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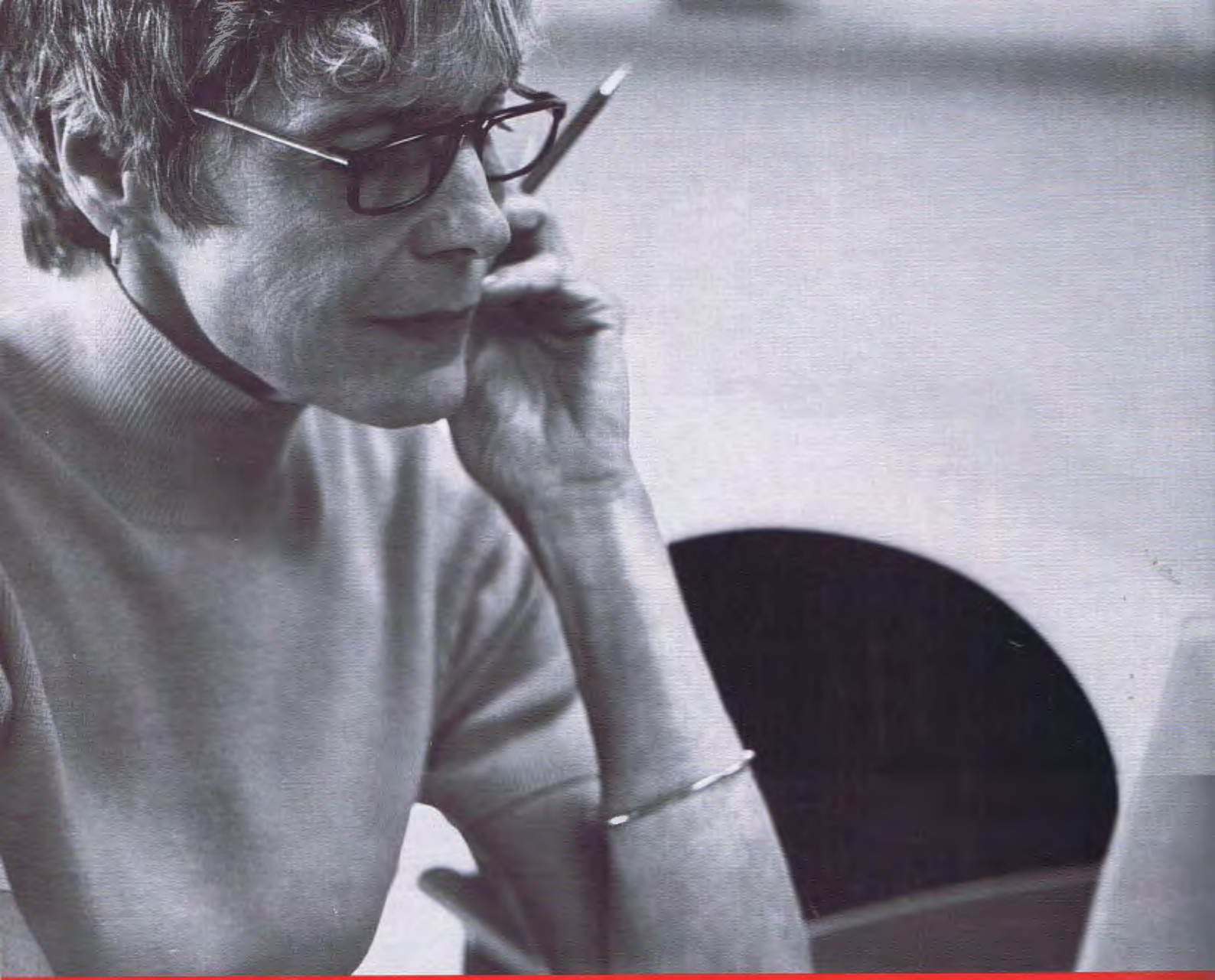

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LYLE E. BRENNAN
Associate Publisher

It is never the wrong time ...

I know how all-encompassing, totally absorbing business can be. I live it. Even though one may think he has a light day ahead, something always seems to surface to make that day even more filled and stressful than the day before.

How often do we put off the really important things in our life? Like spending time with our mates and really listening to them – not only listening to them, but allowing them to help us? How often do we tell our children that we'll spend time with them ... later; and really believe we will; but never seem to get around to it?

That's where the philosophy, "It's never the right time, so now is as good a time as any," comes into play. I have learned from work junkies, myself included, that planning leisure and family time is very difficult. Somehow, we always manage to get our priorities confused. So, at this time of year, take a moment to address your priorities. This is the season we reflect on gift-giving. Give the most important, and valuable, thing you can: give yourself. Shut off the cellular and pager, and leave your portable computer and briefcase at the office. I assure you, they will be there when you get back.

From my experience, if you take this challenge, you will find not only does your family gain, you reap benefits, as well. Your business is a big winner, because you come back to work fresh and ready to tackle the world.

Here's a quick story to illustrate (the genders are easily reversible): A father who had experienced a very difficult day at work, arrived home from the office early one evening. Standing just inside the door, eagerly waiting to greet him, was his four-year-old son.

If you are familiar at all with this age group, you're aware of how they utterly burst with things to share with you the minute you place a foot in the door. And they deliver their non-stop, excitable soliloquy without out regard for how well – or poorly – your day unfolded at the office.

At the dinner table that evening, the father quickly had his fill of his son's jabbering. He told the child that after dinner, he needed 30 minutes of quiet time to read the newspaper. After that, he would devote the next hour exclusively to his son's interests. His son agreed and disappeared from the room.

Hardly two minutes transpired before the young man bounced back in the room to ask if quiet time was over. Patiently, the father sent the boy back out, explaining he still needed the additional 28 minutes of quiet time. Three minutes later, the plaintive query was repeated: "Daddy, is it time, yet?"

At this point, the father, becoming a bit flustered, noticed a picture of the world in the newspaper, and hit upon an idea for an activity to keep his son busy for the next 30 minutes. He tore the page out of the newspaper and carefully ripped the image into several pieces, creating a puzzle of sorts. He said, "Son when you put the world back together, correctly, my quiet time is done, and it will be time for us to play."

The tot happily accepted the project, and off he went. With a sigh of relief, the father resumed reading his newspaper. To his surprise, after a short five minutes, the youngster was back. However, this time, the boy had captured his father's complete attention. Dad mused how bright indeed his child must be to reconstruct the makeshift puzzle so quickly. Swelling with pride, having lost all interest in the newspaper, the man studied his son's work. Sure enough, the picture of the world was put together correctly, meticulously. The father couldn't resist asking the tyke how he accomplished the task so swiftly. The son replied, "Look at the other side, Daddy. It is a picture of a man, and he was easy to put together," said the babe. "See? When the man is together, so is the world."

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Nevada Business Journal is listed in Standard Rates & Data, #20A-Business-Metro, State & Regional.

Advertisers should contact Sales at (702) 735-7003 in Southern Nevada, or (800) 242-0164 in Northern Nevada, or write to: **Nevada Business Journal**, 2127 Paradise Rd., Las Vegas, NV 89104. Demographic information available upon request. Month-to-month circulation may vary.

NBJ is published monthly, bulk postage paid. Subscription rate is $44.00 per year. Special order single-copy price is $7.50.

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CHANGE OF ADDRESS: Please send previous address or mailing label & new address. Allow six weeks.

EDITORIAL SUBMISSIONS: Address all submissions to the attention of Jennifer Robison. Unsolicited manuscripts must be accompanied by a self-addressed stamped envelope. **NBJ** assumes no responsibility for unsolicited materials.

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Who gives Sierra Health Services its annual physical?

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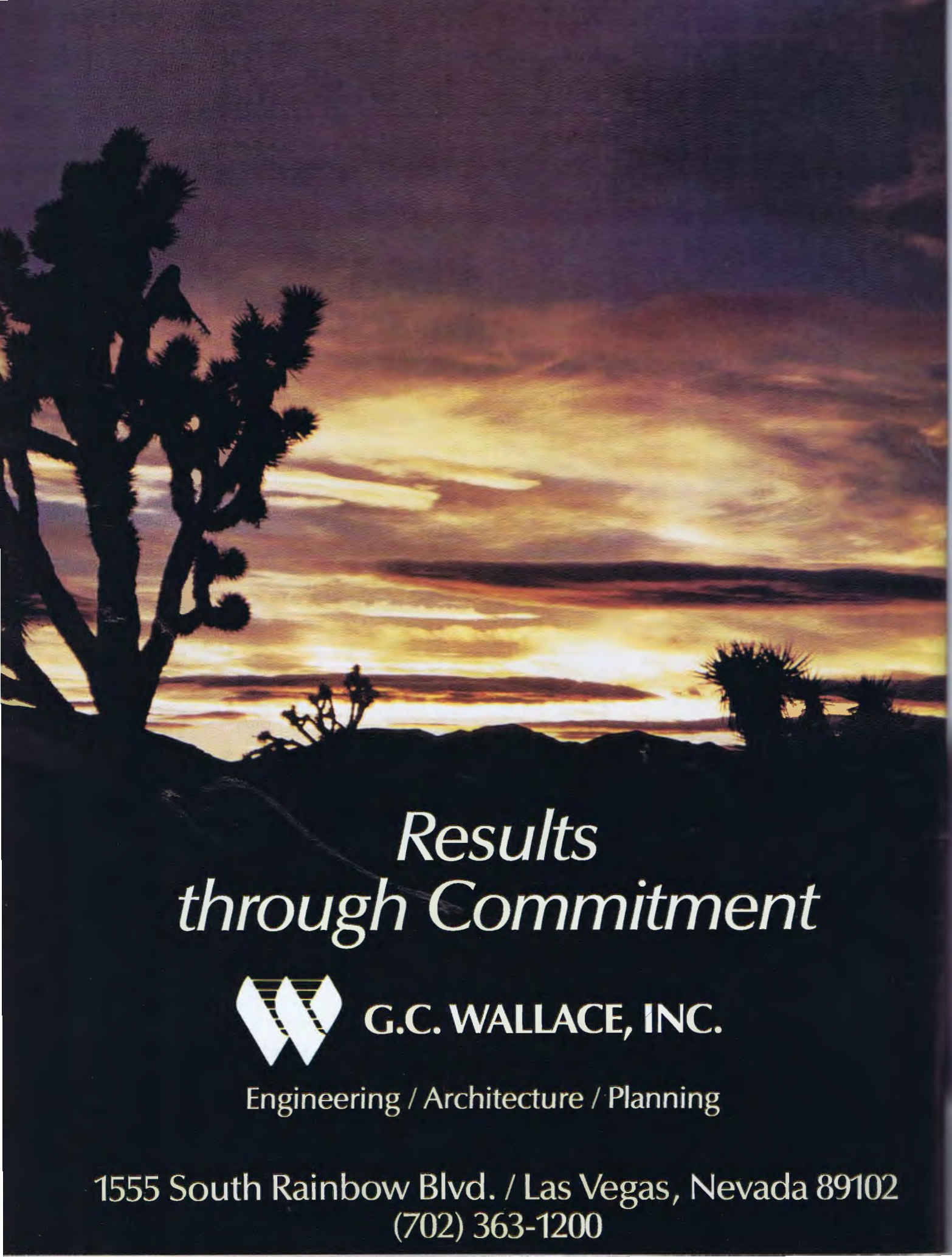
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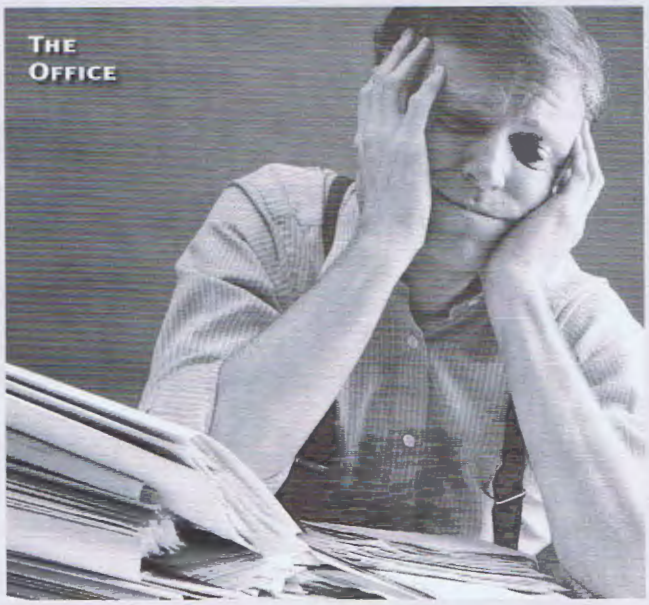
INVESTMENT ADVICE

Barron's Guide urges wise investing

Wall Street Journal editors Douglas Sease and John Prestbo have revised and expanded *Barron's Guide to Making Investment Decisions* (New York Institute of Finance/Prentice Hall Press, $16). The newer version is designed to teach investors to think about investing wisely, and offers the novice investor advice on issues ranging from risk tolerance and the quest for hot stocks to tax burden reduction. One thing the authors don't promise: a "miracle" guide to beating the market or earning 20 percent annually with no risk.

Study finds banks behind in Y2K upgrades

A Y2K readiness survey released by Weiss Ratings, Inc. revealed that 12 percent of U.S. commercial banks, savings banks and S&Ls are behind schedule in computer preparations for the advent of the new millennium. Among the survey's 1,500 participants, 8.5 percent received "below average" Y2K grades. An additional 3.6 percent earned "low" marks for slow progress. From its survey, the firm projects that 1,300 of the nation's 11,000 banks and S&Ls are behind schedule in Y2K compliance – a matter of "grave concern," according to chair Martin Weiss.



WHAT DOES YOUR OFFICE SAY ABOUT YOU?

DOES THE IMAGE OF PAPER PILES, FRAYED FILES AND LOPSIDED LABELS MAKE YOU CRINGE? IF SO, YOU'RE NOT ALONE. ACCORDING TO THE STEELCASE WORKPLACE INDEX, 33 PERCENT OF OFFICE WORKERS SAY THEY'RE "NEAT FREAKS." THE SEMIANNUAL SURVEY, WHICH GAUGES WORKPLACE TRENDS IN THE U.S., ALSO FOUND THAT 27 PERCENT OF OFFICE WORKERS IDENTIFY THEMSELVES AS "PILERS," WHILE 23 PERCENT DESCRIBE THEMSELVES AS "FILERS." "PACK RATS" CONSTITUTE 12 PERCENT OF OFFICE WORKERS, AND "SLOBS" MAKE UP 2 PERCENT OF THE WORKFORCE. DISORGANIZATION CAN HAVE CLEAR AND TANGIBLE COSTS: EACH DAY, AMERICAN OFFICE WORKERS SPEND AN AVERAGE OF MORE THAN 20 MINUTES ORGANIZING THEIR WORK AREAS.

TELECOMMUNICATIONS

A Slurpee and cell phone to go, please ...

7-Eleven, already known for convenience in so many arenas, is now bringing a new level of ease to owning a cellular phone. The retail chain has partnered with Topp Telecom to offer consumers national prepaid cellular service. At any 7-Eleven in Reno or Las Vegas, customers can purchase TracFone, a prepaid cell phone with no contracts, credit checks, age limits, monthly access fees or bills. Buyers can purchase and self-activate the phone from anywhere in the country. Airtime cards are sold in blocks of time in either 30, 60 or 200 minutes for $30, $50 and $100. According to Robert Dandrea, Topp's vice president of marketing, "With TracFone, we're enabling our customers to purchase a cell phone just like they would purchase a candy bar or a Slurpee beverage."

ECONOMIC OPPORTUNITY

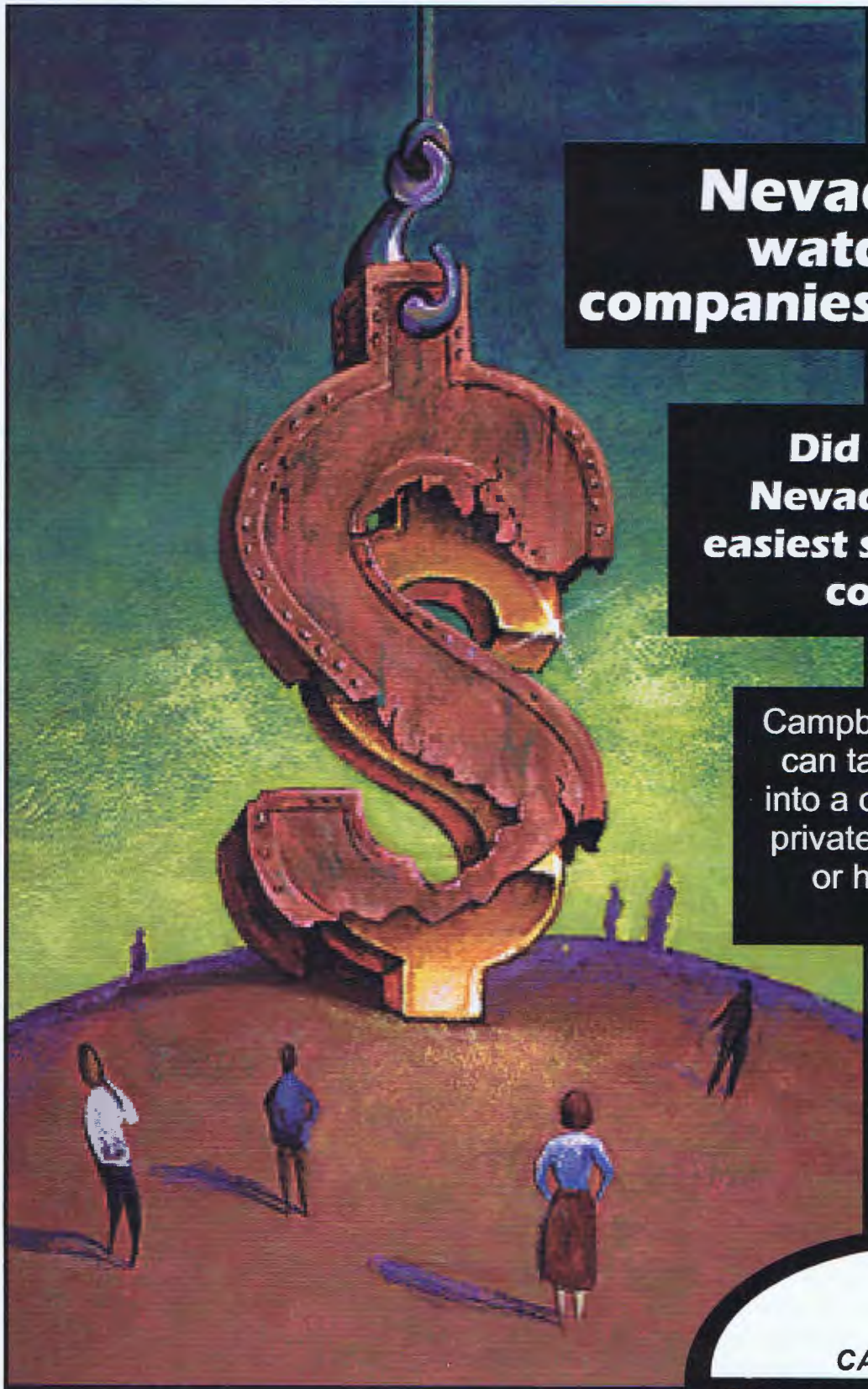
Helping hand for Hispanics

The Heritage Foundation says it's found three key areas – education, taxes and Social Security – where specific reforms may help quality of life for Hispanic-Americans. According to the foundation, school choice would provide an educational boon to Hispanic-Americans by letting parents send their children to any school, public, private or religious. A flat tax would remove 2.4 million Hispanic-Americans from the tax rolls altogether and reduce their average tax payment by $400 to $930. The foundation also advocates allowing Hispanic-Americans to invest payroll taxes in stocks and bonds rather than Social Security, a measure they assert could yield a typical Hispanic-American family as much as $346,000 more than Social Security.

BUSINESS WATCHING

A new research tool for the lodging industry

The PricewaterhouseCoopers lodging and gaming group inked an agreement with Smith Travel Research that is expected to produce the world's largest and most comprehensive database of lodging industry information. The organizations will cooperate to collect and report hotel industry operating data in at least 20 countries outside North America. The alliance's research product will be available to customers and clients of both companies, and to anyone requiring worldwide data for the lodging industry. Reports will be available starting in February 1999.



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VIA BELLAGIO RAISES THE STAKES IN THE RETAIL GAME

ALTHOUGH LAS VEGAS' NEW BELLAGIO HAS RECEIVED NATIONAL ATTENTION FOR A VARIETY OF REASONS, ONE OF ITS MOST DISTINCTIVE COMPONENTS ENTAILS VIA BELLAGIO, THE STREET OF HIGH-END RETAIL SHOPS THAT REPRESENTS THE "UPSCALING" OF THE SOUTHERN NEVADA SHOPPING EXPERIENCE. LUXURY BOUTIQUES AT THE RESORT INCLUDE GUCCI, TIFFANY, ARMANI, HERMÈS, PRADA AND CHANEL. DURING OPENING WEEKEND WE SAT DOWN WITH ARIE L. KOPELMAN, CHANEL INC. PRESIDENT AND COO, TO DISCUSS THE FUTURE OF HIGH-END RETAIL IN LAS VEGAS AND THE OPENING OF CHANEL'S 15TH U.S. BOUTIQUE.

Were you approached, or did you initiate the idea of opening a boutique in the Las Vegas market?

This has been a long time in coming. We wanted to be here more than 10 years ago. We just didn't see anything that constituted the right location for Chanel. The Forum Shops are fabulous, but it's important for us to be in one area with other luxury businesses. We've wanted to be here – every two years or so, we'd look for a place to situate a boutique – but we needed a setting we could be excited about. Up to now, our association with Neiman Marcus at the Fashion Show Mall was the market representation that appealed to us most.

What finally confirmed your decision to enter the market with a full boutique at this time?

We considered critical mass and the traffic of our potential neighbors. The Forum Shops are an attraction by themselves. Other hotel opportunities weren't entertainment complexes similar to The Forum Shops and Caesars Palace, so we'd be limited in terms of traffic. However, Steve [Wynn] is a good friend, and he shared his vision with us of a property like nothing before or after it. He was relentless in his enthusiasm, and he had confidence that he could execute it. With Bellagio, we finally found the perfect setting for us. We want serious buyers, not tire-kickers, so it's important we be a bit off the beaten path. We're anticipating a mix containing about 75 percent tourist traffic.

How does your Las Vegas boutique differ from your other locations?

This represents the first store where we've modernized the Chanel look. It still features the traditional Chanel atmosphere, but if Coco were alive to massage it, this is what we'd see. There's more limestone and contemporary furniture. We've added small details, such as pin lights in the shelves, which add a certain sparkle you don't see in other stores. We plan to incorporate these elements of modernity into our other locations. We just felt stretching the look toward a more modern feel and perspective was right for

Las Vegas. It's such a burgeoning town; it seemed the perfect fit to have the most modern store here, the store with the most sparkle. It's bright, alive and cheery, and we utilize such features as mirrors to add excitement visually.

This is also a more user-friendly store. It's open and easy to shop in; everything is very handy. It's an easy boutique for merchandising goods as well. The flow is effective for employees and customers, and that's the ultimate combination we're seeking.

What product lines will you retail at the boutique?

We'll be focusing on ready-to-wear items, accessories, fragrances, cosmetics and fine jewelry. We're really betting on fine jewelry. We've been offering fine jewelry for three years, and we're off to a great start in that area. I'd love to see growth in our fine jewelry retailing.

Do you feel high-end retail has a bright future in Las Vegas?

High-end retail has a great future here, but you can't expand it. Once we have a home, we won't go to a second location within the market. We will do the business we expect and are excited about. However, if someone thinks new hotels can expand on this, Steve Wynn beat them to the punch – it's finished. The future revolves more around how well we do than whether the concept is cloned.

Are you concerned about heightened competition?

As luxury boutiques, we're all together, and the competition is wonderful. We all help each other. This is a situation where the whole is more than the sum of the parts. It's an environment conducive to the consumer being interested in the whole. Bellagio is the greatest mix of dynamite restaurants, the most critical mass of high-end stores and what will be the greatest entertainment complex, with [Cirque du Soleil's acclaimed new production] *O*. It really stands for the best on three key fronts, wrapped around gambling. It equals a 101 percent victory for Bellagio. It's everything we were promised it would be. We're beyond excited, and our bets are on Steve Wynn.

Upstart Airline Taps into New Tourism Niche

National Airlines targets high-end traveler

Bellagio isn't the only tourism-related entity seeking to capitalize on increasingly upscale vacationers. National Airlines plans to bring a new level of service to Southern Nevada when it takes to the skies in March of next year. The airline, which will initially have a fleet of four Boeing 757s, constitutes a "first-time effort to cater to high-end business and leisure travelers" coming to Las Vegas, according to Dik Shimizu, the company's director of corporate communications. "We see it as an untapped market, particularly with such projects as Bellagio, Paris and the Venetian coming onboard."

