Nevada



Prior to our merger, both Norwest and Wells Fargo supported the arts throughout the state and that support hasn't changed. Experiencing the arts, be it through an exhibit, dramatic presentation or concert, provides a unique opportunity to expand our insights

of the world around us. Strong arts within communities also improve our quality of life and contribute to our overall economic development. Wells Fargo is proud to support the arts and what they do to enrich the lives of the people within our communities. 🍀

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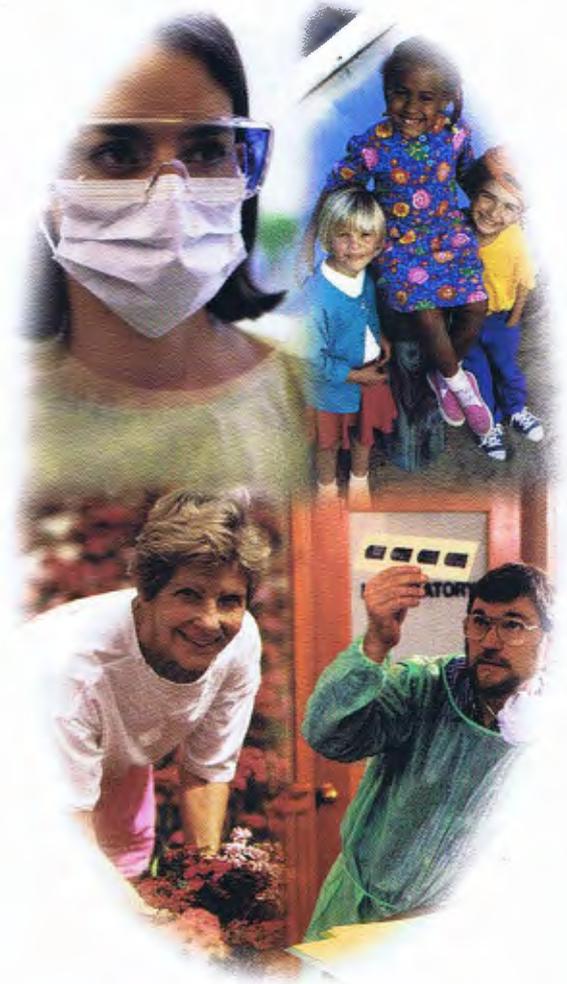
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Our philosophy has made us the provider of choice for more employers, delivering quality care to over 780,000 Las Vegas – we are the leader with nine specialized centers of medical excellence, representing 3,500 of the finest physicians and medical professionals. So, when you're looking for answers to all your healthcare questions, all you need is The Valley Health System.



  
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