Offering service on a par with such top-notch tourism draws has required National Airlines to modify the way things are traditionally done in the industry, starting with interior plane configurations. Boeing 757s generally have 190 seats; National's planes only have 175. Furthermore, 22 of those seats are first class. The layout "offers more legroom all around," Shimizu noted. "We also intend to bring back better meal service – one from yesteryear. We'll have state-of-the-art entertainment equipment. We're designing an airline for Las Vegas, one that meets the needs of the community, one designed around the concept of the community."

The airline is currently involved in the ongoing process of determining the destinations it will serve. It has plans to provide non-stop service to New York City, Miami, Los Angeles and San Francisco. Shimizu warns that roster of destinations is subject to change; variables determining markets served include current service between Las Vegas and the markets, fares and load factors.

Establishing any new company is fraught with challenges, but airlines often represent particularly risky undertakings. "We're starting from scratch in a city that doesn't have a long history of airlines based here, and we're faced with a labor pool lacking aviation experience," Shimizu acknowledged. "It's going to be a learning experience, and we'll endure growing pains like anyone else. What works to our advantage is that our management team has experience in this industry. That enables us to put into place certain procedures and corporate policies that help everyone through the learning process."

The seasoned management team Shimizu alludes to includes Michael Conway, who co-founded America West Airlines. Perhaps National's success can mirror America West's; National is already beginning with substantially more startup capital. America West opened for operations with about $18 million, whereas National has raised $50 million in its bid to initiate service.

Also boding well for the airline, which will initially employ about 250, is the extensive support it's receiving from the casino-resort industry. Partnerships with Harrah's and The Rio Suite Hotel-Casino will allow the airline to offer guests of those properties such conveniences as flight check-in and check-out at the properties. The airline continues to discuss participation with other resorts in the region.

Many of Las Vegas' civic leaders have admitted that dwindling air service to Southern Nevada represents one of the greatest dilemmas the area faces. "It's not about market share, but the bottom line. New airline economics have played a critical role in diverting air traffic to other markets," Shimizu explained. Airlines yield a national average of 14 cents a seat per available seat mile; that yield shrinks to nine cents a seat on routes to McCarran International. With National Airlines, however, there's hope that stabilized visitor volume can again begin to rise, bringing occupants to the 20,000 rooms slated to open in the market by 2000.

"It's not a matter of whether people want to come; it's a matter of whether they can get here," Shimizu asserted. "We believe people truly want to visit Las Vegas. We think they want to experience the must-see attractions. We're going to try to fill the void in airline service."

National Airlines may represent a step in the right direction for boosting visitor volume to Las Vegas. One question remains, though: will it be enough?

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Banking & Finance

Upon its opening in Henderson early last month, **Valley Bank** named its four senior officers. **Barry Hulin** will serve as president and CEO, while **Dick Holtzclaw** has been named senior vice president and CFO. **Steve Gilbert** is the bank's senior vice president and chief lending officer, and **Sue F. Garland** is vice president of operations. Valley Bank specializes in professional and personalized banking services for local small and medium-sized businesses.

Reno-based **Comstock Bank** promoted **Shirley Boynton** and **Kathi Harold** to assistant vice presidents. Boynton has more than 20 years' mortgage lending experience and previously served as Comstock's real estate loan processing manager. Harold joined Comstock last year as project manager for branch administration.

Debra Higgins

Debra Higgins has joined **Las Vegas Business Bank** as vice president of operations and administrations, and **Bob Skertich** is now vice president of business development for the bank. Higgins' responsibilities include product development and compliance, while Skertich is responsible for new accounts, loans and servicing the bank's existing customer base. Both have more than 20 years' experience in banking.

Bob Skertich

Andrew Backstrom

U.S. Bank named **J. Andrew "Andy" Backstrom** vice president and relationship manager of its Northern Nevada corporate banking team. Backstrom will manage a portfolio of commercial loans and develop new relationships with companies that have more than $10 million in annual sales. He was most recently a commercial banking officer with SierraWest Bank.

Henry Sawicki

Sun West Bank, in Las Vegas, announced the hiring of two officers. **Henry K. Sawicki, Jr.**, was named assistant vice president and branch manager for the bank's West Flamingo office and Sun City branch. **A. Jane Henman** is now a customer service manager for the Sun City branch. Sawicki's 18 years of banking experience include branch manager positions at Nevada State Bank and First Interstate Bank/Wells Fargo Bank. Henman previously was an operations supervisor/specialist for Nevada State Bank.

Jane Henman

Richard Colasanti was recently named marketing coordinator for **America's Financial, Inc.** Previously an appointment specialist for the Las Vegas Chamber of Commerce, Colasanti is responsible for America's Financial's marketing efforts.

Development & Real Estate

Las Vegas-based **Southwest Engineering** added five employees to its staff. **Claro Perez** was named project engineer, and **Brent V. Simpson** is now the company's senior civil designer. The firm appointed **Mercedes Zavala** marketing assistant and senior staff writer/editor for *Streetlight*. **Ryan Herman** was hired as a CADD designer, and **Rick Jensen** was added as an engineer.

Southern Nevada's **Burnett Haase Construction** named **Amy Rifakes-Pavey** project manager for its design/build tenant improvement and construction division. Her responsibilities include work in all phases of tenant improvement projects, from conceptual design and budgeting to construction documentation and project completion. Previously, Rifakes-Pavey served as project manager on the Mobil Oil Corporation team for Patterson Construction Company in Detroit.

The **WLB Group** announced three additions to its Henderson office staff. **Tammi A. Gaudet**, **Caryl Clayton** and **Terry Sherman** joined the firm's landscape architecture department as project coordinators. Gaudet was most recently with J.W. Zunino and Associates, Inc. Both Clayton and Sherman moved into full-time work with WLB after holding part-time positions with the engineering, planning and surveying company.

Rhodes Homes recently announced the appointment of three executives. **Millard Thacker** joined the homebuilder as its vice president and COO, while **G. Malcolm Hall** was named director of purchasing. **Don Purdue** is now Rhodes Homes' land development manager. Thacker comes to Rhodes from Avalon Bay Communities in Seattle, Wash., where he was director of operations. Hall was most recently a purchasing agent for Lewis Homes, and Purdue previously served as president of Aegis Contracting, Inc.

Sylvia Adams

CB Richard Ellis added **Sylvia Adams** to its Las Vegas industrial team as a marketing specialist. Adams coordinates sales efforts from the office and handles the team's brochures, mailers and other marketing material. Adams was formerly with Distinctive Homes as a residential sales agent.

Desiree Leal was recently awarded **The Real Estate Brokerage Managers Council**'s Certified Real Estate Brokerage Manager designation. Leal is broker and manager of Las Vegas-based Century 21 Consolidated.

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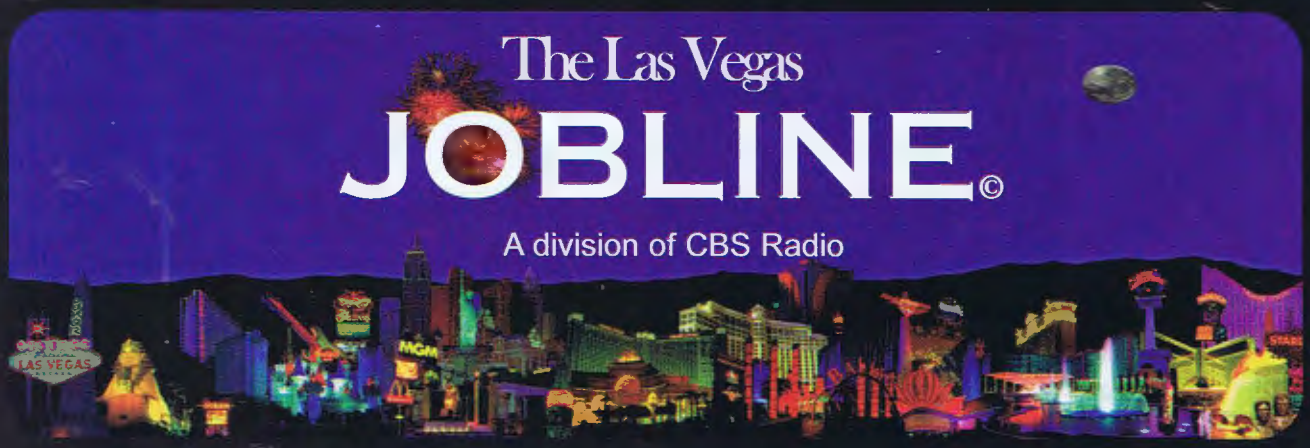

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Gaming & Tourism

Primadonna Casino Resorts announced the appointment of **Debra Brummett** as risk manager, **Loretta Klem** as benefits manager and **Jovan Zec** as Whiskey Pete's maintenance manager. Brummett handles safety training, record keeping and liability claims. Klem coordinates employee enrollment meetings, trouble-shoots eligibility claims, looks into new plans for the Southern Nevada corporation and handles billing responsibilities. Zec's duties include all repairs and maintenance needs for Whiskey Pete's.

Norm Powell

Sam's Town Hotel and Casino announced that **Norm Powell** joined the Las Vegas resort property's management team as vice president and assistant general manager. Powell is responsible for the day-to-day management of Sam's Town operations, and will work alongside senior vice president and general manager Joe Fuscaldo. Powell previously served as vice president and general manager of Boyd Gaming Corporation's Sam's Town in Kansas City, Mo.

The Resort at Squaw Creek, Lake Tahoe, named **Franz Weber** director of skiing for the 1998-1999 season. Weber is a six-time consecutive world speed skiing champion and former world record-holder.

Annie Schnaubelt has joined the **Reno-Sparks Convention & Visitors Authority** as sales coordinator. She brings 12 years of experience in the tourism industry to her new position as a support staff member to RSCVA sales managers. Prior to joining the RSCVA, Schnaubelt was a media buyer for the Peppermill Hotel Casino.

Santa Fe Gaming Corp. announced several new appointments within its management team at the Pioneer Hotel and Gambling Hall in Laughlin. **John Hastings** is now general manager, **Doug Garr** was appointed as comptroller, **Margaret Gabaldon** assumed the position of human resources director and **Melody Funk** was promoted to director of advertising and marketing. All four most recently held positions at the Pioneer, Hastings as food and beverage director, Garr as a financial consultant, Gabaldon as director of hotel operations and Funk as marketing manager.

Government & Law

Bill Vance was recently appointed administrator of the **Nevada Department of Employment, Training and Rehabilitation**'s Information, Development and Processing Division. Vance, a long-time state employee and Carson City resident, was most recently a budget analyst for the Nevada Department of Administration, Budget and Planning Division.

The Nevada Trial Lawyers Association named **Bob Maddox** president. Maddox heads Las Vegas-based Maddox & Quon and specializes in construction defect law. As president of NTLA, he will represent the organization's interests in protecting Nevada's consumers during the 1999 Nevada Legislature.

Donna Sternicki

Las Vegas-based labor and employment law firm **Ricciardi & Paustian** named **Donna L. Sternicki** an associate. Sternicki was most recently an associate with Winston & Strawn in Chicago. She earned her law degree from DePaul University College of Law.

Manufacturing & Distribution

Jeff Sulick

Roberts Express appointed **Jeff Sulick** as the company's new regional sales manager for Southern Nevada and Arizona. Prior to joining the transportation company, which specializes in time-specific shipments and those requiring special care in handling, Sulick was a regional sales manager for Vertex Transportation. He holds 15 years' experience in the transportation industry.

Utlities

Clark Wood

MGC Communications Inc. appointed **Clark Wood** director of investor relations. Prior to joining the Southern Nevada telecommunications firm, Wood was director of treasury services for Station Casinos Inc. Wood also served as controller of the Southwest Companies, a subsidiary of Station Casinos Inc.

Media & Communications

Glenn Larsen

Quillin & Co. Advertising and Public Relations hired **Glenn Larsen** as creative director. The Las Vegas-based agency also hired **Lori Feiro** as an assistant account executive. Prior to joining Quillin & Co., Larsen served as an art director with R&R Advertising, Thomas Puckett Advertising, The Bell Agency and, most recently, The Geary Co. Feiro most recently served as marketing coordinator for The Tower Shops at Stratosphere Hotel & Casino.

Lori Feiro

Dennis Harper

KC Publications promoted **Dennis Harper** to president of the Las Vegas-based company – America's largest publisher of books and calendars about the country's national parks. Harper most recently served as the publisher's warehouse and facilities manager.

Dan Hart, **Renee Roberts** and **Allan** and **Debbie Rose** have formed **Paragon Communications**. Hart most recently was with Dan Hart & Associates. Prior to joining Las Vegas-based Paragon, Roberts

was a partner in Lynam & Roberts Communications. Allan and Debbie Rose previously co-owned Rose & Associates.

KATIE VARGAS

KATIE VARGAS joined **KELLEY-ROSE, INC.** as an account executive. Vargas is responsible for serving Kelley-Rose clients who advertise in publications the Reno-based agency represents, including *The Reno-Tahoe Visitor*, *Nevada Magazine*, *Silver & Blue* and *Comstock's*. Prior to joining Kelley-Rose, Vargas was an account executive for Americom Broadcasting.

BETH SCHWARTZ

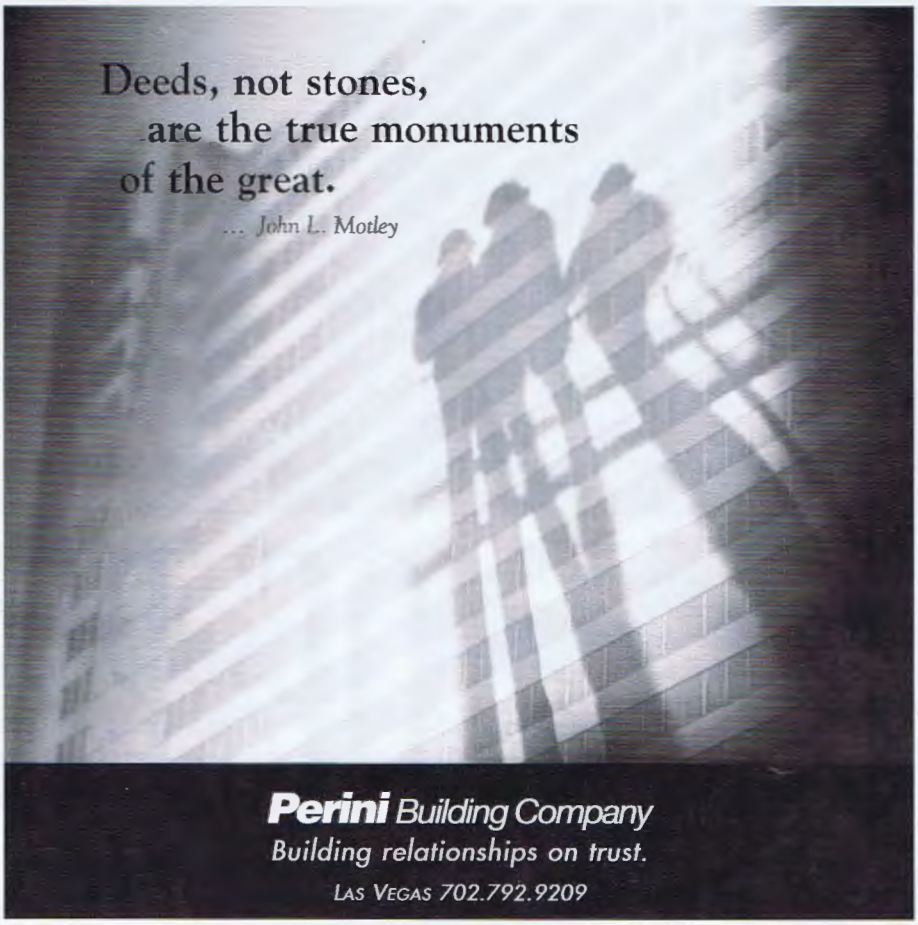
KSR ADVERTISING, located in Las Vegas, promoted **BETH SCHWARTZ** to public relations director. Schwartz will be responsible for the agency's public relations efforts and copywriting. Prior to joining KSR, Schwartz co-managed the national Black & Decker public relations account in Baltimore, Md.

RICK HILMER

TRIUMPH OUTDOOR-LAS VEGAS recently named **RICK HILMER** general manager. Hilmer is responsible for running the daily operations of Triumph Outdoor, including building and maintaining the company's bus stop shelters and providing advertising space, design and placement for local and national clients. Hilmer has 10 years' advertising experience.

NON-PROFIT ORGANIZATIONS

SUSAN ROBINSON was named regional executive director for the Northern Nevada unit of the **AMERICAN CANCER SOCIETY**. Robinson most recently served as the organization's development director. Her 20 years of marketing and advertising experience includes posts with the Regional Transportation Commission, the Airport Authority of Washoe County, Hardie Irrigation and Harrah's Hotel/Casino.



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A STATE OF PROMISE

Nevada Navigates its Transportation Needs into the Next Century and Beyond

By Tony Illia

Transportation is a vital, elemental component of any great society – it at once unites and separates, propels and binds. In Nevada, transportation is an integral part of our economic welfare and continued prosperity. With a heavy reliance on tourism and mining, expedient and accessible transportation is needed to insure our financial future. Furthermore, transportation enables communities to interact and thrive, traverse great distances and visit with friends and family. It is a complex and intricate network comprised of roads and airspace, vehicles and planes. "Travelers are discoverers," claims Anne Morrow Lindbergh. In Nevada alone there are 12,228 miles of roads linking towns and cities in one of the country's largest states. Established in 1917, the Nevada Department of Transportation (NDOT) manages nearly 5,400 miles of those highways and 1,000 miles of bridges.

Funding paves the way for road improvements

Many of Nevada's transportation projects are made possible by substantial federal funds. Improvements to Las Vegas' major interchange are no exception. On December 16, 1997, NDOT broke ground on the largest road job in state history – the $123 million Interstate 15/U.S. 95 interchange. Known by Las Vegans as the "Spaghetti Bowl," the interchange is the most traveled stretch of road in Nevada. According to NDOT Director Tom Stephens, the Spaghetti Bowl "handles more than 330,000 vehicles a day, with more than half changing directions." The landmark project will be the first major reconstruction of the interchange since it was built in 1969. The work requires the demolition of two existing bridges, the widening of three bridges and the construction of 11 new bridges, including two miles of elevated ramps. Meadow Valley Contractors is the general contractor; it's expected to take the company nearly three years and 200 employees working in 24-hour shifts to complete the job on time. NDOT has implemented $4 million in bonuses if the contractor meets the target completion date of October 2000. Scheduled through 33 months, construction will ultimately require 365,000 cubic yards of excavation, 12 million pounds of steel, 71,000 cubic yards of concrete and 648 pre-cast bridge segments, each weighing 60 tons. "It's time this interchange kept up with the progress of its neighborhood," stated U.S. Transportation Secretary Rodney Slater, who was on hand for the groundbreaking ceremonies. The interchange reconstruction received $55 million in federal funding through the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991.

ISTEA's successor is the Transportation Equity Act for the 21st Century (TEA-21), which President Clinton signed into law last June. Through TEA-21, Nevada will receive more than $1 billion in federal highway funding over six years. As a result, Nevadans will see a return of $1.14 for every dollar they pay into the Highway Trust Fund, a 62 percent improvement over ISTEA's previous levels. "We're talking about an extra $70 million per year. It exceeds any expectation we had. This gives us a lot of strength in our program," said Stephens. Nevada also received $40 million in special funding for a dozen high priority projects such as the Canamex Corridor Innovative Urban Renovation Project in Henderson ($7 million), the U.S. 395 Carson City Bypass ($3.7 million), widening U.S. 50 between Fallon and Fernley ($4 million), improving at-grade railroad crossings in Reno ($1.8 million), widening I-15 from the California state line to Las Vegas ($1.8 million), the Interstate 580/U.S. 395 freeway extension to Carson City ($8.7 million), reconstruction of the I-15 interchange at Sahara Avenue and Rancho Road in Las Vegas ($5 million), the widening of Craig Road in North Las Vegas ($2 million) and the widening of I-15 in San Bernadino County, California ($6 million). Nevada has worked with neighboring states to earmark an additional $18 million for widening I-15 between Barstow and Victorville and $41 million for a bridge in the Hoover Dam vicinity. "The entire Nevada delegation fought hard for our state's share of federal transportation dollars, and our suc-

cessful efforts will enable us to tackle the transportation problems we are currently facing and the ones that loom ahead," states Congressman John Ensign.

From TEA-21 funding, NDOT is currently in the design stage of reconfiguring the I-80/U.S. 395 interchange. "This interchange is the 'Spaghetti Bowl' of Northern Nevada," claims NDOT Public Information Officer Scott Magruder. An estimated 140,000 vehicles pass through the area every day, making it the busiest in Northern Nevada. The project's estimated cost is $26 million, and construction could begin as early as 2000. This would be the first reconfiguration of the interchange since its late 1960s opening. The job calls for the widening of U.S. 395 north to McCarran Boulevard to three lanes in each direction. Also, there will be a fly-over from westbound I-80 to U.S. 395, headed toward Carson City, an on-ramp lane before approaching the interchange and a concrete rehabilitation of the existing overlay. "Essentially, this is a traffic safety and congestion improvement project that will contribute to the long term improvement of the area," states Magruder.

An aggressive approach to road improvements

The Clark County Public Works Department is adopting a similar proactive approach to solving Southern Nevada's transportation concerns. In 1997, the department completed 29 new projects ($105 million), designed and acquired 39 right-of-way projects ($151 million), created eight special improvement districts ($47.2 million) and activated $2.9 million in new traffic signals. Throughout 1998, the Clark County Master Transportation Plan generated an estimated $138.9 million in revenue from several sources, including a new development tax ($25 million), a room tax ($16.4 million), a sales tax ($43.2 million) and a gas tax ($25.9 million), among others. With 1.2 million residents – 66 percent of the state's population – Clark County residents average seven car trips daily. That translates into 800,000 cars, nearly two per household, and 3.1 million trips per day. In fact, according to Clark County Regional Transportation Commission (RTC) statistics, the demand between 1995 and 2020 for vehicle travel will increase by approximately 54 percent.

Acquisition of BLM land hastened the start of the western Beltway leg, which will bring relief to the traffic-plagued Summerlin side of the Las Vegas Valley by the end of 2000.

The completion of I-215, otherwise known as "The Las Vegas Beltway," should significantly alleviate such projected traffic congestion. "The construction of the Beltway provides an outstanding example of how the county is addressing the ever-increasing demands of urban growth," states Clark County Public Works Director M.J. Manning. Started back in 1994, the 53-mile, $1.2 billion Beltway will eventually loop around the entire Las Vegas Valley, with an estimated completion date sometime in 2003. Voters approved the Clark County master transportation fair-share funding program back in 1990, which finances Beltway construction through the 1 percent motor vehicle privilege tax and the Clark County tax collected on new residential, commercial and industrial development. Intended to meet the traffic requirements of local residents for a five- to 10-year period, it has been engineered for the specific

The infamous "Spaghetti Bowl" is so inadequate at handling current Las Vegas commuter counts, it creates a virtual non-stop traffic jam. Photo above was taken prior to work beginning on the eagerly-awaited $123 million interchange improvement.

needs of each region. As a result, a full or partial highway will be constructed where traffic volume is heavy, while multi-lane arterials or frontage roads will be built where traffic is light.

Divided into three major portions – southern, western and northern – five Beltway contracts totaling more than $120 million have already been completed, including a 2.5 mile segment from I-15 to the McCarran Airport access tunnel, a half a mile from McCarran Airport to Warm Springs Road, one mile from Warm Springs Road to Windmill Lane, two miles from Windmill Lane to Eastern Avenue and one mile from Eastern Avenue to Pecos Road. All five segments comprise the eastern leg of the southern Beltway. Only two sections (five miles total) remain. The last sections pick up at Pecos Road and carry the southern Beltway to U.S. 95, creating a full Beltway system east of I-15 to Stephanie Road. There will be 19 interchanges, with nine additional arterial crossings. The anticipated completion date is late 1999. An impressive large-scale undertaking, the southern Beltway lured Mel Gibson, Danny Glover and Joe Pesci into Las Vegas to film their trademark high-speed chase sequence as part of *Lethal Weapon 4* last April. Unfortunately, in the process, the Beltway was closed at times to local motorists during the two weeks of filming, creating several traffic tie-ups.

Because traffic for the segment of the southern Beltway west of I-15 is expected to be light, this section will consist primarily of frontage road. With an estimated completion of 1999, the western leg of the southern beltway continues its path west past I-15 to Decatur. It is at this point where the frontage roadway begins and continues due west past Durango Road, where it bends north to meet the western Beltway at Tropicana Avenue.

On March 3, Clark County acquired a 7,200-acre, 450-foot right-of-way through Bureau of Land Management property to build the remaining western and northern Beltway sections, which will run north to to Centennial Parkway, then back east to connect at I-15. Upon completion, the western and northern Beltway sections will feature 14 interchanges, with an additional nine planned after the initial thoroughfare is built. "Once finished, the Beltway will enable motorists to bypass the heavily congested urban core, thereby improving traffic circulation during peak travel hours," asserts Manning.

Although the largest in size and cost, the Beltway is just one of several countywide projects aimed at reducing urban congestion, improving overall traffic flow and enhancing regional quality. A number of significant road projects along the Las Vegas Resort Corridor were completed in 1997, including the $5 million construction of Hotel Rio Drive, a four-lane connector joining Flamingo and Industrial Roads; the $14.2 million depression and widening of Desert Inn Road from Paradise Road to Swenson Street; the $6 million expansion of Tropicana Avenue from Koval Lane to Wilbur Street; and the $3.4 million expansion of Industrial Road from Tropicana Avenue to Spring

Mountain Road. "All these efforts were directed at increasing traffic circulation in and around the corridor district," states Manning. Several arterial improvements were made in 1996, including the $1.5 million new five-lane roadway extension of Decatur Boulevard between Tropicana Avenue and Russell Road, plus the $5.1 million widening and extension of Desert Inn Road between Valley View and Jones Boulevards.

Preserving the integrity of the distribution corridor

Reno has long been known as the distribution corridor to the West Coast, due to its proximity to I-80. In fact, 60 percent of the population west of the Mississippi River can be reached from Reno within one day. As a result, the highways and freeways in Washoe County are heavily traveled. The Washoe County Regional Transportation Commission (RTC), however, is taking progressive measures toward remedying traffic concerns. "We have focused very closely on I-80 to make certain there's sufficient management for non-truck traffic," states RTC Executive Director Celia Kupersmith. "Our strong transportation system has drawn distribution and manufacturing companies to the area, providing easy mobility for employees. People really appreciate that."

Indeed, from 1994 to 1997, the RTC repaired, rebuilt or constructed 150 miles of regional roadways. That translates into $38.9 million in design, construction and inspection. Funded by a 9-cent gasoline tax in Washoe County, which generates about $1 million monthly, last year the RTC was able to repair and build such projects as Dandini Boulevard from U.S. 395 to the Reno city limit, Dandini Boulevard from Clearance Lane to the Reno city limit, Baker Lane from Peckham to Moana Lanes, Center Street from Virginia Lane to First Street, Liberty Street from Arlington to Center Street, Terminal Way from Mill Street to Plumb Lane, Zolezzi Lane and Arrow Creek from South Virginia Street to Rubblestone, Red Rock Road from U.S. 395 to Moya, plus several others. Additional funding from the Regional Road Impact Fee (RRIF) program requires developers to pay their fair share for new roads and traffic signals. "We have been a very aggressive region during the last five years in acquiring funding," admits Kupersmith. In 1998, the RRIF program will create more than $25.2 million in improvements, extending the transportation system into rapidly developing areas such as Spanish Springs, South Meadows, McQueen and Sun Valley.

According to RTC Deputy Executive Director Derek Morse, there will be $174 million spent on new road construction and maintenance over the next five years. That figure doesn't include another $174 million spent through the private sector on new land development roads and traffic signals, or the anticipated $97 million local government will contribute. All together, various entities will spend nearly $500 million on Washoe County roadways. "One of the problems is that people are driving more, and the average fuel economy has increased 39 percent," states

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Fall Protection (Not providing fall protection systems for exposed employees to unprotected sides and edges, having unprotected openings in floors or roofs, and not training exposed employees.)	56	$85,342
Scaffolds (Not having adequate access to the working level of the scaffold, inadequate guard rails, and not having the adequate footing on the on the scaffold.)	47	$32,125
Process Safety Management (Not having adequate training, not having standard operating procedures, and not performing a hazard analysis for two new processes.)	40	$7,800

Violations found by the Division of Industrial Relations, Occupational Safety and Health Enforcement Section (OSHES), July - September 1998

*All penalties collected by the Division of Industrial Relations are used to offset annual assessments of Nevada workers' compensation insurers.

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With an emphasis on environmental responsibility and safety, Barrick is in Nevada for the long haul.

Morse. The number of miles driven by Washoe County residents increased 60 percent from 1970 to 1993. And that number doesn't account for the increase in new residents or congestion. In 1998, Washoe County motorists will travel an estimated 3.5 billion miles. Over the next five years, the RTC will be maintaining, expanding and building upon its existing 1,200 miles of regional roads. One example is the 30-mile McCarran Boulevard, which circles the greater Reno/Sparks area. In certain parts, McCarran sees 60,000 vehicle trips per day. The RTC will be widening portions from four lanes to six, and other parts from six lanes to eight to improve traffic flow. The $174 million in RTC projects will be broken into more than 100 contracts, balanced between maintenance of existing roads and construction of new ones. "We have a severe climate cycle that is extremely destructive to our roadways," says Morse.

Public transportation grows in importance

In addition to aggressive, ongoing improvement of roadways, both Southern and Northern Nevada are increasingly relying on mass transit to ease commuter woes. Traffic circulation is being improved in Las Vegas by the RTC/Citizens Area Transit (CAT), which carries 117,000 passengers every day. In 1997, CAT accommodated nearly 40 million riders. The RTC just finished an integrated bus facility in North Las Vegas. Located on a 36-acre site, the project called for the construction of several administrative and maintenance facilities totaling 231,000 square feet. Completed this summer, there are 10 buildings for both the para-transit and fixed route systems, including three administrative facilities, two maintenance buildings, two wash areas, two fueling areas and a single fare-retrieval building complete with a security counting room.

For those Reno residents who prefer to leave the driving to someone else, the RTC/Citifare bus system services 300,000 people in Washoe County. Providing eight million trips per year, 23,000 trips per day,

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Reno/Tahoe International Airport

70 years & still flying high

Nancy Bell, Airport Ambassador

Commuter reliance on public transportation continues to grow both in Las Vegas (above) and Reno (below), creating the need for each entity to place additional routes and vehicles into service.

Citifare recently celebrated its 20th anniversary. Operating 63 buses, seven days a week, Citifare covers 23 routes. In 1998, the system acquired 16 40-foot Nova coaches in addition to the 20 that went into service last year. Each coach holds an average of 40 passengers. The RTC received a $7.1 million grant in fiscal year 1998 from the Federal Transit Administration (FTA) to assist with the new replacement buses, capital and operation expenses of the public transportation system. The Citifare division employs 250 people, and maintains a 70,000-square-foot administrative, transit operations, bus storage and maintenance center in Reno under the U.S. 395 underpass of Plumb Lane. Additionally, Citifare maintains 1,030 bus stops, 400 bus benches and 78 passenger shelters. While passenger fares account for $5.9 million, 44 percent of the RTC's operating revenue, the remainder is financed through a 25-cent sales tax in Washoe County.

Airport improvements take flight

When McCarran International Airport in Las Vegas completed Phase I of its $345 million Terminal D Gate Satellite expansion, the entire project was financed through slot machine revenues. Ranked the 10th busiest airport in the nation and 18th busiest in the world, McCarran services 30.3 million passengers per year, or 83,000 people per day. This translates into nearly 800 daily scheduled flights, including nonstop service to Germany, England, Mexico, Belgium and Japan. The airport employs 10,000 people, including 900 with the Clark County Department of Aviation. Founded in 1948, the facility celebrated its 50th anniversary with the D Gate Terminal expansion. "Throughout its 50-year history, expansions have helped McCarran keep pace with the steady increase in air passenger volume," states Clark County Director of Aviation Randall Walker. "In 1994, Las Vegas' population passed the one million mark. By 2007 that number is expected to exceed two million and possibly reach three million by 2015."

To accommodate such population growth and provide more space for increased air traffic, McCarran built the Terminal D Gate Satellite Concourse, a massive terminal and automated transit system (ATS) enabling the airport to service 45 million passengers annually. Construction on Phase I began in July 1996 and finished in June 1998. "The D Gate facility is a complete and modern departure from our existing terminals – different colors, styles and architecture," states Walker. A steel and glass building, the D Terminal utilizes natural lighting, with 66,000 square feet of glass and unique artwork. Furthermore, it uses 673 light fixtures that consume nearly eight million watts of electricity. The general design of the D Gates reflects an aeronautical theme, evoking images of flight with a sweeping curved roof and window shades resembling the wings of a bi-plane. The ceiling in the rotunda is 95 feet high. Phase I construction used 1,500 tons of steel, equaling the weight of four B-747s, 40,000 cubic yards of concrete, enough to build a sidewalk from Las Vegas to Los Angeles, and 130,000 square feet of marble. With the addition of 26 gates, the D Gate terminal has the capacity to accommodate a 747 or Concord supersonic jet. American, Delta, Northwest, TWA, United, American Eagle, Hawaiian, Midwest Express and Canadian International all service the D Gates. There are unique food, beverage and retail shops available, plus a children's play area complete with an interactive mini-control tower and mock jet engine.

Passengers are shuttled to the new D Gate facilities from the main terminal by the ATS people mover system. Consisting of four cars on two independent tracks, the guideway stretches 3,500 feet. The total trip time, however, only takes one minute and 33 seconds. The ATS station is built at three levels and consists of 95,872 square feet. A $50 million state-of-the-art computer system, called CUTE, was installed as well. The new technology enhances passenger check-in, baggage claim, boarding procedures and flight information. CUTE enables airlines to move

from gate to gate without having to transport their entire computer system.

The addition of the D Gates comes in the wake of the $1.1 billion McCarran 2000 Master Plan. Started in 1978 and completed in 1997, the Master Plan was a long-range program designed to respond to Las Vegas' burgeoning tourism industry. The Phase I expansion, completed in 1987, quadrupled the airport's size, with a 1.3 million-square-foot, seven-story central terminal that added 16 gates, a 1,500-space parking structure and an ATS fixed railway. Since then, two new runways were installed, an airport connector and roadway project were completed, the 7,500-space McCarran Airport Parking Plaza was opened and the airport acquired a Doppler radar system. Today, McCarran has four 150-foot wide runways, including one 14,505 feet in length, making it the second longest civilian runway in the nation.

The Reno/Tahoe International Airport celebrated its 70-year anniversary on November 12, 1998. The history of the airport began in 1927 when Charles Lindbergh landed his "Spirit of St. Louis" at Blanchfield Airport (now the Washoe County Golf Course). Lindbergh felt Reno's Blanchfield Airport was too small to accommodate even a two-passenger Boeing Model 40a aircraft. Consequently, the search began for a more appropriate site. In November 1928, the first Boeing Model 80 aircraft arrived at Hubbard Field (now the Reno/Tahoe International Airport). The airport has been expanding ever since. In fact, the Reno/Tahoe International Airport is the third-fastest growing airport in the nation. Passenger volume increased 123 percent between 1990 and 1997, ranking the airport as the country's 43rd busiest. It serves 6.9 million passengers per year with 127 daily departures. The airport creates more than 38,000 jobs directly and indirectly.

Servicing 50 markets, including 24 non-stop destinations, the Reno/Tahoe International Airport has three runways and 22 gates. Encompassing more than 1,400 acres, the airport underwent a $91 million runway improvement project from May 1993 to September 1995. This two-phase project upgraded the airport's asphaltic-concrete, general aviation runway from 5,592 feet to a 9,000-foot concrete runway capable of handling all carrier aircraft. Phase II included the reconstruction of another runway, extending it to 11,000 feet.

From November 1994 to December 1995, the airport improved yet again with an $11 million baggage claim expansion. The project increased the 30,000-square-foot facility to 61,000 square feet, adding nine grand pyramid skylights, five horizontal baggage conveyors, 1,100 feet of claim space and state-of-the-art flight and baggage display monitors. The new bag-

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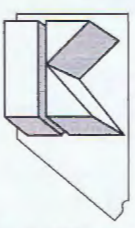

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gage claim area enhances the convenience of the airport by allowing additional space for passengers to identify their bags and make car rental or ground transportation arrangements. Nearly 39.9 metric tons of freight was shipped in and out of Reno/Tahoe International Airport last year, a 16 percent improvement over the previous year.

Although its facilities have shown progressive improvement, the airport suffered a serious setback about two years ago. The 1997 New Year's flood caused such damage to the east/west runway that it was immediately closed. It took a full six months before the runway could be reopened for partial operation. More than three feet of water stood in the ramp areas, and water entered the baggage claim facility. With the help of the Nevada Air National Guard, temporary matting was put in place at the intersection, which allowed the pathway connecting the commercial runways to the terminal gates to be operational again. In a visit to the Reno/Tahoe International Airport in August 1997, Vice President Al Gore announced a $6 million Federal Aviation Administration (FAA) grant to the airport for repairs. Completed runway repair is estimated to cost approximately $30 million. "The Reno/Tahoe International Airport recovered from the worst flood in the Northern Nevada's history, just 33 hours after it was forced to close," states Washoe County Airport Authority Chairman Luther Mack. The flood marked the first occasion since 1955 that the airport had been closed for an extended period of time.

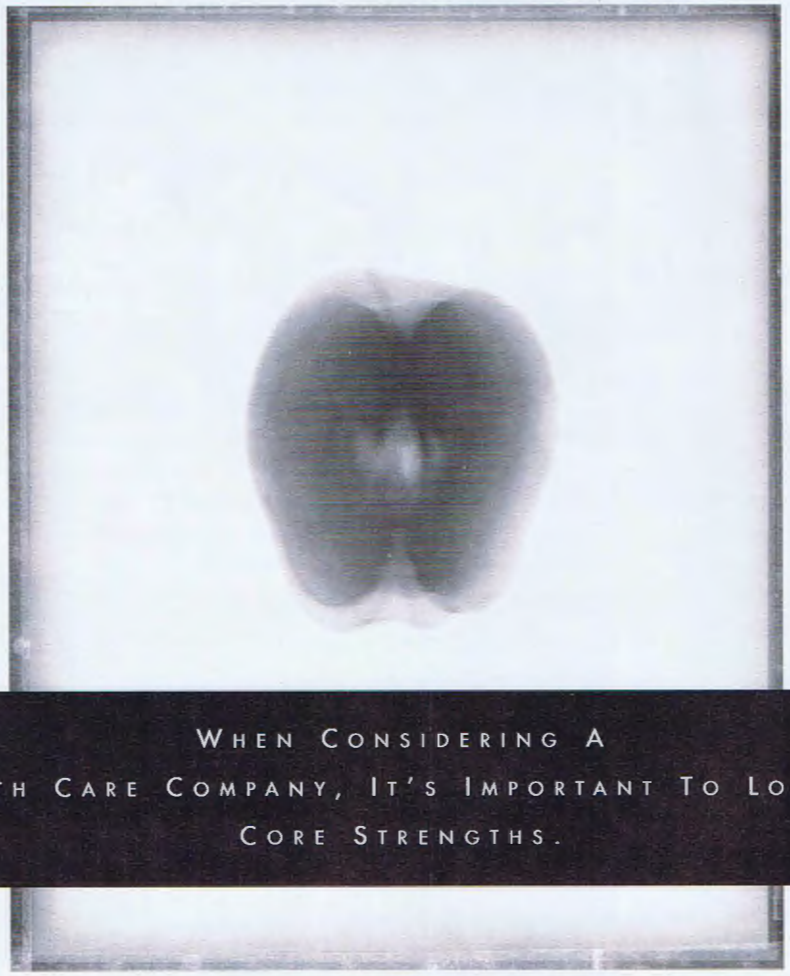
Refusing to let such hard times waylay progress, the airport is looking to add eight more gates by the end of 2000, when projected annual passenger travel will reach 9.5 million. Although still in the planning stages, the design expansion would be built north of Concourse C and include a U.S. Customs station. The estimated cost is approximately $22 million, with an additional $1.3 million for adjacent ramp development. The design would provide a short-term solution and would be ready for occupation by 2001.

The much anticipated $31 million, 2,400-space parking facility opened to the public on June 30, 1997. The three-level

Reno/Tahoe International Airport (above) is the third-fastest growing airport in the nation. The facility plans to add eight new gates by the end of 2000.
The recently opened Terminal D Gate Satellite Concourse (below) adds 26 gates to busy McCarran International Airport in Las Vegas.

structure features five glass enclosed elevators, an open stairwell, an observation deck and a 154-foot glass enclosed skywalk from the second level parking area to the main terminal. The facility houses both long- and short-term parking. The project entailed a number of roadway improvements, expanding the lanes in front of the terminal and the adjacent roadway. Completed on Thanksgiving 1997, six months ahead of schedule, the expansion enables better pedestrian access to the terminal and parking structure. It also widened the curbs for improved commercial and private vehicle use. "These accomplishments have not been easy," states Mack. "They have required vision and technical expertise by airport management and staff, while recognizing community involvement in the planning process." Financed through a combination of federal grants, bond proceeds, revenues and facility charges, the Reno/Tahoe International Airport will undergo $385 million in additional improvements by 2007.

Henry J. Kaiser is attributed as saying, "Problems are only opportunities in work clothes." As Nevada continues to lead the nation in growth, it is faced with the singular challenges that inevitably accompany successful, flourishing regions. Urban congestion, inaccessible roadways and unavailable air transit often plague such initially promising areas. Fortunately, Nevada has applied innovative thinking and practical problem solving to such daunting tasks. As a result, we have produced livable, workable solutions that are at once progressive and innovative. Such forethought ensures the continued social and economic integrity of the state. Burgeoning with promise, Nevada has potential, and the solid transportation foundation, to venture into the next century and beyond.



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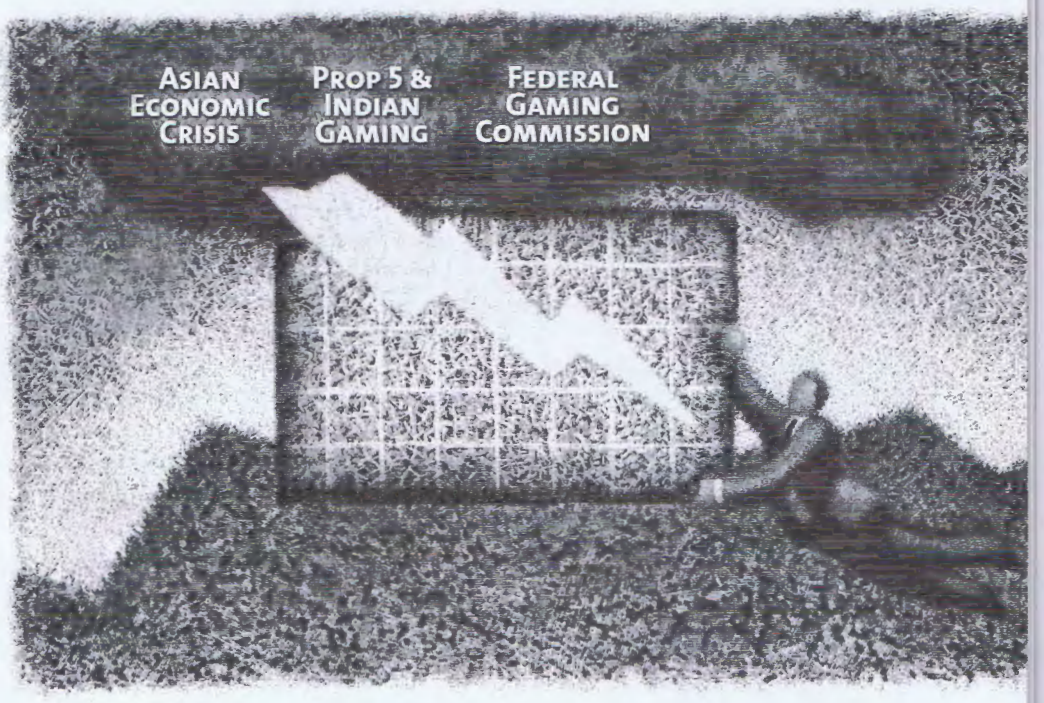
WILL THE NEW YEAR BRING NEW OPPORTUNITIES?

Analysts predict slower growth, tourism stagnation in the year ahead



Economic prognostication is never a sure bet. Unforeseen events can wreak havoc on the most carefully coordinated business and industry assays. Furthermore, local vagaries can impact the economic vibrancy of a region. This has proven especially true for Nevada. Though the entire nation has enjoyed more than seven years of sustained growth, Nevada has led the pack by a wide margin as the fastest-growing state. The construction boom in the resort and home-building industries has somewhat inured Nevada to national economic issues.

However, things may be slowing down for the Silver State, as economic crises in far-flung lands bring trying times to U.S. businesses across the board. Travel and tourism operations can expect to take a hit as concerned consumers tighten discretionary and leisure spending. Virtually all economy watchers agree: the nation as a whole, including Nevada, can expect more sluggish growth in the next year.

The effects of worldwide economies on Nevada became readily apparent when Asian high-roller visitor volume to the state's gaming markets took a blow after the "Asian contagion" swept global markets. Related factors continue to lurk behind faltering expansion of tourism markets throughout Nevada.

"In terms of our general forecast, gaming performance was fairly in line with our expectations," noted Dr. R. Keith Schwer, director of the University of Nevada-Las Vegas' Center for Business and Economic Research and professor of economics. "Gaming sector expansion has been modest this year. We had forecast 3 percent real gaming growth, but it looks like we'll see less than that. We expect the last quarter to pick up slightly with the opening of Bellagio and the positive effects of related announcements. We're getting beneficial coverage in the popular press, but we're anticipating negative attention as a result of the increased scrutiny the national gaming commission is placing on the state."

While Schwer is concerned about such problematic publicity, he anticipates the gaming commission's real impact will be more long-term, revolving around such issues as regulation and taxation. In the more immediate future, he expects growth to remain "relatively flat. Our economy has tended to be stronger than the national economy, but we seem to be entering a period where that's not the case," he observed. "The slowing global economy will adversely impact the local economy, but we need to see 1998's fourth quarter numbers before we can ascertain how substantial those effects will be."

Dwindling, or even static, visitor volume could represent bad news for tourism markets in the midst of irrevocable expansion. Las Vegas will see 20,000 new rooms open within the next 18 months; Reno's Atlantis Hotel & Casino recently commissioned a $35 million, 27-story addition. "New rooms probably will boost visitor volume," Schwer acknowledged. "All other things being equal, we will fill those rooms. Even if we don't bring in more visitors at midweek, we still foresee a strong demand on weekends. However, overall occupancy rates will suffer."

While the much-vaunted D terminal at McCarran International Airport in Las Vegas was supposed to alleviate slackening visitor volume in that city by attracting more air traffic, it thus far seems to have had negligible effects. The airline industry has yet to expand the number of flights coming to the region. "The current airline industry structure has caused airlines to shift flights from tourism markets to business routes," Schwer explained. It's difficult to predict whether such under-serving will continue. "Recent evidence suggests airlines continue to compete with each other," he noted. "Also, a strong oversupply of planes relative to demand may emerge. Those factors will perpetuate the trend toward reduced air traffic to Southern Nevada." However, National Airlines, a fledgling Las Vegas-based operation established by founders of America West Airlines, may reverse the trend. "The expectation of competition may lure more airlines more often," Schwer surmised.

There's a silver lining to every cloud, and one weak spot in an economy can engender strength in other areas. While con-

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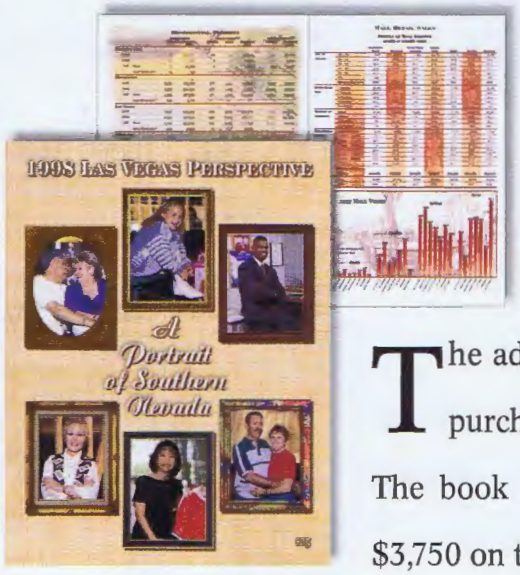

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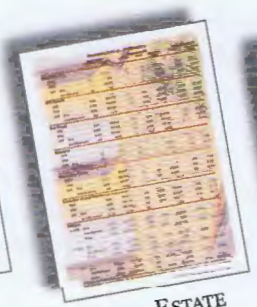
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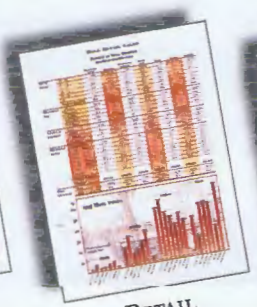
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"1999 WILL REQUIRE A GREAT DEAL OF INTELLECTUAL HONESTY AND COURAGE FROM THE TOURISM INDUSTRY."

– PHIL KEENE
PRESIDENT/CEO, RSCVA

struction in the resort sector abates, construction in general will still constitute one of the state's strongest economic performers, according to Schwer. Construction entails a more significant part of Nevada's economy than it does in most other regions: jobs in the building industry equal more than twice the national average in terms of percent of the workforce employed. "Typically, construction is one of the more cyclical industries, and it also tends to have large expenditure multipliers compared to other economic sectors," Schwer noted. "As construction projects in the hotel sector begin to slow, that will free resources for non-hotel construction." Construction segments in the "catch-up" phase primarily include public works projects, such as roads, libraries and post offices. The necessity of such building ensures ongoing growth even after the sun sets on the current gaming boom.

And what will become of Southern Nevada's headline-grabbing housing starts? "I expected a lot of forces to slow down the housing market this year, but that didn't happen," Schwer said. "We're still seeing a great deal of ongoing permitting." Still, don't expect to witness the stratospheric growth levels that have characterized much of the state for the last decade. But the news isn't all bad. In Las Vegas, population growth has averaged 6 percent annually since 1986. In 1999, expansion will drop to about 5 percent – slow for Las Vegas, but still fantastic compared with the rest of the nation. Also, such receding immigration can play a positive role in suppressing unemployment levels as the economy slows.

The Reno-Sparks area has enjoyed more stability in its expansion rates, and for that reason, economy watchers there don't expect any significant alterations in growth. "Our growth rate for the last five to six years has remained at 3 to 3.5 percent," noted John Pinjuv, president of Reno-based Grubb & Ellis/Nevada Commercial Group. Also an advantage for the area is its more diverse economy. "Reno isn't as reliant on gaming – we have a manufacturing base, and our strategic location within the western United States enhances our popularity as a distribution center. Manufacturing inquiries have increased dramatically in the last two years."

Although diversification insulates Reno-Sparks' economy somewhat, its tourism and gaming market is already suffering. Phil Keene, president and CEO of the Reno-Sparks Convention and Visitors Authority (RSCVA), predicted, "We expect the overall tourism segment to remain relatively static, and possibly decline in total numbers as we adjust to very strident competition in other markets." RSCVA studies reveal the region suffers problems with name and image recognition in other parts of the country, and California's Proposition 5 may keep many potential Reno visitors closer to home now that Nevada-style gaming is readily available on Native American reservations there. Furthermore, Las Vegas' ongoing room growth is cannibalizing Reno's tourism market.

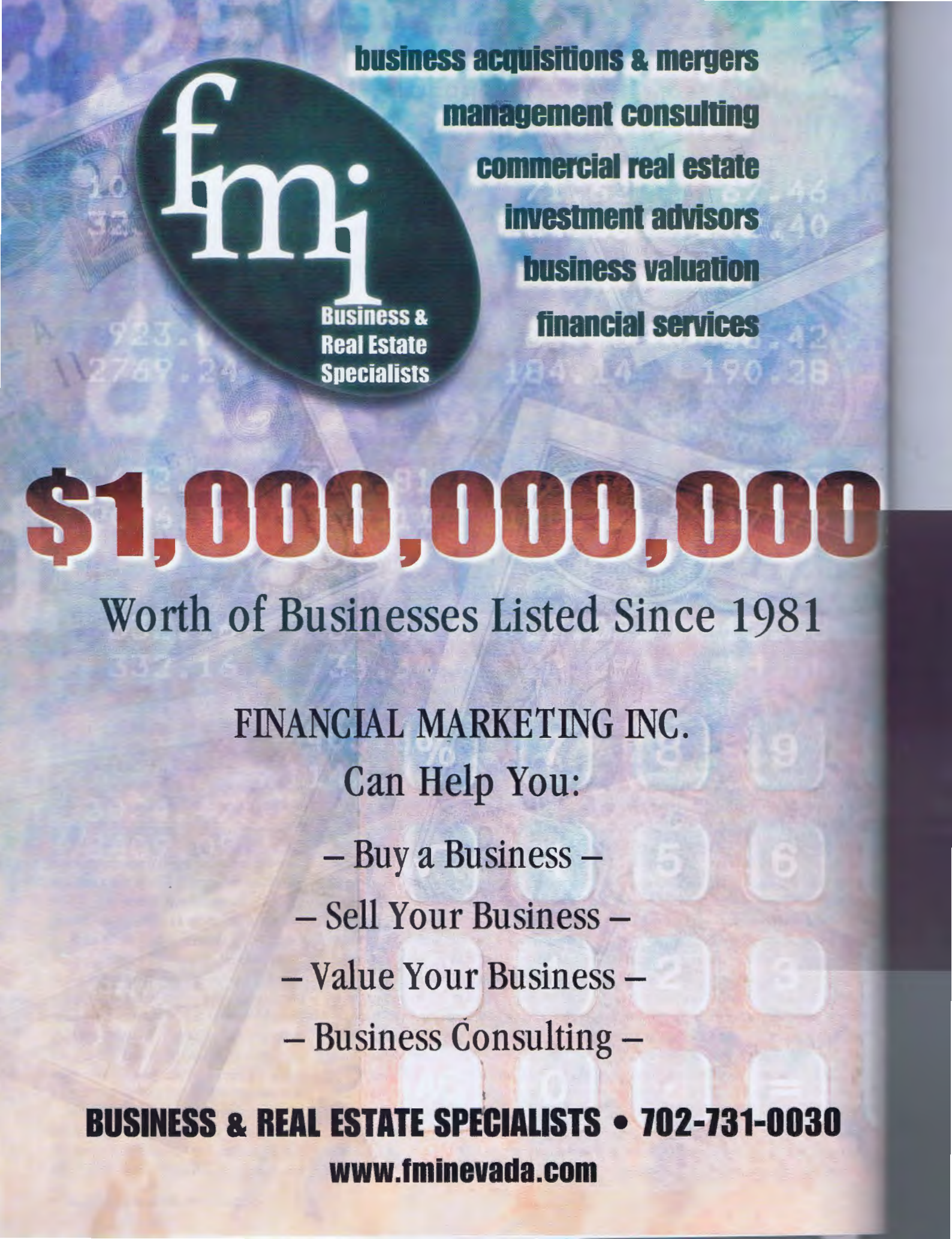
Business leaders in Reno haven't kept their city flourishing by passivity in the presence of adversity. Many are already seeking ways to capitalize on growth in other markets. "We wish Las Vegas the best, because we are tied to their success," admitted Keene. "We hope they can maintain their absorption rates as the newest deluge of rooms comes online. If they can occupy a higher yield niche, it allows us to compete at a different level. Visitors are coming here for skiing and golf, among other activities, so we're already beneficiaries of that sorting process. Some segments of gaming tourism may not be substantial enough to interest Las Vegas' operations, and we can offer such groups similar attributes in an environment more compatible with their desires."

According to Keene, attaining new levels of success in the tourism industry will require "focusing on who we are and what we have to offer." That understanding has led RSCVA officials on forays around the country to markets where Reno-Sparks can't claim much name recognition, but the promise of new visitors exists. "We're essentially appealing to the huge population bases in Southern and Northern California, as well as the Pacific Northwest," Keene stated.

Such appeals have two major strategic thrusts. The first encompasses "repositioning Reno to capitalize on its unique geography, history and culture," Keene explained. The second approach includes boosting conventions, trade shows and exhibitions, which are "sited not so much for any singular attraction such as gaming, but more for the combination of facilities, the hospitality community and lifestyle." Hoping to capitalize on such a predictable source of business has encouraged the RSCVA to talk about expanding the Reno Convention Center. "We're waiting to receive the final report from economic consultants and conceptual architects, but preliminary indications suggest Northern Nevada could be one of the great trade show and exhibition destinations of the future," Keene asserted.

What lies ahead in the coming year for Nevada's economy? "1999 will be a challenging year, one that will require a great deal of intellectual honesty and courage from the tourism industry," Keene said. "It has to reinvent itself and get away from the traditional gaming customer model, integrating recreation and exhibitions with gaming as value-added." Seeing gaming as simply one more component to a tourism market, rather than as its *sine qua non*, is a call heard throughout the state. As studies show that shopping and eating now represent the top two reasons tourists travel to Las Vegas, the need for a new approach is more evident than ever.

As with anything as complex and multifaceted as a state economy, there are both positives and negatives. Nevada should sustain a brisk growth rate when compared with the rest of the country. For Nevadans, who are accustomed to more rapid growth, 1999 will require more realistic expectations. However, many of Nevada's business and government leaders seem optimistic about the state's prospects in the coming year. Perhaps, with a dose of Nevada-style innovation and foresight, they'll have reason to remain so in the coming months.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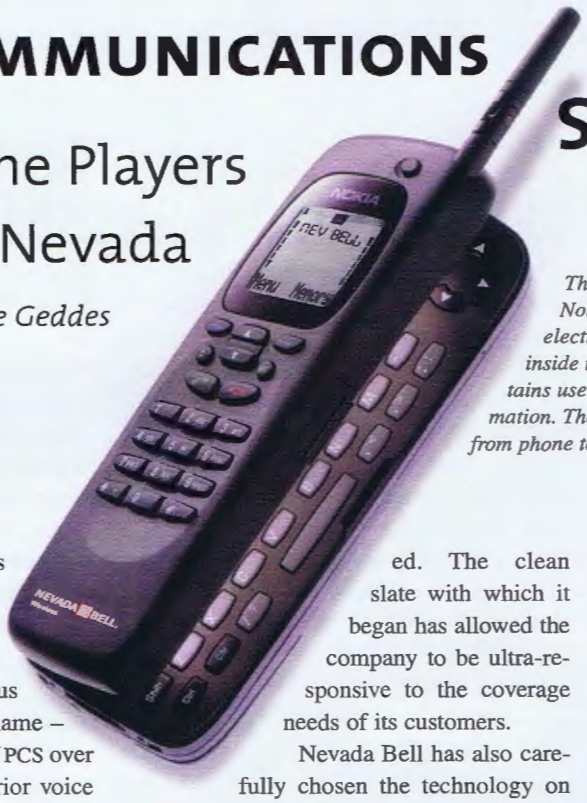
The Players in Nevada

by Cindie Geddes



The face of this Nevada Bell Nokia digital phone hides an electronic organizer. A smart chip inside the company's phones contains user ID and other specific information. The chip can be transferred from phone to phone.

Personal Communications Services (PCS) represent a broad range of radio bands freed up by the FCC just a few years ago. But most of us know PCS by a more common name – the digital phone. The benefits of PCS over analog technology include superior voice quality, fewer dropped calls, voice and data communication over a single phone, increased security and longer "talk" and "standby" times due to recent improvements in battery life.

There are now four major PCS players in Nevada: Nevada Bell Wireless, AT&T Wireless Services, ALLTEL and Sprint PCS, the latter two having just entered the market in the second half of this year. All of them offer innovative pricing plans, adequate technology and enthusiastic representatives to answer just about any question you might have about PCS. Where they differ is in their focus.

NEVADA BELL WIRELESS
(www.sbc.com)

Though Nevada Bell has local roots stretching back several decades, the firm built its PCS network from scratch – no easy task. But the benefits are worth it, according to Bob Campbell, regional president and general manager for the Las Vegas region. While other companies with infrastructures already in place are dealing with the challenges of retrofitting and retooling, Nevada Bell is building new towers where the firm feels they're most needed. The clean slate with which it began has allowed the company to be ultra-responsive to the coverage needs of its customers.

Nevada Bell has also carefully chosen the technology on which it bases its network. After careful consideration of the different formats (CDMA, used by Sprint and ALLTEL; TDMA, used by AT&T; and GSM), Nevada Bell chose GSM (Global System for Mobile Communications), a worldwide standard with a proven track record among 44 million users in 109 countries. Campbell says, "This bodes well for the future as the global economy increases the ability to use phones seamlessly around the world."

GSM also utilizes smart chip technology, which allows a chip in the phone to contain user ID and billing information. The chip can be moved from one GSM phone to another so calls can be made or received even when the customer is not using his or her phone. With its simplified data transmission compatible with laptop and palmtop computers, and its complex encryption codes to eliminate the risk of fraud and eavesdropping, Campbell feels GSM is far superior to all other digital technologies. He and the company are so impressed with GSM that last August they and six other providers formed the GSM Alliance, a group dedicated to spreading the word of the system's benefits and advancements. The GSM Alliance has grown to include 15 providers.

ALLTEL
(www.alltel.com)

"At the end of the day," says Larry White, communications manager for ALLTEL, "a lot of people are looking for personalized customer service, and ALLTEL is a customer-focused company." The addition of superstores where customers can buy products, get answers to billing questions and bring equipment in for repair is the next step in the company's pursuit of customer satisfaction. "A one-stop shopping experience," as White describes it – an extension of ALLTEL's one-stop billing process, in which a customer can pay for his or her long distance, Internet access, Web site design/development/hosting, wireless phones (both analog and digital on a dual network) and paging all on one bill.

ALLTEL uses the CDMA (Code Division Multiple Access) digital technology, which it considers the superior technology. After 13 years of building its network,

JOHN GURZINSKI

ALLTEL Manager Joyce Champoli at the company's North Las Vegas location.

"We are setting the industry standard. People know they can look to us for innovation."

– Sylvia Schnopp, Nevada Director of Public Affairs, AT&T Wireless Services

The TouchPoint digital phone, which can store up to 300 phone numbers is available exclusively through Sprint PCS

the company is proud of its coverage and the fact that it's dedicated to remaining responsive to the analog user as well as the new users of digital technology. Customer choice is important, and ALLTEL is constantly looking for ways to improve its service as this high-tech industry changes and grows.

But if you want to hear White's business voice get pushed aside by an excited rush, ask him about community service. "Nevada consumers are conscious of social responsibility," he says, "and ALLTEL and its predecessors [360° Communications] have established a strong local presence of doing good in the community." October is National Domestic Violence Month, and ALLTEL is committed to using its phones to combat family violence. The firm donated phones to the domestic violence department in the Metro Las Vegas Police Department, as well as Las Vegas shelters. This is only one example, White insists, of the charity work to which the company is dedicated.

AT&T Wireless Services
(www.att.com)

AT&T values simplicity and compatibility. The company's new one-rate wireless service plan is the first of its kind in the country. The plan provides customers a single, all-inclusive rate for incoming and outgoing calls anytime, anywhere in the United States, thus eliminating separate roaming and long distance charges. Sylvia Schnopp, director of public affairs for the Nevada area, says, "PCS brings the first level of convergence between wire and wireless customers. The convenience of the one-rate plan may convince the wired to go wireless."

AT&T has been in the cellular business for more than 12 years and considers itself an industry leader with the largest digital wireless network in North America. They chose the longest standing digital technology – TDMA (Time Division Multiple Access) – for its network standard. Some markets utilize the new 1900 megahertz wavelength, whereas others (like Las Vegas and Reno) run digital in the 800 megahertz range. Analog is also run in the 800 megahertz range. AT&T has designed its network so that any phone can search for any of the three wavelengths, starting with the one most similar to its own. The phone does the thinking, and the customer benefits from transparent usage in more than 7,000 cities in the U.S., Canada and parts of Mexico. "We are setting the industry standard," says Schnopp. "We have led the pack for a long time, and people know they can look to us for innovation."

AT&T is also proud of the Nokia 6162 Digital multi-network phone, to which it won exclusive rights for distribution. This new phone is designed to work with AT&T's seamless coverage, has an extended life battery with up to 335 hours (or 13 days) of standby time, a calendar, a clock with an alarm, calculator functions and four games.

Sprint PCS
(www.sprintpcs.com)

Sprint is so certain you'll love the clarity of its service and the features of its phones, the company allows you to make a free call at its Sprint PCS retail locations. The firm also managed to obtain exclusive distribution of the single-band CDMA Sprint PCS TouchPoint phone (manufactured by DENSO), which includes a built-in mouse, a large display screen, the capability of storing up to 300 phone numbers and a feature allowing the customer to program it for distinctive rings for certain numbers as a way of providing auditory caller ID. Also available exclusively through Sprint is the Samsung/Sprint PCS SCH-2000, which is the first CDMA PCS phone enabling users to call up to 20 locations using their voice to dial. At under $200 each, Sprint feels either would sound great beneath a Christmas tree or in a stocking. Plus, each person to buy a Samsung phone with Sprint PCS service will be making a financial contribution to the Susan G. Komen Breast Cancer Foundation in support of its research efforts.

According to John Bischoff, vice president for the Las Vegas/San Diego area, the Sprint PCS network was built from the ground up in Vegas. "We have made a $55 million investment in Las Vegas alone. And we will continue to build aggressively to keep pace with the industry. We are still as aggressive as we were 18 months ago," which was about when Sprint first introduced PCS to the country. Las Vegas was brought onto the network October 13.

According to Bischoff, Sprint is the only one to offer a clear alternative to cellular with substantial coverage. He cites a Prudential Securities, Inc. report on clarity that ranked CDMA higher than TDMA, GSM or analog.

A Win-Win Situation For All

The features of the myriad phones, as well as the variety of pricing and service plans, could fill a book. And the companies all agree on several things. Not surprisingly, everyone thinks their technology is the best, and all four companies care about the communities in which they live and work. What is surprising is the way each representative encourages the consumer to do a little research and compare. None feels there's any such thing as too much competition; in fact, all four companies see competition as a way to improve service.

So get out there, all you potential PCS users, and make a couple of calls, play with all the fabulous features on phones as individual as you are (some come with custom logos and individualized designs), compare coverage and pricing plans, and talk to your heart's delight. Just watch the road while you do so, okay?

AT THE TOP

CITZENS AREA TRANSIT MOVES ITS SUCCESS INTO THE FUTURE

by Allen Grant

When people from around the country compliment Las Vegas, most of the comments revolve around its unique entertainment, multi-million-dollar mega-resorts and great weather. What most people don't realize is Las Vegas possesses one of the nation's premier public transportation systems as well.

"We've ranked as the top system within our category of city size," said Stanton Wilkerson, marketing manager for Citizens Area Transit (CAT). "Plenty of people, both locally and nationally, don't realize what we've accomplished in a short period."

Prior to CAT's inception on December 5, 1992, Las Vegas Transit handled the city's public transportation. With an approved tax increase in 1991, CAT moved to quickly improve the city's public transportation.

"The tax increase gave us the ability to improve conditions. Before CAT, approximately 120 buses served the city. Now, we have a fleet of 250 buses," said Wilkerson. "One of the things we tried to do was show a distinctive change from the 'old' system. We immediately increased the service areas and route frequencies."

Since CAT's beginnings, the number of bus routes has more than doubled from 21 to 45, according to Wilkerson. The system has 42 valley routes, two routes to Laughlin and one to Mesquite. "We've increased routes and changed Las Vegas from a simple loop-system to a fully-integrated grid system," said Wilkerson. "We now offer 10 routes 24 hours a day, with the remaining routes running 20 hours seven days a week and on holidays."

According to Wilkerson, CAT also quickly improved service outside the Strip, adding routes to create a larger service grid and increase route intervals. "Today, half of our routes outside the Strip run in 30-minute intervals," he noted. "Our goal is to establish all of our routes as 30-minute runs."

Above: Since its inception at the close of 1992, CAT has more than doubled the number of routes in service. Below: Passengers await buses at the main terminal located downtown.

Within just five operating years, CAT's contributions to Las Vegas' public transportation system gained national recognition. In 1997, CAT won the American Public Transit Association's Outstanding Achievement Award. Measures such as on-time performance and fare-box return were competition criteria. According to Wilkerson, CAT's complaint levels averaged less than 1 percent per 1,000 customers; the system also exercised the highest number of operating miles between breakdowns. It showed a 95 percent on-time performance record during that calendar year as well. Also in 1997, the CAT bus system won the Silver Award for the fewest accidents during the operational year.

"What we achieved in a short period of time was impressive compared to other systems in cities around the nation," declared Wilkerson. It's been exceptional enough to breed the sincerest form of flattery: imitation. Las Vegas' CAT system, which carries the equivalent of more than 40 million riders annually, has now been studied and copied by other cities seeking to enhance their public transportation systems.

Those 40 million fares are likely to burgeon in number. With Las Vegas still experiencing a population and growth boom, Wilkerson asserts the future of mass public transportation is a challenging one. Maintaining contact with customers is crucial to keeping up with constant changes.

"We realize we can't be everywhere, but we listen to our customers and utilize their input," he averred. "Not only do we have comment cards and a phone service, we hold monthly public meetings to gather as much feedback as possible. Educating our riding public is an ongoing challenge to our system and how it operates."

In addition to remaining responsive to the public, continuing to expand outside the resort corridor remains a long-term goal for CAT, according to Wilkerson. CAT's off-Strip service to areas such as Maryland Parkway, Charleston Blvd. and Decatur Blvd. all show ridership increases. "We want to improve each portion of the valley with more routes at quicker intervals," Wilkerson said. "Increasing services and riders outside the resort corridor continues to be a goal."

As a testament to that objective, the CAT bus system recently introduced the Community Access Route (CAR) system. "We opened this new system in April in response to our customers," Wilkerson said. "It's a combination of our fixed-route system and para-transit system, and is designed to service our physically-impaired population." The CAR system is a fixed-route system that actually drops riders off "at the door" of such establishments as grocery stores and banks. "It's designed for our older riders and those who can't quite get around fast enough to ride the fixed-route buses," he said. "It's still in the building process, but we feel it will be very successful."

Success is something that seems to come to every transportation endeavor CAT bus system administrators undertake. Although their city was not originally designed to accommodate substantial public transportation, Las Vegans are quickly learning the positive attributes of a well-run transit system. Fortunately for Southern Nevadans, the CAT system is prepared to meet the needs of an increasingly diverse population.

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Photo courtesy Southern Nevada Home Builders Association

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Energy Conservation at Work

BY TONY ILLIA

Energy is comprised of water, electricity and gas – the common, everyday utilities we often take for granted. Quickly integrating itself into our cultural subconscious, energy has become an indispensable component of our everyday lives, a relished yet unrecognized convenience. In a technology-driven era, instant access to warmth, coolness and power would otherwise be unthinkable.

No television, no showers, no gas ovens? We rely upon the easy availability and unending supply of such core utilities, assuming there is an infinite and steadfast source. However, as more people migrate to the promised prosperity of Nevada, utility providers must accommodate the new influx of residents. That's not always an easy task. As we continue to lead the nation in growth, it's incumbent upon Nevadans, both new and old, to exercise energy conservation. In addition to preserving our natural resources, energy conservation saves money.

Keeping electric costs low

"We work with individual homeowners to maximize their energy use," states Nevada Power Company spokesperson Tom Henley. "Air conditioning can account for up to 60 percent of your electric bill." Henley suggests several measures people can take to improve their home's energy efficiency. For example, during winter, keep window shades open. This simple measure will warm the house during the day. Also, lowering the shades at night traps the heat inside. If you have a disposable air filter, keeping it clean can dramatically improve the air circulation throughout your house. Naturally, this demands less energy of your heater and cooling unit to create circulation.

How you utilize your thermostat can also play a vital role in conserving electricity. Setting your thermostat over 70 degrees in the winter and under 78 degrees in the summer may increase your energy bill by up to 2.5 percent per two degrees. In addition, make certain your thermostat is both level and working properly. If the thermostat is skewed, or near a vent, it may register a false reading, consequently triggering the heating unit to turn on unnecessarily. Though normally associated with saving energy during the summer months, ceiling fans have a place in the repertoire of energy-conscious measures during winter as well. "During the winter months, ceiling fans cost less to run than heating units," says Henley. Ceiling fans draw warm air, which normally rises, and circulate it throughout the room. Most fans also have a reverse setting, which pulls cool air up and forces hot air down.

Insulation is another key concern. Wrapping your water heater with a UL heater blanket can save 12 percent on heating expenses. Making certain there's enough insulation in the attic is integral to energy savings as well. Henley recommends using insulation with an R value of at least 30. "A good rule of thumb is for every inch of insulation, you can add an R value of three," states Henley.

Making certain fireplace dampers are closed when not in use can keep air from escaping. Also, double-paned windows offer tremendous energy savings during both the summer and winter months. However, make certain they properly fit into their space, avoiding any gaps or crevices that can create air flow. Properly caulking and weather-stripping windows and doors are essential to preventing heating and cooling losses. Also, the faceplates around electrical sockets are a little-considered source for gaining energy efficiency. Henley says insulating around these areas can noticeably improve your savings.

Conserving one of Nevada's scarcest resources

As with suppressing electricity use, consumers can take several steps to minimize unnecessary water usage. According to Jerry Belt, water conservation coordinator for the Southern Nevada Water Authority, "Developing and implementing a proper irrigation schedule is a key element of an effective water management program." The benefits Belt accredits to such a program include reduced water use, improved landscape appearance, reduction of runoff to streets and over sidewalks, reduction of water loss below the root zone and reduced fertilizer and landscape cost requirements. "Every effort should be made to ensure the uniformity of a turf irrigation system is as high as possible to prevent excess water waste or unsightly dry spots," states Belt. "A 10 percent improvement in uniformity can yield at least a 20 percent reduction in water use, along with a reduction in related costs."

Furthermore, the water requirements of plants vary significantly. Belt suggests dividing ornamental trees, shrubs and grasses into three categories of low, moderate and high water use. "Logically, plant water requirements follow weather conditions," states Belt. "An effective water manager will take climate into account, and adjust the irrigation schedule as needed to compensate." If the landscape appears lush and healthy, try reducing the watering times slightly and continue to observe the performance of the plants. "Adjusting the irrigation schedule on a weekly, rather than quarterly, basis can reduce water use by 15 percent," says Belt.

"There are numerous things people can do to improve their water use within the home," states Pat Jenkins, conservation specialist for the Water Authority. "Begin by looking for leaks around faucets, toilets, shower heads and other fixtures." If there is a leak, replace the fixture. To make certain your toilet doesn't run, drop three or four drops of food coloring into the tank, letting it sit for 10 to 15 minutes. If colored water has seeped into the bowl, then there's a leak. "Place a heavy object, such as a brick, into the toilet tank to raise the water level," states Jenkins. The added object consumes space in toilet tank so it requires significantly less water. "Also, verify the float arm is working by lifting it," suggests Jenkins.

Other advice from the Water Authority: use low-flow showerheads and restrict usage time to five minutes. Reducing shower time by one minute a day can save 2,000 gallons of water per year. "Most of our conservation tips are common sense, practical use suggestions," states Jenkins. Wait until the dishwasher is completely full before running it, and the same applies to the washing machine. "The average washing machine uses 27 to 55 gallons of water during every cycle." Only run the machine when it's full and adjust the water level setting if necessary. When in the kitchen, fill the sink with water to wash vegetables instead of using running water. The same applies for shaving or brushing your teeth.

Getting the most from natural gas

"Preventive maintenance is the key to efficiency," states a Southwest Gas spokesperson, who recommends insulating water heaters. New, high-efficiency water heaters do not need additional insulation, but if the water heater is located outside or in a garage, a water heater blanket can save money. Also wrap copper pipes leading to and from the water heater with pipe insulation. Southwest Gas suggests setting water heaters at the medium setting to achieve lower energy costs. The utility also cautions that turning on the furnace for the first time of the heating season may cause a musty odor when the furnace burns off accumulated dust. Don't confuse such odors for signs of a dangerous leakage – a strong rotten egg odorant is added to natural gas so true leaks can be detected immediately.

Do not use natural gas logs as heating devices, they are intended for aesthetic purposes only. Be certain the damper is open when operating the appliance.

Keep thermostat settings constant. Southwest Gas also advises those who plan to be away for more than four hours should turn the thermostat down, not off. This not only saves energy, but creates a more comfortable environment when the temperature setting is kept as constant as possible. For winter, Southwest Gas suggests a setting of 65 to 70 degrees.

Utilities are at once vital and accessible, cherished and forgotten. They form the core of contemporary society: television, computers, stereos, dishwashers, gas grills, VCRs, refrigerators and toilets all simplify life, easing the effort and exertion of everyday existence. Indeed, to be denied such items would be unthinkable. Gas, water and electricity expedite the pace of society, thrusting its work capacity and subsequent time requirements into over-gear. Conserving energy is a small but significant measure that not only results in immediate benefits through lower utility costs, but also contributes to the broader, slower preservation of our natural resources.

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Christopher Homes' Picasso model at the builder's Palisades development in Summerlin earned the House of the Year award.

Annual Homer Awards

Perennial Favorite Christopher Homes Joins Distinguished List of 1998 Honorees

Too many, Las Vegas often seems headed toward becoming a mini-Los Angeles, with tract upon tract creating a unified sea of pastel stucco homes topped with Spanish tile roofs. However, each year, the Southern Nevada Homebuilders Association's (SNHBA) Homer Awards turn the spotlight on builders doing things a little differently. While such national builders as Del Webb's Coventry Homes earned honors, some of the biggest accolades went to Nevada-based homebuilders.

Seventeen homebuilders submitted 174 entries in 22 categories; 10 of the builders won Homer awards. Winning builders include The Allen Group, American West Homes, Astoria Homes, Champion Homes, Christopher Homes, Del Webb's Coventry Homes, The Helmer Company, Howard Hughes Corp.-Summerlin Division, Real Homes and Sunrise Colony.

After considering nearly 175 entrants for the "Home of the Year" award, judges bestowed Christopher Homes with the prize for the Picasso/4 at its Palisades community, situated along the Tournament Players Club golf course in the Canyons Village in Summerlin. Recognition for the Picasso comes on the heels of its sister home, the Van Gogh at Palisades, winning the top award in a major regional competition in San Francisco. Las Vegas-based Christopher beat out hundreds of other builders from California, the Pacific Northwest and the Southwest for the honor.

In assessing the Picasso, judges declared it an "example of what every builder will now measure themselves against for their own goals in building high-quality residences." Judges described the home as "unbelievably striking ... a friendly, livable residence, with intriguing nooks and crannies, like the memorable reading retreat off the stair landing." The integration of interior and exterior views was judged "unparalleled in the market." The four-bedroom, 5½-bath home features a European revival theme and interior courtyards; it sells for $541,900. The Picasso also won the best single-family, detached home division in the category of homes larger than 3,500 square feet and priced at more than $225,001.

Homer awards aren't the sole province of custom or executive homes, however; a home in the highly affordable range captured judges' eyes and their "Judges' Spe-

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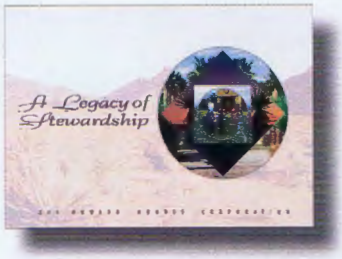
cial Award." The judges unanimously selected Del Webb's Conventry Homes' The Malibu at The Huntington for the honor. Designed to promote responsible land use, the builder has used interlocking "Z" modules to increase urban lot density. The judges also noted another distinctive feature of the home — its garage. While the fronts of many Las Vegas homes are comprised primarily of garage space, The Malibu's garage is tucked behind the home with a motor court. The judges appreciated the home's "abundant" front porch and Del Webb's Conventry Homes' decision to offer a covered patio as a standard feature. The home is priced at $126,990, and it also won best single-family, detached home honors in the 1,551- to 2,000-square-foot, $125,001 to $150,000 category.

The single-family, detached home category featured five other winners. Real Homes' The Kingston, from the builder's Tropical Breeze community, won best home of any size in the $105,000-and-under division. American West's Silverado Crossing offered a winner with its Plan One, which collected highest honors in the 1,001- to 1,550-square-foot, $105,001 to $125,000 category. Summit 2114, a home in Champion's Hillside at Champion Village neighborhood, was recognized as best in its category, the 2,000- to 2,500-square-foot, $150,001 to $170,000 range. In the 2,500- to 3,000-square-foot, $170,001 to $200,000 division, The Helmer Company won with Villa III/Plan at its Meridiana community in Seven Hills. Finally, Astoria Homes' The Cambridge at Stonegate won in the 3,000- to 3,500-square-foot, $200,001 to $225,000 category.

In the best single-family, attached-home division, The Allen Group won for Residence Two at its Dakota community. The award was given for attached homes under 1,500 square feet, at less than $140,000.

Best model home kitchen awards went to American Homes' Plan Six at Silverado Crossing in the $150,000 and under segment; Picasso, Christopher's Home of the Year, won the category in the $150,001 and up division. Four awards were given for best model home interior decoration



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Del Webb's Coventry Homes earned the Ju... Special Award for its Malibu model at The Hunti...

American West Homes' Plan One at Silverado Crossing, The Sheffield at Stonegate, by Astoria Homes, Plan Three at American West Homes' American West Estates and Van Gogh/2 at Christopher's Palisades.

Del Webb's Coventry Homes won the best single product advertising campaign division for The Huntington, and Sunrise Colony Company won the best master-planned community advertising campaign category for its Red Rock Country Club. Merchandising campaign accolades went to Christopher Homes for Palisades and The Howard Hughes Corp. for The Willows Home Walk. Christopher also won honors for best brochure (for Palisades) and best project logo (for its San Michelle community). Finally, American West's Silverado Crossing sales office won top honors in the sales offices 500 square feet and under category, while Christopher Homes' The Terraces sales office earned the highest award for sales offices 500 square feet and over.

The awards program, attended this ... by 500 neighborhood-building professio... als, is designed to identify builders who ar... enhancing the community through the... commitment to quality and responsible... planning. It's hosted annually by the... SNHBA, a not-for-profit building trade asso... ciation with 860 local members. SNHBA is a... chapter of the National Association of... Homebuilders, which boasts 185,000 mem... bers employing more than six million... Americans. Sponsors of this year's event in... cluded Southwest Gas Corp., Howard... Hughes-Summerlin Division, FirstPlus... Freedom Mortgage, Norwest Mortgage, the... law firm of Keefer, O'Reilly, Ferrario & Lub... bers, Sprint and Sunrise Colony Compa... with strong support from Nevada P... Company and Mercury Blueprint.

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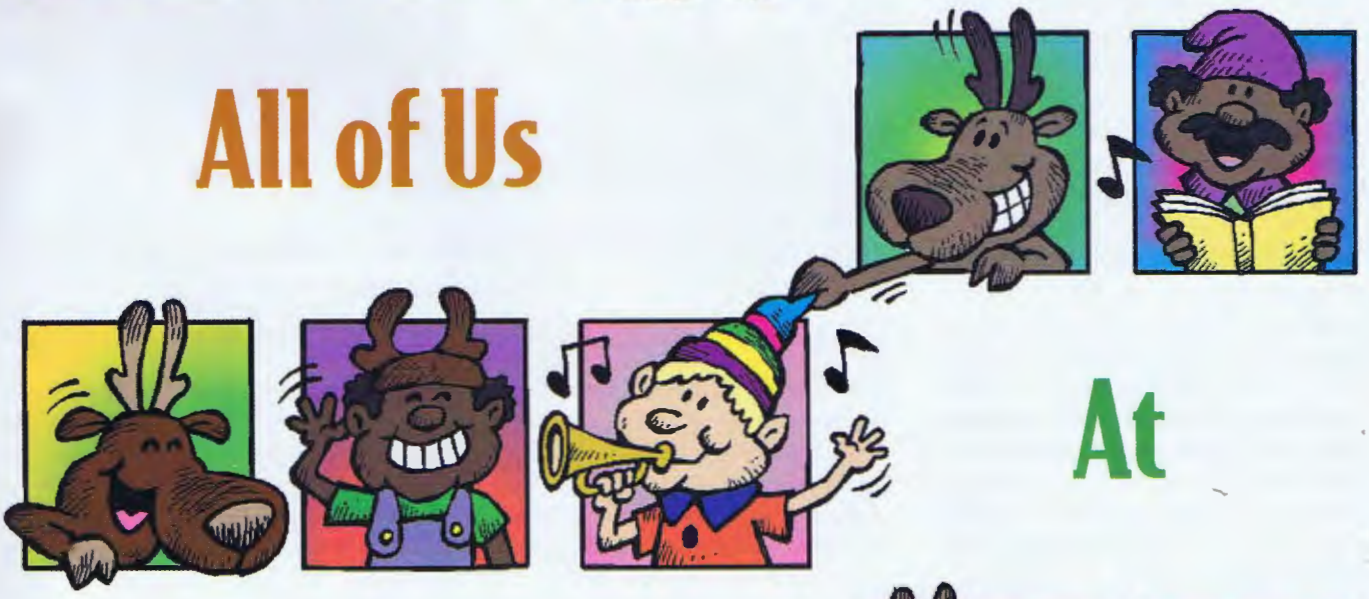

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BUILDING NEVADA NEWS in BRIEF

Ground breaks on non-gaming hotel

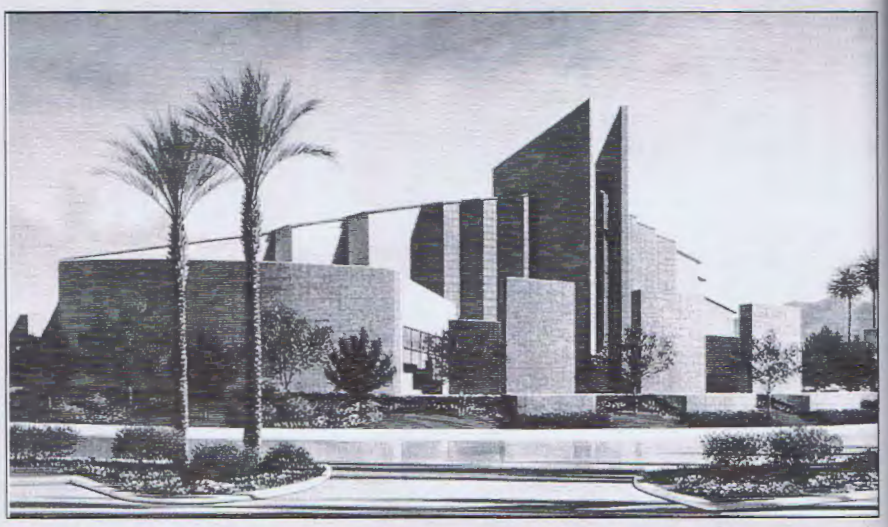
Martin-Harris Construction is serving as general contractor on the $22 million Embassy Suites-Las Vegas Convention Center project. The 11-story property will include 277 rooms, and will be situated at 3600 Paradise Rd. With a total of 219,000 square feet, the project features a waterfall in a 6,000-square-foot atrium, an indoor/outdoor pool and 8,000 square feet of flexible meeting space. The non-gaming property is scheduled for completion by fall of 1999.

Perini awarded six new projects

The western U.S. division of Perini Building Company, Inc. announced it won construction contracts on six new projects valued at $169 million. Four of the projects are in Nevada, and all are scheduled for completion in 1999. The projects include contracts to build a $35 million, 27-story tower addition to Reno's Atlantis Hotel & Casino, the $150 million Hyatt Regency Lake Las Vegas Resort in Henderson, a $12 million pool renovation at the Las Vegas Hilton and a 34-lane bowling center, sports book, lounge and childcare center at the Riverside Hotel & Casino in Laughlin.

New Aladdin construction underway

Representatives from Aladdin Gaming, LLC recently unveiled a model for the $826 million Aladdin Hotel & Casino. Construction on the project began late last month with the arrival of steel on the 35-acre property. The property will be built using staggered truss steel construction, enabling the exterior structure to be "topped off" in April 1999. The Aladdin, which will include the 2,600-room Aladdin Hotel & Casino, the 462,000-square-foot Desert Passage shopping and entertainment complex, a 1,000-room music-themed hotel and casino and the renovated Aladdin Theater of the Performing Arts, is slated to open in the spring of 2000.



Harris Consulting contributes to unique church design

Harris Consulting Engineers has designed the mechanical, plumbing and electrical systems for Shadow Hills Baptist Church. The project is comprised of a cluster of buildings built around a large central plaza. The facility will feature a 36,000-square-foot worship center capable of accommodating a congregation of 1,750, a 2,700-square-foot administration building, a 10,000-square-foot fellowship hall and a 22,000-square-foot preschool daycare center. Architectural firm Swisher & Hall, AIA, Ltd. designed the project.

Marriott opens newest Residence Inn

Marriott's newest Nevada property, Residence Inn at Hughes Center, has opened at 370 Hughes Center Dr. The property specializes in extended stay, and offers 256 accommodations that include two-bedroom and one-bedroom suites or studio layouts. Amenities include kitchens with microwave ovens, dishwashers and refrigerators. The inn also offers a swimming pool, spa, exercise facility, four meeting rooms and the Marriott Sportcourt. The Hughes Center property is the third Residence Inn to open in Las Vegas.

Fixed-income housing unveiled in North Las Vegas

Creative Choice Homes recently unveiled the second phase of Buena Vista Springs Apartments in North Las Vegas, designed to offer quality living to working class and Section 8-assisted families. Since acquiring the property in 1994, Creative Choice Homes has invested more than $8 million in renovating the project, formerly known as Carey Arms. The once-troubled neighborhood now offers 25 social services, including a computer learning center and library, as well as food, clothing and job banks.

Partnership yields country's biggest builder

Lewis Homes has long been regarded as one of Nevada's largest and most prominent homebuilders, and Kaufman & Broad Home Corp. has maintained a strong presence in the state as well. Now, both have combined to establish what will prove to be the nation's most prolific homebuilder. Kaufman & Broad (NYSE:KBH) recently signed a definitive agreement with privately held Lewis for consideration of about $409 million, plus assumption of debt. The merger, scheduled for completion in January, will make Kaufman & Broad the largest homebuilder in 1999 in terms of unit deliveries.

Why, after so many years of success as a privately-held company, did Lewis Homes finally join ranks with another builder? According to Randall Lewis, executive vice president of the company, the builder's continued success made such a merger possible. "We wanted to do this from a position of strength," he explained. "Interest rates are great, markets are great and Lewis Homes is in a wonderful position. Moving forward with a merger at this time enabled us to choose the best builder to partner with."

Despite the apparent good health of both builders, survival in increasingly contested new-home markets (such as Las Vegas) proved a factor in the merger decision. "We believe the real winners in the homebuilding industry will be those able to offer better value than competitors, while faring well against existing homes," predicted Bruce Karatz, chairman and CEO of Kaufman & Broad. "If we grow in a disciplined way, we can accrue competitive advantages through greater cost and delivery efficiency and a dominating presence from a marketing point of view. There will always be a place for smaller builders, but they will have a tougher time competing with larger companies."

"This kind of opportunity only comes along once in a while," Karatz continued. "We know each other's strengths well. We're rapidly expanding our business, and we possess an absolute passion to determine ways to offer customers more value and greater choice. We will end up even better tomorrow."

Part of the formula for enjoying a better tomorrow will include taking advantage of Lewis' strong landholdings, one of the assets that appealed most to Kaufman & Broad. Combined, the two builders now share 78,000 lots throughout the Southwest; more than half of those are available for building within the next year. The new company will deliver in excess of 21,000 homes in 1999. The next closest contender, Pulte Home Corp., is expected to deliver about 15,000 homes. "That gap will be very hard to close," noted Karatz.

Customers may yet constitute the biggest winners in the deal. "We hope customers notice the two businesses acting together will be able to drive down costs even more," Lewis asserted. The two will continue to offer homes and communities under their own brand names, with Lewis operating in a slightly higher price niche. Though executives in both companies expect the job duplication that comes standard with most mergers, they anticipate such problems will be minimal.

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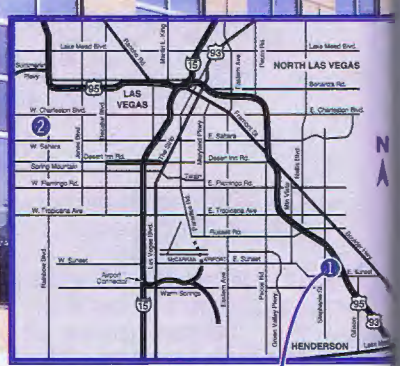

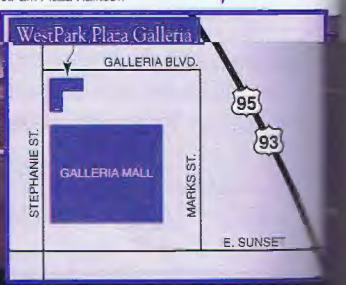

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Commercial Real Estate Market Report

OFFICE MARKET SUMMARY

LAS VEGAS: At the end of the third quarter, the existing office space inventory base totaled approximately 17.3 million square feet with a vacancy factor of 11.35 percent, down from 12.47 percent at the close of the second quarter. The weighted average lease rate for vacant space totaled $1.78 per square foot on a full-service gross basis, up from $1.74 per square foot at the end of 1997.

Year-to-date net absorption totaled nearly 1.14 million square feet. Approximately 48 percent of this absorption occurred in the northwest and south valley submarkets.

The Class A vacancy rate decreased to 10.75 percent, down from 13.56 percent at the end of the second quarter. Most of the Class A net absorption is occurring in the Hughes Center, the McCarran Center, City Center West and the Canyons Center.

New office space completed this year to-date totaled 1.34 million square feet.

RENO: Activity remained very strong throughout the third quarter for the Northern Nevada office market. South Meadows, in particular, was the busiest submarket in the area. With the completion of several projects within this submarket, the activity will likely continue.

The downtown submarket also posted good numbers over the past two quarters. Notably, the 200 South Virginia Street building experienced a dramatic increase in leasing activity, improving its occupancy level substantially.

The overall vacancy rate declined by approximately 3 percent during the past two quarters. With several new projects due for completion before year-end, the vacancy rate may increase slightly.

NEXT MONTH:
Retail Market Summary

OFFICE MARKET – 3rd Quarter 1998

Total Market	Las Vegas	Reno
Number of Properties	457	174
Total Square Feet	17,346,724	4,059,253
Vacant Square Feet	1,961,478	434,183
Percent Vacant	11.31%	11.50%
New Construction	299,898	123,509
Net Absorption	407,826	71,620
Avg Lease SF/Mo (FSG – NNN)*	$1.78	$1.42
Under Construction	948,942	345,400
Planned Construction	1,885,519	165,700
Class 'A' Office Properties		
Number of Properties	37	23
Total Square Feet	3,981,743	1,556,080
Vacant Square Feet	428,221	176,278
Percent Vacant	10.75%	12.00%
New Construction	96,000	69,500
Net Absorption	179,194	22,668
Avg Lease SF/Mo (FSG – NNN)*	$2.07	$1.65
Under Construction	306,298	145,800
Planned Construction	779,000	102,900
Class 'B' Office Properties		
Number of Properties	272	61
Total Square Feet	10,014,388	1,504,423
Vacant Square Feet	1,196,491	150,920
Percent Vacant	11.95%	10.00%
New Construction	194,898	46,900
Net Absorption	219,452	34,800
Avg Lease SF/Mo (FSG – NNN)*	$1.76	$1.40
Under Construction	634,621	67,600
Planned Construction	1,081,063	35,878
Class 'C' Office Properties		
Number of Properties	148	92
Total Square Feet	3,350,593	998,750
Vacant Square Feet	336,766	181,085
Percent Vacant	10.05%	19.00%
New Construction	9,000	17,500
Net Absorption	9,180	10,900
Avg Lease SF/Mo (FSG – NNN)*	$1.49	$1.10
Under Construction	8,023	18,800
Planned Construction	25,456	15,200

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

*** Third-quarter 1998 retail figures for Las Vegas not yet available – 2nd quarter figures are provided.*

RETAIL MARKET – 3rd Quarter 1998**

Total Market	Las Vegas	Reno
Number of Properties	201	76
Total Square Feet	24,101,257	8,632,059
Vacant Square Feet	988,398	409,500
Percent Vacant	4.10%	5.70%
New Construction	533,496	59,267
Net Absorption	485,952	–
Average Lease (NNN)	$1.21	$1.03
Under Construction	1,643,277	421,662
Planned Construction	4,535,222	485,000
Power Centers – Retail Centers > 100,000 SF With Minimal or No In-Line Space		
Number of Properties	19	3
Total Square Feet (GLA)	5,689,615	1,080,400
Vacant Square Feet	356,459	6,300
Percent Vacant	6.27%	6.00%
New Construction	0	49,400
Net Absorption	8,885	43,100
Average Lease (NNN)	$1.30	$1.00
Under Construction	0	382,727
Planned Construction	65,100	100,000
Community and Regional Centers – Retail Centers With Anchor(s)		
Number of Properties	110	44
Total Square Feet (GLA)	14,502,970	6,506,475
Vacant Square Feet	333,930	336,344
Percent Vacant	2.30%	5.70%
New Construction	266,679	8,867
Net Absorption	313,299	–
Average Lease (NNN)	$1.27	$1.05
Under Construction	1,556,047	281,000
Planned Construction	4,144,122	350,000
Strip Centers – Retail Centers		
Number of Properties	72	27
Total Square Feet (GLA)	3,908,672	919,611
Vacant Square Feet	298,009	66,856
Percent Vacant	7.62%	7.27%
New Construction	266,817	0
Net Absorption	203,187	–
Average Lease (NNN)	$1.06	$0.96
Under Construction	0	140,662
Planned Construction	326,000	35,000

INDUSTRIAL MARKET – 3rd Quarter 1998

Total Market	Las Vegas	Reno
Number of Properties	1,265	713
Total Square Feet	51,720,474	46,161,116
Vacant Square Feet	5,844,511	4,974,417
Percent Vacant	11.30%	10.80%
New Construction	1,966,082	3,016,645
Net Absorption	350,680	3,680,923
Under Construction	2,072,260	0
Planned Construction	3,237,378	1,039,000
Distribution – less than 10% office		
Number of Properties	413	606
Total Square Feet	28,588,102	39,236,949
Vacant Square Feet	4,075,100	–
Percent Vacant	14.25%	–
New Construction	1,827,178	1,334,703
Net Absorption	577,721	–
Under Construction	1,717,040	–
Planned Construction	2,983,540	1,039,000
Avg Lease (NNN) < 10,000 SF	$0.49	$0.46
> 10,000 SF	$0.40	$0.29
Manufacturing – 10% - 20% office		
Number of Properties	752	100
Total Square Feet	17,506,631	6,462,556
Vacant Square Feet	1,155,049	–
Percent Vacant	6.60%	–
New Construction	0	410,000
Net Absorption	– 220,238	–
Under Construction	65,550	0
Planned Construction	253,838	48,000
Avg Lease (NNN) < 10,000 SF	$0.49	$0.48
> 10,000 SF	$0.43	$0.29
Flex/Multi Use– over 30% office		
Number of Properties	86	–
Total Square Feet	4,940,426	–
Vacant Square Feet	614,362	–
Percent Vacant	12.44%	–
New Construction	138,904	–
Net Absorption	– 6,803	–
Under Construction	289,670	–
Planned Construction	0	–
Avg Lease (NNN) < 10,000 SF	$0.62	–
> 10,000 SF	$0.60	–

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

Las Vegas Statistics Compiled by Lee & Associates Commercial Real Estate Services
Reno Statistics Compiled by Grubb & Ellis Nevada Commercial Group

Reviewed by Kathleen Foley

PERSONAL TRAINERS

Fitness One-on-One

Woodall's Fitness Training

Las Vegas *399-9945*

Can't seem to drag yourself out of bed in the morning to go to the gym? Certified fitness trainer James Woodall counters this excuse by bringing a van full of exercise equipment to his clients. Woodall works out, swims and even rock climbs with his clients and ends each hour-long session with a massage. "I'm a work-out buddy as well as a trainer," he says. "Many of my clients are busy executives who find it hard to make time for exercise. When I show up at their door, they're motivated to do what they know is good for them." Woodall stresses the importance of learning new ways to live healthily through eating habits, good posture and exercise. Clients' goals may include weight loss, increased flexibility and strength or better cardiovascular performance. They may also want to increase their skills in a particular sport, such as golf or skiing.

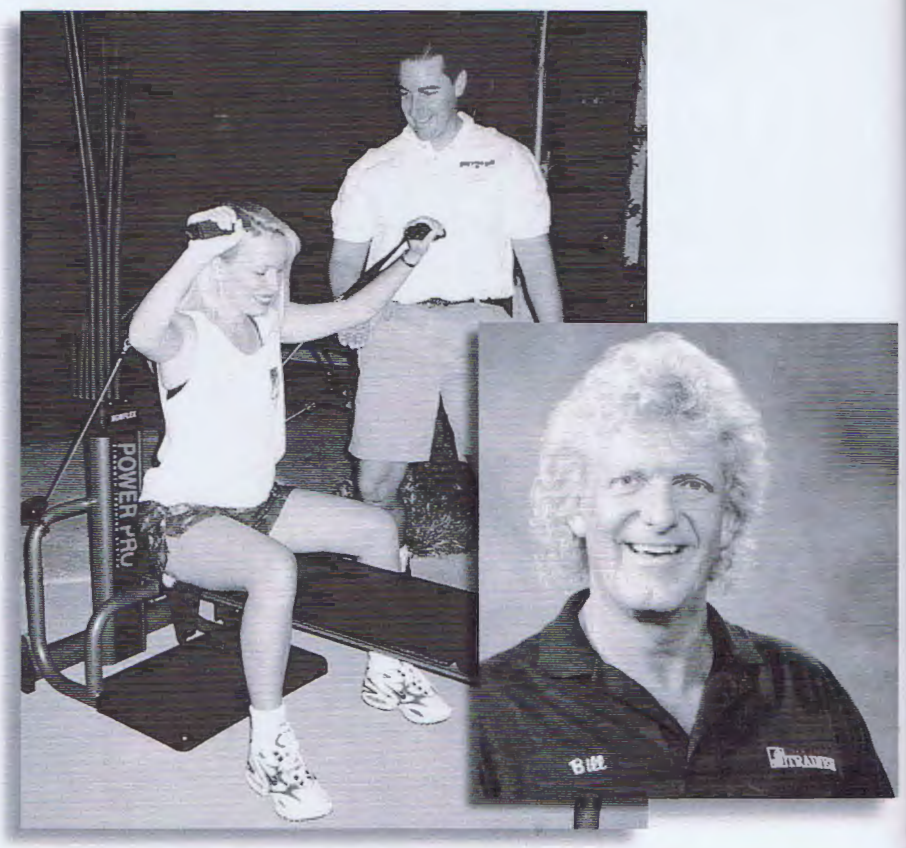
Woodall has an extensive background in rehabilitation and works with medical professionals to help clients recover from injuries or chronic health problems. He graduated from UNLV with a degree in fitness and sports management and received his personal training certificate from the National Academy of Sports Medicine. His other services include fitness consultation, fitness testing, individualized or family programs, corporate programs, seminars and workshops.

Your Personal Trainer

Las Vegas *873-8736*

To help clients "put more life in their years and more years in their life," Bill Linaker and Marilyn Gubler have established Your Personal Trainer. A maximum of three clients at a time can use the equipment at the small gym at Flamingo and Decatur, each accompanied by a personal trainer for guidance and instruction. "I find out my clients' goals during the first interview," says Linaker. "Then we devise a program to accomplish those goals." He starts with an aggressive weight-training program, followed by dietary modifications based on a client's lifestyle and blood type. The third phase is cardiovascular, which can include anything from power walking to bicycling to the treadmill.

Many of Linaker's clients are people who lead stressful lifestyles and have not taken the time to exercise or eat right. "I help them release stress and stay fit enough to keep up the pace," he says. Clients can also relieve stress with a massage session from People Who Knead People at the gym, operated by licensed massage therapist Jeff Eagle. Linaker has developed and operated full facility clubs in several states and was the co-producer and technical advisor for the *Body by Janis* exercise show on cable television.



James Woodall (above) assists client Christy Coffey with a workout at her home. Bill Linaker (right) takes a multi-phase approach to his customers' fitness.

Maximum Fitness

Reno *827-1995*

Max McManus is looking for a few good people who want an intense fitness program. Maximum Fitness is a private training facility where he attends to clients on a by-appointment basis only. "You have to qualify for my program," he explains. "Some experience in sports or exercise is helpful, but attitude is the most important factor. I specialize in an aggressive, innovative style of training designed to meet specific fitness goals." Clients include high school and college athletes, other personal trainers, ultra marathoners and bodybuilders. McManus also takes on clients who need rehabilitation to gain strength and mobility after completing a course of conventional physical therapy. Training sessions generally last one hour, and the average client visits three times a week. "Homework" involves following dietary recommendations and doing cardiovascular exercise between sessions.

McManus holds a degree in exercise physiology and has logged an estimated 100,000 hours training people over the last 12 years. He has been a professional triathlete and is now competing in advanced bodybuilding. His facility is located at 953 W. Moana, half a mile south of the Peppermill Hotel.

by Michael Sullivan

Is Free Speech Endangered When Ethics Entities Weigh In?

While there were many winners and losers in last month's elections, there were also a few victims. When the dust settled on another wild political frenzy, it was clear that our nation's most important document had been ripped, torn and trampled.

Yes, the First Amendment to the United States Constitution took quite a beating in Campaign '98. Under the guise of "ethical reform" and "truthful campaigning," groups like the Nevada Ethics Commission and the Judicial Discipline Commission denied several candidates one of our nation's most basic liberties – the freedom of speech.

By sitting in judgment over the contents of mail pieces and television and radio advertising, these "truth squads" have attempted to impose their thoughts, their values, their beliefs, over every other member of this community.

Political free speech is one of our democracy's most protected forms of communication. Although it may not always be what we want to hear, it's the principal that separates our country from every other nation on earth. As the famous Voltaire saying goes, "I disapprove of what you say, but I will defend to the death your right to say it."

We have somehow survived 200-plus years with the concept that the people – all the people – should have a chance to decide whether an idea should be believed or discounted. Government should not be allowed to censor someone just because it happens to disagree with what that person is saying.

But this is exactly what these new boards are trying to do. For example, the Nevada Standing Committee on Judicial Ethics and Practices censured several candidates for violations such as "not maintaining the dignity appropriate to judicial office" and not acting "in a manner consistent with upholding the integrity and independence of the judiciary."

Huh? I don't remember the First Amendment reading, "Congress shall make no law abridging the freedom of speech, unless that speech is not dignified or does not uphold the integrity we expect."

While many might agree with the intentions of this group, which was established by the Nevada Supreme Court, the heavy-handed way it dealt with candidates and free-speech issues this year would make the founding fathers spin in their graves.

In one case, not only did the committee order a candidate to remove a commercial from the air, a secretary for the committee actually called and berated local television stations for failing to pull the spot quickly enough.

There's nothing wrong with someone pointing out factual inaccuracies in political advertising or mail. That's what the media's been doing for centuries. But when members of a group of people – any people – attempt to censor political opinion and satire, then they've crossed the line.

It's doubtful whether anyone will challenge the authority of this body. Even the most fearsome lawyers can't take pussycats when faced with the possibility of disbarment or disciplinary action. It's also highly unlikely the public, with their hatred of negative advertising, will rise up in arms to combat this censorship.

If something isn't done, however, then the sanctity of our Constitution is in jeopardy. As John Mill wrote, "If all mankind minus one were of one opinion, and only one person were of the contrary opinion, mankind would be no more justified in silencing that one person than he, if he had the power, would be justified in silencing mankind."

Plans are well under way for the next session of the Nevada Legislature. The Assembly and Republican leadership in both houses have met and will soon choose leadership and committee assignments.

In the Assembly, no major surprises are expected. Joe Dini of Yerington will again be the Speaker of the Assembly, but all indications are this will be his last year serving in that capacity. Richard Perkins will be Majority Leader and Barbara Buckley will serve as Assistant Majority Leader.

While at press time no shake-ups were rumored in committee chairmanships, several Assembly Democrats with seniority will certainly buck for plum assignments.

The Senate numbers are unchanged, and the status quo is expected there as well. Bill Raggio of Reno will again be Republican Majority Leader, and Dina Titus will serve as the Democratic Minority Leader. Look for Sen. Jon Porter to increase his stature this session, perhaps vying with Sen. Mark James for top leadership positions from the south.

Michael Sullivan is president of Public Advertising, a local government consulting firm.

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LAS VEGAS SUN

SHOWBIZ LAS VEGAS

October 21, 1998

Today in the SUN:

'Iron Mike' ready to shake off rust: He jumped through the hoop. And, as a result, the Nevada State Athletic Commission figured Mike Tyson deserved a reward. So it relicensed the wayward former heavyweight boxing champion Monday ... Click for our complete coverage.

Other Sun headlines:
- Radio star Bell lets questions linger about resignation
- Lawyer: Binion wanted girlfriend out of will
- Check out our complete coverage of Bellagio

What to do:

Wednesday: Open Mike Poetry
Admit it: There just isn't enough poetry in your life. As usual, we can help you. Just pop on your beret and head down to The Word (Open Mike Poetry) at the Enigma Garden Cafe, 918 S. 4th St. Readings begin at 7 p.m., and admission is free. Call 702-386-0999 for more information.

T.V. Tonight
Provocative Images, 8 p.m., VH1, Channel 33. Part of VH1's Fashion Week, this one-hour show will be overflowing with style. Expect a well-tailored peek at top photographers like Marco Galviano, Francesco Scavullo and Lillian Bassman, an 80-year-old woman who creates art from her fashion photos of the 1940s. Click here for complete TV grid.

Movies
Still playing: **"A Soldier's Daughter Never Cries."** The latest Merchant-Ivory film is an adaptation of Kaylie Jones' autobiographical account of life as the daughter of novelist James Jones. Click here for show times.

Wednesday night:
- **Pop:** Greg Kihn, 10 p.m., $10, Luxor (3900 Las Vegas Blvd. S., 702-891-1111)
- **Lectures:** Learn about efficient irrigation systems, 7 p.m., Free, Desert Demonstration Gardens (3701 W. Alta, 702-258-7183)
- **Comedy:** George Carlin, 9 p.m., $35.20, Bally's Celebrity Room (3645 Las Vegas Blvd. S., 702-739-4567)

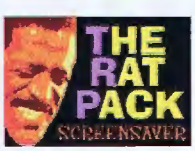
Ongoing:
- **Haunted Houses:** Check out Las Vegas Weekly's complete guide. Click here.
- **Variety:** 1998 Street of Dreams at Seven Hills, 11 a.m.-7:30 p.m., $7.50, Terracina at Seven Hills (1151 Villa Rica, 702-263-2023)

Search for events.

Featured:

Now appearing on a screen near you: The Rat Pack, in all their swanky glory. Download this great screen saver and you'll be the envy of all, baby. Click here for free download

THE RAT PACK SCREENSAVER



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BUSINESS STRATEGIES

by George Fuller

PLANNING LEADS TO PRODUCTIVE CONVENTIONS

Success – or failure – is spelled in the details

Whether or not you're responsible for planning a business meeting or convention, or just going as an attendee, the secret to success lies in dealing with the "itty-bitty, nitty-gritty." No, that's not the latest dance craze or diet fad. Rather, it signifies the swarm of minor details that can spell the difference between success or failure for convention and meeting goers.

If you're handed the *task of planning a large-scale meeting*, your first decision should be whether to handle the project yourself or to hire a professional planner. To the uninitiated it may seem relatively simple to conduct your own scheduling, but that rarely turns out to be true. In the long run, it's usually more practical to hire outside experts to handle the project.

First, this not only saves time, but it can also save money, since inexperience in this area can lead to unnecessary expenditures. For example, a lack of knowledge in the fundamentals of meeting planning can often result in trying to achieve success by throwing money at the problem.

However, whether or not you hire outside experts to run your meeting, the first factor to consider is funding. The budget for the event should cover standard items such as hotels, speaker's fees and transportation, as well as an amount set aside for contingency planning to cover unexpected expenditures.

It's also important to understand your audience – since even though members of a group may have identical business interests, they're also individuals with differing likes and dislikes. Therefore, social activities should be planned to appeal to a wide range of interests.

The layout of the facility where the event is planned is another necessary ingredient for success, so it's important to carefully select a meeting site. The location and setting are important, but they shouldn't take priority over more practical criteria. For example, the size of meeting rooms should be closely proportional to the expected number of attendees, since either cramped quarters, or half-filled ballrooms, will discourage participation by attendees.

It's also wise to arrange for meeting rooms for seminars and small groups within the framework of larger gatherings. And if, as so often happens, everyone decides to attend the same seminar at the last minute, the availability of expandable meeting rooms can avoid chaos.

Even if you're not responsible for the overall planning, there are a number of things you can do to derive greater pleasure and/or profit from your next meeting or convention. As you know, the hustle and bustle of off-site meetings can leave you heading home without accomplishing much in the way of business. After all, the objective of those organizing these events is to make it as pleasurable as possible for everyone in attendance. However, from your perspective, that may leave little time to pursue your own interests. Therefore, it pays to do some scheduling of your own around the pre-planned agenda.

One good idea is to contact people you want to get together with at an out-of-town event beforehand. Make arrangements to meet them at a certain time during the convention. Try to do this by working around the schedule of events if at all possible. If that's not feasible, discuss with the other party which part of the itinerary you'll both forego.

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If you're planning to take business contacts to lunch, it's wise to look for a restaurant that's away from the center of convention activities. That way, your business can be conducted with a minimum of interference. Incidentally, when attending out-of-town meetings it's a good practice to make car reservations before you leave. Even when local transportation for convention goers is provided, serious business away from the crowd often requires traveling some distance in an unfamiliar city. So if you decide after your arrival that you want your own transportation, last minute car rentals and/or scrambling for taxis can throw all of your plans out of kilter.

Making the most of any convention, trade show, or other gathering requires careful attention to time constraints. So don't forget that minor irritants can ruin everything. For instance, it's easy to assume that you can buy anything you want at a local store. However, finding what you want quickly isn't always so simple when you're in an unknown environment. Therefore, bring along the headache remedy and an extra shirt or blouse, since shopping can be a bigger time-eater on the road than it is at home.

Finally, how many times have you been to an out-of-town meeting and had someone say, "That's interesting. Send me the particulars when you get home." If you plan ahead carefully, the "particulars" such as a proposed contract or sales brochure, can be with you. That way, even if you're not able to seal a deal on the spot, you're further along the road toward agreement by having the paperwork on hand. Beyond anything else, a meeting shouldn't end with the flight home, since it's the after-the-fact follow-up that can maximize the benefits for your company. So don't cast aside all of those new ideas and contacts when the gathering ends and everyone heads for the airport.

George Fuller is the author of Manag[illegible] Portable Answer Book, *published* [illegible] *Prentice Hall.*

FOCUS ON
MARKETING

by John R. Graham

CAPTURING THE CYBER CUSTOMER

Selling has changed. Forever

"Control the customer and you control the sale." This advice served generations of successful salespeople who knew they could make the sale if they could get face-to-face with a prospect.

But even the waves of consumer catalogs failed to alert the selling profession to a basic, far-reaching change that was taking place. It wasn't catalogs as such that were important. Whether it was L.L. Bean, PC Warehouse or Victoria's Secret, cataloging became a great success story because these companies offered what the customer wanted most: convenience.

But catalogs were just a rest stop along the world's merchandising highway. Now, it's the Internet. While some express concern about "security issues," millions of shoppers buy books at *Amazon.com* using their credit cards. The experience builds consumer confidence, and paves the way for increased spending via the Internet.

The effects of Internet buying activity are being felt. A Dodge dealer in Phoenix is seeing it first-hand. Describing the dealership's expanding presence on the World Wide Web, he reports, "We are dealing with a totally different type of car buyer ... the cyber shopper. Many walk in (or e-mail) with invoice in hand and a retail book-value on their trade-in. Since most are shopping from home, it's nearly impossible to 'sell value' in the product. In fact, if they don't get what they want in the form of 'best price,' most never step foot in the door ... I've sold quite a few cars in my time and it's much easier to isolate the objection and overcome it when I have an opportunity to 'sell' the product and myself face to face."

The auto dealer isn't alone. How many companies have broken speed records to have a Web presence only to discover they weren't ready for the change in buying behavior brought about by the Internet?

As the Dodge dealer pointed out, today's customers arrive by e-mail or in person having done their research on the Internet. They no longer come to gather information. The Internet now fills that role. By the time customers contact the dealer, they know exactly what they want, and what they're willing to pay.

Many in sales want to believe that most people feel there's value in doing business with someone they know. Is this the way customers feel? Dell Computers and Micron Computers are highly successful selling computers by direct mail. The Internet only serves to enhance this type of buying experience. Dell, Micron and others provide the buyer with detailed information at their Web sites. Impressively, Dell consistently receives top honors for its record of high quality customer satisfaction.

All this raises essential questions regarding the use of the Internet in capturing customers. Here are a few suggestions:

Build a "Web" Store

Cyber shoppers want something different, not just a Web site. They want a virtual store, not just one that leads to a "real" store. It's quite possible that these customers associate physical locations (including sprawling auto dealerships) with high costs that are passed along to customers. Larry Downes and Chunka Mui, authors of *Unleashing the Killer App*, make the point: "Technology makes it possible to create, cheaply and consistently, a customer offering that is unique; not just one time, but every time." In effect, the Internet shrinks selling costs, or at least it changes the perception of these expenses.

At a virtual store, customers are given the opportunity to custom-order what they want and the pricing reflects the reduced operating costs. In other words, the time may have arrived when the objective is no longer one of only using the Internet to attract customers to a physical location. The goal is now to get them to a virtual store.

Listen to the Client or Lose the Sale

Before even meeting a customer, many salespeople decide what they're going to sell. They set the agenda and their job is to get the customer to agree with it. They decide what they want rather than attempting to understand the needs of the customer and then find the right solutions.

This selling style is outdated and helps explain why many customers are put off by coercive, manipulative and customer-ignoring sales techniques. This is also why effective banner advertising on the Internet asks questions. One dry cleaner, interested in attracting off-season clothing storage

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customers, used a banner that asked, "Need more closet space?" The goal was to identify customers with bulging closets.

Save the Customer Time ... Then Money

Cyber shoppers are interested in saving time, not running around trying to find the right place to make a purchase. One survey shows 60 percent of women and 40 percent of men who make catalog purchases do so for one reason: convenience. Those searching for products and services on the Web are known to value time above almost anything else. The concept is simple: in exchange for the customer's money, you give the customer time.

Be an Information Source

Visit *mrlongterminsurance.com* and you enter a mini-university devoted to long-term care insurance. The site is a highly informative resource, giving the visitor access to volumes of information and data. Almost hidden is the fact that it's possible to buy the product. What's so impressive is the credibility created by the voluminous amount of available information. Agents selling long-term care often use this Web site to do their research.

Yet, almost all other sites that appear using "long-term care" as the keyword have quite a different objective. Offering minimal information, their objective is clear: sell, sell, sell. They think of a Web as nothing more than a Yellow Pages or newspaper ad. But they lack credibility because they fail to provide useful, helpful information that establishes confidence. The Internet has changed the paradigm: quality information attracts customers. While their sites may get a few initial hits, there's no reason to stop, let alone come back later. In effect, there's no value for the customer.

The Client is in Charge of the Sale

Taking charge of the sale has been the traditional salesperson's role: failure to take or keep control will lose the sale. This is changing, quickly becoming a "one-to-one" marketplace. Walk through just about any department store and the message becomes vividly clear. Departments are divided into "boutiques," an attempt to offer a more personal approach within the context of a large store.

The Internet is about the singular. It facilitates individual expression better than any other form of communication. It has to do with one customer and one customer alone. This gets rid of the traditional "what's-on-the-shelf?" mentality – often a process of persuading the customer to want what's available: one or two sizes fit all. This type of selling is predicated on controlling the customer and face-to-face encounters, circumstances negated by the Internet.

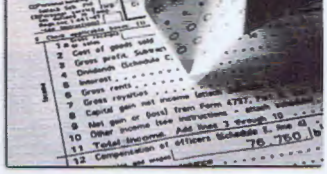
What the customer wants to buy is all that counts today. Micron Computers, as well as others, make it easy for customers to "build" computers the way they want them without talking to anyone. "Live" customer service representatives are available, if needed. But they're facilitators, not salespeople. Their role is to assist and answer questions. The customer is in charge of the sale.

The Internet makes selling both more and less personal. It's more personal in that it's strictly one-on-one, but it's less personal because customers can be totally anonymous, revealing only as much as they choose at any given moment. This makes it very difficult to apply traditional sales techniques. Instead, the task is to make it clear the customer is in charge.

While these five techniques apply to the cyber customer, they also pertain to everyone who thinks like a cyber shopper, whether on the net, in an auto dealership, a shopping mall or purchasing for a business. With more than 30 million Americans using the Internet each day (a figure that continues to grow), almost everyone is destined to become a cyber shopper.

The Internet is altering buyer expectations of what it means to be a professional salesperson and how customers want to be dealt with today. The Internet is not just changing where people buy, but, more importantly, how they buy.

John R. Graham is president of Graham Communications, a marketing services and sales consulting firm founded in 1976.



TAX TIPS

INOCULATE YOUR BUSINESS AGAINST THE YEAR 2000 BUG

When you walk into your office on January 2, 2000, will your computer, and its software, recognize the new millennium or will it think it is 1900? Your computer's ability to comprehend the year 2000 can affect everything from your business's cash flow to taxes to interest calculations to customer service, as well as many other areas. Although the degree to which the Year 2000 (Y2K) issue affects a business will vary greatly, you can be assured that if your systems rely on computers or electronically controlled devices, your business is at risk. There are steps you can take now to minimize those risks.

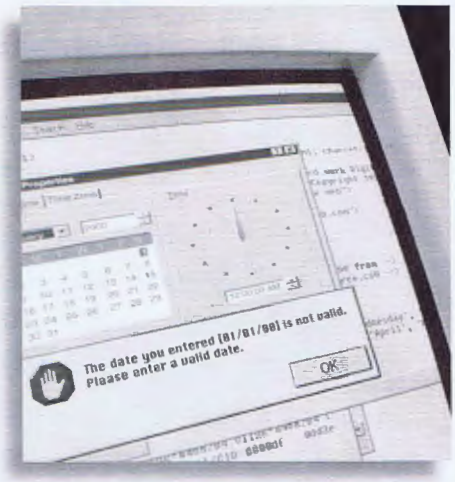
Inventory your hardware & software

Identify and list the various computer-based systems, components and hardware that support your business. Include computer controlled equipment such as automated machinery in your production line, telephone systems, security and safety systems, transport systems and other equipment that may involve a computer chip. Don't overlook any hardware and software that may use a date, including utility programs such as Microsoft Office, accounting packages and custom-written or adapted systems developed for your business.

If you use a service bureau for your data processing needs, make a list of all the services it provides. Then ask the service bureau in writing whether each service is year-2000 compliant. If a service bureau says it is ready for the year 2000, ask it to provide test results demonstrating that fact.

Assess your system's compliance

You should also assess whether each of the items on your inventory list is Y2K



compliant. Start with systems or components most critical to your operation and those that are date sensitive, including programs that perform any kind of forecasting through time, such as calculating interest or projecting inventory.

One way to test your system's readiness is to run it as if it were already the year 2000. For example test the dates 1/7/2000 and 1/10/2000 to ensure all software operates correctly on the first Friday of the new century and the Monday following. Validate that the system operates correctly at month end, 1/31/2000, and rolls over to 2/1/2000 properly. You'll also want to validate such things as interest and other time-based financial calculations, inventory processing and expiration date processing. However, before running such tests, make sure you evaluate the impact of resetting system dates so you don't foul up current operations.

Another way to assess your system is to examine the computer code and follow the logic. If this is not possible because the software is based on an off-the-shelf package, contact the vendor. In fact, it's wise to contact all suppliers for confirmation in writing guaranteeing their product is Y2K compliant, or for instructions detailing the steps to achieve compliance.

Correct existing systems

Once you have determined those systems in need of modification, the next step is to decide how to conduct the repairs. Basically, you can either upgrade the system, replace it, or retire it. It's important to keep in mind that a strategy to replace or repair a non-ready system should take into account software that interfaces with other systems, both within and outside the organization.

In making your systems Y2K compliant, you can also expect a little help from Uncle Sam in the form of tax deductions. For example:

- ***Convert your software.*** The cost of software developed or purchased to convert existing systems to make them year-2000 compliant can be currently deducted or amortized over a useful life of five years or less.
- ***Buy replacement software.*** The costs of buying stand-alone software can be amortized over 36 months using the straight-line method, beginning the month it is placed in service.
- ***Lease new software.*** The costs of leasing software to update your computer system are deductible over the period of the lease.

Keep in mind that the right solution for your company depends on your business goals, and the way in which you plan to use technology to meet those goals. A CPA or another technology consultant can help you make the most informed decision regarding Y2K issues and your business.

Prepared by the Nevada Society of CPAs.

Las Vegas Outdoor Advertising Opportunities

Bustop Shelters of Nevada Offers a Unique Medium...

- Largest transit shelter operator in Las Vegas with over 2,000 panels.
- The most locations of any Las Vegas Outdoor Advertising Company.
- Shelters in Las Vegas are absolutely essential to cover the market.
- Complete exclusive tourist and local coverage.

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

New Bustop Benchback Advertising

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

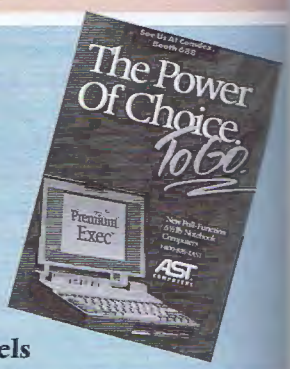
2' x 7' Industry Standard wooden bench back. Comparatively inexpensive production costs.

Junior Transit Posters

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

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

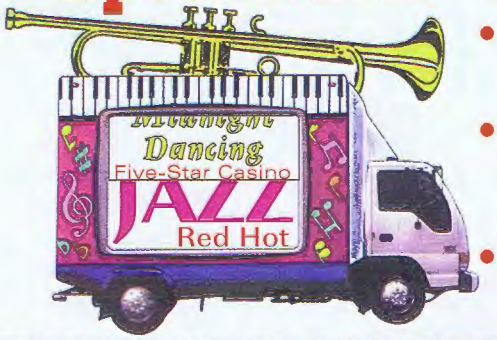
Convention/Trade Show & Special Showings



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

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

"Spectacular" Advertising with Promotions In Motion™



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

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702-795-3325 • Fax 702-795-3658

TopRank NBJ Nevada
STATEWIDE BOOK OF LISTS
www.toprankNevada.com

Reliance on gaming evident, meeting space grows

While business and political leaders assert the importance of economic diversification, this year's lists reveal Nevada's continued heavy economic reliance on gaming and tourism. The 1998 list of Nevada's 100 largest companies includes only 25 non-hotel operations; last year's list included 30 such businesses. That's a dangerous trend in a state that must now contend with Nevada-style gaming in the state to its west. As expansive properties open in Las Vegas in the next year, expect Nevada's Top 100 to post even fewer non-gaming–related companies.

One thing Nevada can continue to offer that distinguishes its market from Native American competitors is abundant convention and meeting space. The Las Vegas Convention Center is enjoying the fruits of a massive expansion, and the Reno Convention Center is slated for improvements and additions as well. The MGM Grand in Las Vegas debuted its state-of-the-art convention center this year, and the spate of new properties will boost convention space square-footage in Southern Nevada. In the drive to bring more diverse visitors, Nevada's tourism markets have an edge over many other convention hubs: they can supplement meeting space with some of the world's most distinctive tourist attractions. Whether it's skiing in Tahoe, golf in Reno or touring cityscapes from around the world in Las Vegas, conventioneers can partake in an experience like no other.

The state's growing popularity as a business meeting center is evident in the conventions coming to the region. Many are improving on last year's attendance, and preliminary research shows 1999 should be one of the best years ever for Nevada's convention markets.

BOOK OF LISTS
December 1998

Featured Lists

CONVENTION AND MEETING FACILITIES XX

NEVADA'S MAJOR CONVENTIONS.....XX

NEVADA'S TOP 100 BUSINESSES XX

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Meeting and Convention Centers

Ranked by Total Meeting Space (Square Feet)

Rank	Meeting and Convention Facility Address	Phone(s)	Meeting Space (SF): Total / Largest	No. Rooms / Seating Capacity	Parking Spaces	Major Conventions Held	Facility Contact / Year Established
1	Sands Expo/Venetian 201 E. Sands Ave., Las Vegas 89109	733-5556	1,700,000 1,100,000	109 10,000	4,000+	COMDEX, Nat'l Assn. of Broadcasters, Automotive Aftermarket Week, MAGIC	Jeff Beckelman 1990
2	Las Vegas Convention Center 3150 Paradise Rd., Las Vegas 89109	892-0711	1,030,633 1,500	106 20,000	5,528	COMDEX, Consumer Electronics Show, MAGIC, Automotive After Market (SEMA, MEMA, APAA, ASIA)	Thomas Smith 1955
3	Reno-Sparks Convention Center 4590 S. Virginia St., Reno 89502	827-7620	300,000 260,000	28 Varies	1,500+	Safari Club Internat'l, John Deere Conv., Chrysler Auto Conv.	Kelly Smith/Joe Waether 1965
4	MGM Grand Hotel/Casino 3799 Las Vegas Blvd. S., Las Vegas 89109	891-7200	275,000 62,060	60 6,206	3,600	State Farm Ins., United Steel Workers of America, GAP, Microsoft	Christian Bourdel 1998
5	Las Vegas Hilton 3000 Paradise Rd., Las Vegas 89109	732-5631	220,000 70,000	36 7,000-9,000	DND	ASD, MAGIC, SEMA, COMDEX	Cindy O'Keefe 1969
6	Caesars Palace 3570 Las Vegas Blvd. S., Las Vegas 89109	731-7082	170,000 36,000	54 3,700	7,500	Bridgestone/Firestone, Toyota Motors	John Yaskin 1966
7	Rio Suite Hotel & Casino 3700 W. Flamingo Rd., Las Vegas 89103	247-7854	120,000 62,500	30 6,500-9,000	6,000	N/A (Opening 3/99)	Larry Paluzzi 1990
8	John Ascuaga's Nugget 1100 Nugget Ave., Reno 89501	356-3300	110,000 40,000	38 3,325	840	Biology Teachers, California Grocers, John Deere Dealer Mtg., Nat'l Assn. Cable Networks	Mary Ann Lanahan 1958
9	Tropicana Resort & Casino 3801 Las Vegas Blvd. S., Las Vegas 89109	739-2581	100,000 54,720	20 7,800	2,264	Ground Support Equipment Int'l, West Coast Bridal & Formal, Nat'l Agriculture Aviation Assn., Creative Painting	Ken Ratigan 1957
10	Primadonna Casino Resorts PO Box 19119, Primm 89019	679-5468	62,000 31,280	15 6,500	3,500+	Compucom Corp., Ford Motor Co., Central Rents, California Teachers Assn.	Andrew Ratner 1979
11	The Millennium Arena 2824 Las Vegas Blvd. N., N. Las Vegas	643-2000	54,000+ 50,000	3 6,500-7,800	2,200	N/A	Reed Mitchell 1999
12	Alexis Park Resort 375 E. Harmon Ave., Las Vegas 89109	796-3318	50,000 14,000	19 1,000	616	Bugle Boy, NEC, Success for All Schools, Internat'l Haircolor Exchange	Diana Takai 1984
13	Harrah's Las Vegas 3475 Las Vegas Blvd. S., Las Vegas 89109	693-6075	32,845 12,050	15 1,400	2,400	DND	Mike Pramshafer 1974
14	Atlantis Casino Resort 3800 S. Virginia St., Reno 89502	824-4400	32,000 12,160	14 900	1,600	Safari Club International, World Wide Distributors, West Coast Western Market, Western States Super Trade Show	Suzanne Folsom 1972
15	Jackie Gaughan's Plaza Hotel/Casino 1 Main St., Las Vegas 89101	386-2319	30,000 21,000	16 1,700-2,500	1,600	Numismatic Show, Amache Reunion, ACBL Bridge Tourn., Star Trek Conv.	Linda Hartman 1971
15	Peppermill Hotel Casino-Reno 2707 S. Virginia St., Reno 89502	689-7161	30,000 13,000	18 1,000	2,524	NV Court Reporters Assn., 4th ROTC, Results Accountants, Sierra Cascade Loggers Assn.	Dean Parker 1986
17	World Trade Center 901 E. Desert Inn Rd., Las Vegas 89109	369-5750	28,000 9,800	12 700	620	N/A	Susana Ross DND
18	Imperial Palace Hotel & Casino 3535 Las Vegas Blvd. S., Las Vegas 89109	794-3286	25,000 9,660	15 1,000	1,500	Front Sight, East Side Club, Adultex, Leading Edge	Bill Henning 1976
18	Monte Carlo Resort & Casino 3770 Las Vegas Blvd. S., Las Vegas 89109	730-7777	25,000 15,000	11 1,200	2,800	Digital of Canada, State Farm, Interactive 2000	Ken Haas 1996
18	Stardust Resort & Casino 3000 Las Vegas Blvd. S., Las Vegas 89109	732-6312	25,000 25,000	14 2,000	1,200	Amerinet, COMDEX Events, Diversified Products, Utility Shareholders Event	Valerie Moon 1990
21	The Golden Nugget Hotel & Casino 129 E. Fremont St., Las Vegas 89030	800-828-6206	23,000** 5,650	12 480	1,168	DND	Linda Davis Miyoshi 1946
22	Luxor Hotel & Casino 3900 Las Vegas Blvd. S., Las Vegas 89119	262-4800	20,000 15,680	3 1,500	DND	AAIN, World Gaming Congress, CES, Networld+Interop	Trude Shern 1993
23	Henderson Convention Center 200 Water St., Henderson 89015	565-2171	13,800 10,000	10 1,000	280	Art Fest of Henderson, Henderson Expo, Computer Shows, Antique Shows, Gun Shows	Lisa Jolley 1982
24	Las Vegas Conference Suites & Services 101 Convention Ctr. Dr., Ste. P-100, LV 89109	734-7333	13,000 3,180	15 458	500	Nikken, Locomotive Engineers, UNR, Mars/Venus Enterprises	Patty Chemine 1998
25	Showboat Hotel, Casino & Bowling Center 2800 Fremont St., Las Vegas 89104	385-9123	12,300 8,300	7 1,250	2,000	Internat'l Jugglers Assn., Calif. Assn. of Refrigeration Engineers, Champion Bass, Jewish War Veterans	Steve Waldman 1954
26	Hard Rock Hotel & Casino 4455 Paradise Rd., Las Vegas 89109	693-5055	12,200/18,200* 10,000	2/7 1,400	1,088+	Pete's Brewing, Toyota Motor Sales, Hitachi Const., Levi Strauss & Co.	Jim Hush 1995
27	Edgewater Hotel Casino 2020 S. Casino Dr., Laughlin 89029	298-2453	11,250 4,500	4 240	DND	DND	Carlos de Leon 1987
28	Gold Coast Hotel & Casino 4000 W. Flamingo Rd., Las Vegas 89103	251-3560	10,500 10,000	5 650-1,000	2,200	Rockabilly Conv., NetWorld/Interop, Brunswick Corp., Dance Vision USA, Nat'l Amateur Bowlers Inc., NV Police Athletic Assn.	Beth Spencer 1986
29	CasaBlanca Resort & Casino 950 W. Mesquite Blvd., Mesquite 89027	346-7529	10,000 8,990	9 550	1,700	Fidtallis, State Farm, Penncorp. Canada, Blockbuster	Peggi Sanders 1995
29	Flamingo Hilton Reno 255 N. Sierra St., Reno 89501	800-648-4510	10,000 8,600	8 500	Unltd.	Millar Elevator, Native American AA Conf., Pacific Coast Magician Assn., 511th Parachute Infantry	Larry Cardarelli 1982
29	Sam's Town Hotel & Gambling Hall 5111 Boulder Hwy., Las Vegas 89122	456-7777	10,000 10,000	6 1,000	3,000	AMF Bowling Conf., Kentucky Fried Chicken Conf., North American Draeger, Quarter Scale Model Airplane Show	Darryn Heath 1979
29	Sunset Station Hotel & Casino 1301 W. Sunset Rd., Henderson 89014	547-7717	10,000 2,500	12 450	7,062	WON Bass	Traci Young 1997
33	Fitzgerald's Casino/Hotel 301 Fremont St., Las Vegas 89101	388-2424	9,000 6,000	4 + Ballrm. 600	DND	DND	Bill McGinnis DND
34	Holiday Inn 1000 E. Sixth St., Reno 89512	800-648-4877	8,634 5,220	6 350	250	Watchtower, Assoc. Schools Const.	David Joseph 1972
35	Carson Nugget 507 N. Carson St., Carson City 89701	882-1626	8,100 6,400	4 to 6 500-600	650	NV Builders Assn., St. Republican Central Committee, NV Commission/Tourism, NV Rainbow Girls	Doug Brown 1957
35	Riverboat Hotel/Casino 3410 Second St., Reno 89501	323-8877	8,100 2,491	6 150/Classrm.	All Valet	CEIS Ft. Sam Houston	Kathy Trevino DND
37	Circus Circus Las Vegas 2880 Las Vegas Blvd. S., Las Vegas 89109	734-0410	8,000 8,000	4 800	5,000+	DND	Tyrone Conklin 1968
38	Fremont Hotel & Casino 200 E. Fremont St., Las Vegas 89101	385-3232	6,838 4,000	2 400-600	300	DND	Kirby Salamone 1955
39	Polo Towers 3745 Las Vegas Blvd. S., Las Vegas 89109	261-1048	6,500 2,800	5 150	2 Lots 2 Garages	COMDEX	Barbara Dean 1995

CONTINUED

Meeting and Convention Centers *(continued)*

Ranked by Total Meeting Space (Square Feet)

Rank	Meeting and Convention Facility Address	Phone(s)	Meeting Space (SF): Total / Largest	No. Rooms / Seating Capacity	Parking Spaces	Major Conventions Held	Facility Contact / Year Established
40	Crowne Plaza Hotel 4255 Paradise Rd., Las Vegas 89109	369-4400	6,290 4,444	8 285	196	WSA, MAGIC, CES, NAB	Mindy Klepfer 1990
41	Hotel San Remo 115 E. Tropicana Ave., Las Vegas 89109	739-9000	6,275 3,719	9 25-250	DND	COMDEX, NAB	Kay Thom 1989
42	California Hotel & Casino 12 Ogden Ave., Las Vegas 89102	385-1222	6,000 5,300	2 375	DND	DND	Renee Clausen 1975
43	Airport Plaza Hotel 1981 Terminal Way, Reno 89502	348-6370	5,000+ 4,400	9 320	DND	USDA, BLM, Computing Resources, Knights of Columbus	Charmaine LaMay 1982
44	Hawthorne Convention Center 932 E St., Hawthorne 89415	945-5854	4,650 3,136	2 400	46	RMEF Fundraising Banquet, Rural NV Water Development, BLM Presentation, UNR Babbitt Study	Julie Faris 1946
45	Pioneer Inn Hotel/Casino 221 S. Virginia St., Reno 89501	800-648-5468	4,500 3,600	2 200	252	DND	Katy Manoukian 1967
46	Las Vegas Club Hotel & Casino 18 E. Fremont St., Las Vegas 89101	385-1664	3,600 3,600	3 500	6-Story Garage	Corp. Meetings of 100 or less	M. Machado/S. Martin 1996
46	Maxim Hotel & Casino 160 E. Flamingo Rd., Las Vegas 89109	731-4465	3,600 2,185	2 300	500	DND	Diane Gandy 1977
46	Silverton Casino 3333 Blue Diamond Rd., Las Vegas 89139	263-7777	3,600 3,600	2 350-600	1,200	Mak Publishing RV Conv., Bluebird RV Rally	Kim Knauff 1994
49	Best Western Mardi Gras Inn 3500 Paradise Rd., Las Vegas 89109	731-2020	3,000 3,000	4 300	320	CES, MAGIC, NAB, COMDEX	Shirley George 1976
50	St. Tropez 455 E. Harmon Ave., Las Vegas 89109	369-5400	2,554 2,554	3 300	DND	Western Shoe Show, Consumer Electronics Show, NAB, MAGIC	John Culetsu 1988
51	Super 8 Motel 704 Nevada Hwy., Boulder City 89005	294-8888	1,800 1,800	3 135	DND	Episcopal Synod	Lisa Caruso 1986
52	Bourbon Street Hotel & Casino 120 E. Flamingo Rd., Las Vegas 89109	737-7200	1,700 1,000	2 200	500	N/A	David Arciero 1978
53	La Quinta Inn 3970 Paradise Rd., Las Vegas 89109	796-9000	1,400 1,400	1 50	DND	N/A	Deanna Tumlinson 1994
N/A	El Capitan Resort Casino 540 F St., Hawthorne 89415	935-3321	DND 3,920	4 247-447+	100	*Ducks Unltd., NV Mystery 250 (Moto-X), DZHC, Modesto Range Runners*	James Bennett 1938

DND = Did not disclose **After expansion in 6/99, Hard Rock will have 18,200 square feet of space* ***Temporary pavilion available Nov. through March, adds 10,000 sq. ft. and 580 seats*

BOOK OF LISTS 12-98 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.

IT'S IN THE (e) MAIL

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TOPRANK NEVADA
www.topranknevada.com

Nevada's Top 100 Businesses

Ranked by Total Nevada Employees (as of 6/30/98)

Rank	Company	Address	Phone	No. Employees	Type of Business	SIC Code
1	MGM Grand Hotel, Inc.	3850 Las Vegas Blvd. S., Las Vegas 89109	477-0030	8,500-8,599	Hotels & Motels	7011
2	The Mirage Casino-Hotel	3400 Las Vegas Blvd. S., Las Vegas 89109	791-7505	7,200-7,299	Hotels & Motels	7011
3	Rio Suite Hotel & Casino	3700 W. Flamingo Rd., Las Vegas 89103	252-7663	4,900-4,999	Hotels & Motels	7011
4	Treasure Island at The Mirage	3300 Las Vegas Blvd. S., Las Vegas 89109	894-7505	4,700-4,799	Hotels & Motels	7011
4	Caesars Palace	3570 Las Vegas Blvd. S., Las Vegas 89109	731-7305	4,700-4,799	Hotels & Motels	7011
6	Luxor	3922 Las Vegas Blvd. S., Las Vegas 89109	262-4680	4,300-4,399	Hotels & Motels	7011
7	Las Vegas Hilton Corp.	3000 Paradise Rd., Las Vegas 89109	732-5717	4,000-4,099	Hotels & Motels	7011
8	Excalibur Hotel & Casino	3850 Las Vegas Blvd. S., Las Vegas 89109	597-7777	3,800-3,899	Hotels & Motels	7011
9	Flamingo Hilton Corp.	3555 Las Vegas Blvd. S., Las Vegas 89109	733-3180	3,600-3,699	Hotels & Motels	7011
10	Circus Circus Casinos, Inc.-LV	2880 Las Vegas Blvd. S., Las Vegas 89109	734-0410	3,500-3,599	Hotels & Motels	7011
11	Harrah's Las Vegas, Inc.	3475 Las Vegas Blvd. S., Las Vegas 89109	369-5285	3,300-3,399	Hotels & Motels	7011
12	Monte Carlo Resort & Casino	3770 Las Vegas Blvd. S., Las Vegas 89109	730-7777	3,200-3,299	Hotels & Motels	7011
12	Primadonna Corp.	Interstate 15, Jean 89019	386-7867	3,200-3,299	Hotels & Motels	7011
14	Sunrise Hospital	3186 Maryland Pkwy., Las Vegas 89109	731-8000	3,000-3,099	General Medical & Surgical Hospitals	8062
15	Golden Nugget	129 E. Fremont St., Las Vegas 89101	386-8136	2,900-2,999	Hotels & Motels	7011
16	Reno Hilton	2500 E. Second St., Reno 89595	789-2253	2,800-2,899	Hotels & Motels	7011
17	Bally's Casino/Hotel-Las Vegas	3645 Las Vegas Blvd. S., Las Vegas 89109	739-4111	2,700-2,799	Hotels & Motels	7011
18	Tropicana Hotel & Country Club	3801 Las Vegas Blvd. S., Las Vegas 89109	739-2222	2,600-2,699	Hotels & Motels	7011
19	Stardust Hotel & Casino	3000 Las Vegas Blvd. S., Las Vegas 89109	732-6111	2,500-2,599	Hotels & Motels	7011
20	Harrah's Stateline	219 N. Center, Stateline 89449	786-3232	2,400-2,499	Hotels & Motels	7011
20	Silver Legacy Resort Casino	407 N. Virginia St., Reno 89505	329-4777	2,400-2,499	Hotels & Motels	7011
20	The Horseshoe Club	128 Fremont St., Las Vegas 89101	382-1600	2,400-2,499	Hotels & Motels	7011
23	Eldorado Hotel & Casino	345 N. Virginia St., Reno 89501	786-5700	2,300-2,399	Hotels & Motels	7011
23	Washoe Medical Center, Inc.	77 Pringle Way, Reno 89520	328-4734	2,300-2,399	General Medical & Surgical Hospitals	8062
23	Imperial Palace Inc.	3773 Howard Hughes Pkwy., Ste. 500-S, LV 89109	731-3311	2,300-2,399	Hotels & Motels	7011
26	Harvey's Management Co.	PO Box 128, Stateline 89449	588-2411	2,200-2,299	Hotels & Motels	7011
26	Sam's Town	5111 Boulder Hwy., Las Vegas 89122	454-8011	2,200-2,299	Hotels & Motels	7011
26	Riviera Hotel & Casino	2901 Las Vegas Blvd. S., Las Vegas 89109	734-5110	2,200-2,299	Hotels & Motels	7011
26	New York-New York Hotel & Casino	3790 Las Vegas Blvd. S., Las Vegas 89109	740-6969	2,200-2,299	Hotels & Motels	7011
30	Newmont Gold Co.	PO Box 669, Carlin 89822	778-4298	2,100-2,199	Gold Ores	1041
30	GES Exposition Services, Inc.	PO Box 98790, Las Vegas 89193	641-2741	2,100-2,199	Business Services	7389
30	Stratosphere Tower, Casino & Hotel	2000 Las Vegas Blvd. S., Las Vegas 89109	380-7777	2,100-2,199	Hotels & Motels	7011
30	Gold Coast Hotel & Casino	4000 W. Flamingo Rd., Las Vegas 89103	251-3560	2,100-2,199	Hotels & Motels	7011
34	Sparks Nugget Inc.	PO Box 797, Sparks 89432	356-3368	2,000-2,099	Hotels & Motels	7011
34	Harrah's Reno	PO Box 10, Reno 89504	788-3214	2,000-2,099	Hotels & Motels	7011
34	Circus Circus Casinos, Inc.-Reno	PO Box 5880, Reno 89513	329-0711	2,000-2,099	Hotels & Motels	7011
37	The Orleans Hotel & Casino	4500 W. Tropicana Ave., Las Vegas 89103	365-7111	1,900-1,999	Hotels & Motels	7011
37	Riverside Resort & Casino	PO Box 500, Laughlin 89029	298-2535	1,900-1,999	Hotels & Motels	7011
37	Nevada Power Co.	3226 W. Sahara Ave., Las Vegas 89102	367-5203	1,900-1,999	Electric Services	4911
40	Central Telephone-Nevada	330 S. Valley View Blvd., Las Vegas 89107	877-7040	1,800-1,899	Telephone Communications	4813
40	International Game Technology	9295 Prototype Dr., Reno 89511	448-8022	1,800-1,899	Manufacturing Industries	3999
42	Palace Station Hotel & Casino	2411 W. Sahara Ave., Las Vegas 89102	367-2464	1,700-1,799	Hotels & Motels	7011
42	Sunset Station Hotel & Casino	1300 W. Sunset Rd., Henderson 89014	547-7777	1,700-1,799	Hotels & Motels	7011
42	Sheraton Desert Inn	3145 Las Vegas Blvd. S., Las Vegas 89109	733-4762	1,700-1,799	Hotels & Motels	7011
42	Barrick Goldstrike Mines, Inc.	PO Box 29, Elko 89803	778-8196	1,700-1,799	Gold Ores	1041
42	Peppermill Hotel Casino-Reno	2707 S. Virginia St., Reno 89502	826-2121	1,700-1,799	Hotels & Motels	7011
42	Flamingo Hilton-Laughlin Inc.	1900 S. Casino Dr., Laughlin 89029	298-5111	1,700-1,799	Hotels & Motels	7011
48	Boulder Station Hotel & Casino	4111 Boulder Hwy, Las Vegas 89121	432-7752	1,600-1,699	Hotels & Motels	7011
49	CitiBank (Nev.) National Association	8725 W. Sahara Ave., Las Vegas 89163	869-5053	1,500-1,599	National Commercial Banks	6021
49	Ramada Express Inc.	2121 S. Casino Dr., Laughlin 89029	298-6219	1,500-1,599	Hotels & Motels	7011
49	Sahara Hotel & Casino	2535 Las Vegas Blvd. S., Las Vegas 89109	737-2761	1,500-1,599	Hotels & Motels	7011
52	Saint Mary's	1155 W. Fourth St., Reno 89503	789-3129	1,400-1,499	General Medical & Surgical Hospitals	8062
52	Caesars Tahoe Palace	85 US Hwy. 50, Stateline 89449	588-3515	1,400-1,499	Hotels & Motels	7011
52	Mission Industries	1100 Foremaster Ln., Las Vegas 89101	642-2014	1,400-1,499	Linen Supply	7213
52	Reno Air, Inc.	220 Edison Way, Reno 89502	686-3865	1,400-1,499	Air Transportation	4512
52	Colorado Belle Hotel & Casino	2100 S. Casino Dr., Laughlin 89029	298-4000	1,400-1,499	Hotels & Motels	7011
57	Edgewater Hotel & Casino	2020 S. Casino Dr., Laughlin 89029	298-4000	1,300-1,399	Hotels & Motels	7011
57	Harrah's Laughlin	2900 S. Casino Dr., Laughlin 89029	298-6862	1,300-1,399	Hotels & Motels	7011
57	Texas Gambling Hall & Hotel	2101 Texas Star Ln., Las Vegas 89030	631-1000	1,300-1,399	Hotels & Motels	7011
60	Union Plaza Hotel & Casino	1 Main St., Las Vegas 89101	386-2373	1,200-1,299	Hotels & Motels	7011
60	Valley Hospital Medical Center	620 Shadow Ln., Las Vegas 89106	388-4000	1,200-1,299	General Medical & Surgical Hospitals	8062
60	Club Cal-Neva	38 E. Second St., Reno 89501	323-1046	1,200-1,299	Hotels & Motels	7011
60	Atlantis Casino Resort	3800 S. Virginia St., Reno 89502	825-4700	1,200-1,299	Hotels & Motels	7011
60	Silver State Disposal Service, Inc.	770 E. Sahara Ave., Las Vegas 89104	735-5151	1,200-1,299	Refuse Systems	4953
60	Household Credit Services, Inc.	2960-2980 Meade Ave., Las Vegas 89102	243-1000	1,200-1,299	Data Processing & Preparation	7374
60	Showboat Hotel & Casino	2800 Fremont St., Las Vegas 89104	385-9131	1,200-1,299	Hotels & Motels	7011
60	M.J. Dean Construction, Inc.	5541 S. Cameron, Las Vegas 89118	873-1947	1,200-1,299	Hotels & Motels	7011
60	ATC/Vancom of Nevada LP	3200 W. Tompkins Ave., Las Vegas 89103	262-1000	1,200-1,299	Local/Suburban Transit	4111
69	Santa Fe Hotel & Casino	4949 N. Rancho Dr., Las Vegas 89130	658-4328	1,100-1,199	Hotels & Motels	7011
69	Flamingo Hilton Reno	255 N. Sierra, Reno 89501	785-7330	1,100-1,199	Hotels & Motels	7011
69	Gold Strike Hotel & Gambling Hall	Main St., Jean 89019	477-5000	1,100-1,199	Hotels & Motels	7011
69	The Reserve Hotel & Casino	777 W. Lake Mead Dr., Henderson 89015	567-7111	1,100-1,199	Hotels & Motels	7011
69	Arizona Charlie's Hotel Casino	740 S. Decatur Blvd., Las Vegas 89114	258-5200	1,100-1,199	Hotels & Motels	7011
74	El Cortez	600 E. Fremont St., Las Vegas 89101	382-4312	1,000-1,099	Hotels & Motels	7011
74	Grand Resorts, Inc.	3645 Las Vegas Blvd. S., Las Vegas 89109	739-4265	1,000-1,099	Amusement & Recreation	7999
74	Gold River Gambling Hall & Resort	2700 S. Casino Dr., Laughlin 89028	298-2242	1,000-1,099	Hotels & Motels	7011
74	Fiesta Casino Hotel	2400 N. Rancho Dr., N. Las Vegas 89030	631-7000	1,000-1,099	Hotels & Motels	7011
74	Sierra Pacific Power Co.	6100 Neil Rd., Reno 89511	689-4257	1,000-1,099	Electric & Other Services	4911
74	Terrible Herbst, Inc.	PO Box 93147, Las Vegas 89193	798-6400	1,000-1,099	Gasoline Service Stations	5541
74	California Hotel & Casino	12 Ogden Ave., Las Vegas 89101	385-1222	1,000-1,099	Hotels & Motels	7011
74	Hard Rock Hotel & Casino	4455 Paradise Rd., Las Vegas 89109	693-5000	1,000-1,099	Hotels & Motels	7011
74	Boomtown Hotel & Casino	3333 Blue Diamond Rd., Las Vegas 89139	345-6000	1,000-1,099	Hotels & Motels	7011
83	Peppermill Resort Hotel Casino	3773 Howard Hughes Pkwy., Ste. 500-S, LV 89109	735-4177	900-999	Hotels & Motels	7011
83	Fitzgerald's Casino/Hotel	301 E. Fremont St., Las Vegas 89125	388-2400	900-999	Hotels & Motels	7011
83	Maxim Hotel & Casino	160 E. Flamingo Rd., Las Vegas 89109	731-4328	900-999	Hotels & Motels	7011
83	Four Queens Hotel & Casino	202 E. Fremont St., Las Vegas 89125	385-4011	900-999	Hotels & Motels	7011
83	Fremont Hotel & Casino	200 E. Fremont St., Las Vegas 89125	385-3232	900-999	Hotels & Motels	7011
83	Bechtel Nevada Corp.	PO Box 98521, Las Vegas 89193	295-1000	900-999	Commercial Physical Research	8731
83	Merck-Medco Pharmacy Services of NV Inc.	4990 Aircenter Cir., Reno 89502	823-4500	900-999	Catalog & Mail-Order Houses	5961
90	Eastridge Temps Las Vegas	4220 S. Maryland Pkwy., Las Vegas 89119	732-8855	800-899	Help Supply Services	7363
90	Golden Nugget-Laughlin	2300 S. Casino Dr., Laughlin 89029	298-7111	800-899	Hotels & Motels	7011
90	Sands Hotel Casino	345 N. Arlington, Reno 89501	348-2283	800-899	Hotels & Motels	7011
90	Cactus Pete's, Inc.	Hwy 93, Jackpot 89825	755-6107	800-899	Hotels & Motels	7011
90	Fitzgerald's Hotel/Casino	255 N. Virginia St., Reno 89501	785-3300	800-899	Hotels & Motels	7011
90	Silverton Casino LLC	3333 Blue Diamond Rd., Las Vegas 89139	263-7777	800-899	Hotels & Motels	7011
90	Barbary Coast Hotel & Casino	3595 Las Vegas Blvd. S., Las Vegas 89109	737-7111	800-899	Hotels & Motels	7011
90	United Parcel Service	355 Vista Blvd., Sparks 89434	355-3851	800-899	Air Courier Services	4513
90	J.C. Penney Co., Inc.	11111 Stead Blvd., Reno 89506	972-2000	800-899	Catalog & Mail-Order Houses	5961
90	Lady Luck Casino	206 N. Third St., Las Vegas 89101	477-3000	800-899	Hotels & Motels	7011
100	Wells Fargo Bank	3800 Howard Hughes Pkwy., Las Vegas 89109	777-3000	700-799	National Commercial Banks	6021

Source: Nevada Department of Employment, Training Rehabilitation

BOOK NBJ OF LISTS 12-98 Note: 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 Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

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Major Nevada Conventions *(continued)*

Chronological Order

Convention	Dates	Attendance*	Venue	City
1999				
Natl. Assn. of Collegiate Directors/Athletics	06/04 - 06/11	1,000	Reno Hilton	Reno
Grottoes of North America	06/06 - 06/12	1,200	Reno Hilton	Reno
Intl. Trucking Show	06/09 - 06/11	30,000	LVCC/Various	LV
Giftsource West	06/13 - 06/16	8,000	Sands Expo Center	LV
Newspaper Assn. of America	06/14 - 06/17	14,000	LVCC/Hilton	LV
California Funeral Directors Assn.	06/19 - 06/23	1,000	Reno Hilton	Reno
American Sportfishing Assn.	06/23 - 06/26	10,000	TBA	LV
Intl. Silk Flower Expo	06/24 - 06/27	7,300	LVCC/Various	LV
American Society for Enology & Viticulture	06/25 - 07/02	1,000	Reno Hilton	Reno
Sigma Phi Gamma Intl.	07/07 - 07/11	700	Peppermill	Reno
Natl. Nutritional Foods Assn.	07/09 - 07/11	10,000	LVCC/Mirage	LV
Natl. Assn. of Tax Practitioners	07/09 - 07/19	1,000	Reno Hilton	Reno
Retail Tobacco Dealers of Amer. Inc.	07/12 - 07/15	10,000	LVCC/Hilton	LV
Intl. Ford Retractable Club	07/13 - 07/19	400	Peppermill	Reno
NV Bureau of Alcohol & Drug Abuse	07/16 - 07/22	450	Silver Legacy	Reno
Satellite Broadcasting & Communications	07/18 - 07/21	7,500	LVCC/Hilton	LV
Subway Annual Convention	07/19 - 07/28	2,000	Reno Hilton	Reno
United Ostomy Assn.	07/23 - 08/02	600	John Ascuaga's Nugget	Reno
Credit Union Conferences	07/28 - 07/31	1,500	Atlantis/Peppermill/ RSCC	Reno
Promotional Products Assn. Intl.	08/03 - 08/05	6,000	LVCC/Caesars Palace	LV
Beauty & Barber Supply Institute Inc.	08/04 - 08/07	16,500	LVCC/Hilton	LV
Western Shoe Assn.	08/05 - 08/08	25,000	Sands Expo Ctr./Various	LV
Assn. of Progressive Rental Orgs.	08/07 - 08/15	1,800	John Ascuaga's Nugget	Reno
Natl. Medical Assn.	08/09 - 08/11	8,000	LVCC/Hilton	LV
Associated Surplus Dealers	08/15 - 08/19	32,000	Sands Expo Ctr./Various	LV
Pro. Golfers Assn. of America	08/21 - 08/23	30,000	LVCC/Mirage	LV
1999				
Men's Apparel Guild in California	08/30 - 09/02	95,000	LVCC/Hilton	LV
Worldwide Distribution	09/11 - 09/18	1,500	Atlantis/Peppermill/ RSCC	Reno
World Gaming Congress & Expo	09/14 - 09/16	25,000	LVCC/Hilton	LV
Calif. Independent Marketers Assn.	09/19 - 09/26	1,800	Reno Hilton	Reno
US Submarine Vets Inc.	09/21 - 09/27	1,000	Peppermill	Reno
86th Blackhawk Division Assn.	09/23 - 09/25	750	Hampton Inn	Reno
California Glass Assn.	09/29 - 10/02	3,200	Atlantis/RSCC	Reno
Amer. Orthotic & Prosthetic Assn.	10/01 - 10/11	1,200	Reno Hilton	Reno
Soc. for Medical Decision Making	10/01 - 10/07	400	Reno Hilton	Reno
Nat'l Assn. of Pre-Trial Svcs. Agencies	10/03 - 10/10	400	Silver Legacy	Reno
Screen Printing & Graphic Imaging Assn. Intl.	10/07 - 10/10	13,000	LVCC/Hilton	LV
Society for the Preservation/ Barber Shop Quartet Singers	10/07 - 10/10	4,000	Atlantis/RSCC	Reno
Wild West Veterinary Conference	10/08 - 10/16	1,100	Reno Hilton	Reno
Builderburg Group Inc.	10/12 - 10/18	7,000	Venetian	LV
Solid Waste Assn. of North America	10/15 - 10/22	2,500	Reno Hilton/RSCC	Reno
Packaging Machinery Mfrs. Institute	10/18 - 10/21	25,000	Sands Expo Ctr./TBA	LV
California Credit Union League	10/19 - 10/24	2,000	John Ascuaga's Nugget	Reno
Automotive Parts & Services	11/02 - 11/05	65,000	Sands Expo Ctr./Various	LV
SOFTBANK Comdex	11/15 - 11/19	225,000	LVCC/Sands Expo Ctr.	LV
Natl. Science Teachers Assn.	11/30 - 12/08	4,000	Reno Hilton/RSCC	Reno
Natl. Spa & Pool Institute	12/01 - 12/03	14,000	LVCC/Bally's	LV
Amer. Society for Testing & Matls.	12/04 - 12/10	1,300	John Ascuaga's Nugget	Reno
Natl. Agricultural Aviation Assn.	12/10 - 12/17	1,500	Nugget/RSCC	Reno
Governors Conf. on Travel & Tourism	12/12 - 12/14	650	Silver Legacy	Reno
American Assn. for Respiratory Care	12/13 - 12/16	9,000	LVCC/Hilton	LV

DND = Did not disclose **Attendance rounded to the nearest thousand.* *LVCC = Las Vegas Convention Center* *RSCC = Reno-Sparks Convention Center*

BOOK OF LISTS 12-98 Source: Las Vegas Convention & Visitors' Authority, Reno-Sparks Convention & Visitors' Authority. 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.

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Eclipse launches services in Las Vegas

Eclipse Telecommunications, Inc. recently established comprehensive telecommunications services in Las Vegas, offering small and medium-sized businesses in the area voice, data and Internet communications. Eclipse, based in Austin, Texas and owned by IXC Communications, Inc., offers long distance services, dial-up and dedicated Internet access, toll-free services, calling cards, private lines, frame relay and ATM services.

Wells Fargo and Norwest announce divestitures

Wells Fargo and Norwest have announced their plans to sell approximately $721 million in deposits and 12 banking stores in eight Nevada communities. Wells Fargo's divestitures include offices at 1995 W. Williams in Fallon and 14 S. Main St. in Yerington. Norwest is selling 10 banking stores, including those at 201 W. Telegraph St. in Carson City; 852 Idaho St. in Elko; 546 S. Boulder Highway in Henderson; 311 S. Bridge St. in Winnemucca; 2375 S. Virginia St. and 595 Booth St. in Reno; and 2625 E. Desert Inn Rd., 9325 W. Sahara Ave., 3333 E. Tropicana Ave. and 103 S. Rainbow Blvd. in Las Vegas. The sales will make the combined share of deposits in those markets consistent with government anti-trust guidelines after the Norwest-Wells Fargo merger.

METALAST and PLASFAB form alliance

METALAST International, Inc., a company providing technology, research and process support to the aluminum anodizing industry, has formed a strategic alliance with metal finishing systems maker PLASFAB. The alliance will provide joint development, marketing and support opportunities for both firms. The Minden-based METALAST Tech Center is the world's only research facility dedicated to aluminum anodizing.

Sierra Health Services establishes new program

Hilton Gaming Corp. is taking advantage of the Life Resources Assistance Program recently established by Behavioral Healthcare Options, Inc., a subsidiary of Sierra Health Services, Inc. The work/life program provides a wider variety of resources through which employees and their household members can receive help, including consulting services for child and elder care, legal, personal finance and life management. Hilton spokespeople expect the program to increase employee morale while lowering workers' compensation claims, medical insurance claims, absenteeism and employee conflicts.

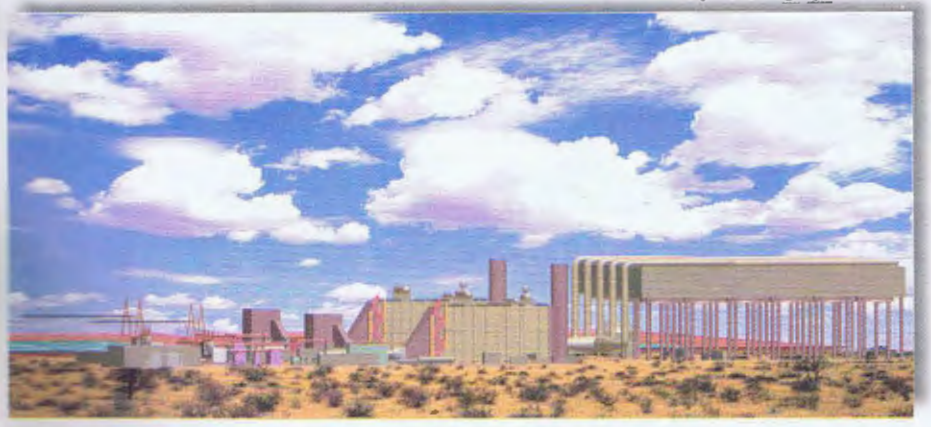
Cost of living margin rises substantially

Las Vegas' overall cost of living during September rose 0.9 percent, according to First Security's Las Vegas area Cost of Living Report. In comparison, the national cost of living gained 0.1 percent during September on a non-seasonally adjusted basis, as reported by the U.S. Bureau of Labor. First Security reported that cost increases in housing, transportation, education, communication, dining out and utilities offset price decreases in healthcare, groceries and clothing. Recreation expenses remained stable.

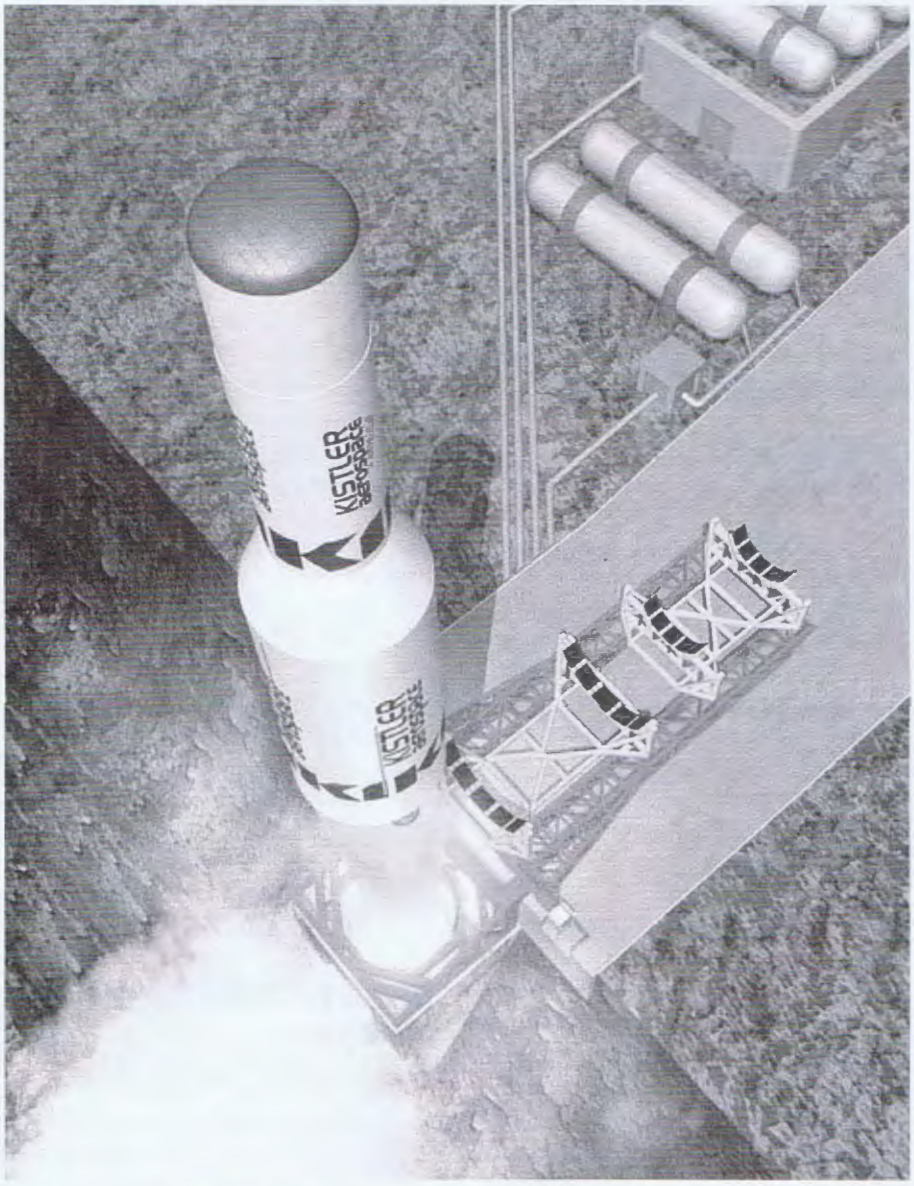
Nevada First Bank achieves new asset levels

Nevada First Bank president and CEO Dennis Guldin recently announced the Las Vegas-based bank has attained more than $47 million in assets, including $31 million in commercial, real estate and construction loans as of September 30. The bank opened January 16 of this year and is located at 2800 W. Sahara Ave. ➤

Boulder City-based power plant financed



Houston Industries Inc. and Sempra Energy have completed the financing of El Dorado Energy, a 492-megawatt, natural gas-fired power plant located in Boulder City. The plant has become the first merchant power plant in the country financed with non-recourse debt. As a merchant power plant, El Dorado Energy will produce electricity for sale on the wholesale market to retail providers such as other utilities, marketers and large energy users throughout the western U.S. It will generate enough power for nearly 500,000 households, and is slated for completion by the end of 1999's third quarter, just prior to the expected opening of Nevada's electricity market.



Kistler signs final agreement at Nevada Test Site

Nevada Test Site Development Corp. president Tim Carlson and Kistler Aerospace CEO Dr. George Mueller signed a final agreement late last month giving Kistler the right to occupy and operate from area 18 at the Nevada Test Site (NTS). Kistler will build and operate a commercial launch facility on 12,000 acres previously designated by the Department of Energy. The pact enables Kistler to finalize the permits and licenses needed to begin operations at the NTS in time for its year 2000 launch schedule.

Silver State Bank announces earnings, expansion

Henderson-based Silver State Bank has opened a loan production office in Boise, Idaho specializing in small business administration loans to local businesses. CEO Tod Little said he expects the Boise office will negotiate up to $5 million in loans annually. The bank also announced its quarterly earnings, reporting net income of $631,000 for the nine months ended September 30, 1998. For the same period of 1997, the bank posted a net loss of $364,000. Net income for the quarter increased to $413,000, compared to a net loss of $47,000 for 1997's third quarter.

Sunrise Children's Hospital provides computer links

Sunrise Children's Hospital will receive five computers from the STARBRIGHT Foundation to link its pediatric patients with hospitalized children across the nation. STARBRIGHT World is a private, interactive computer network designed exclusively for hospitalized children and teenagers. Founders Steven Spielberg and Gen. Norman Schwarzkopf, in cooperation with Sprint and Intel, chose Sunrise as one of 100 children's hospitals nationwide to receive the computers and service at no cost. Children can use the computers to learn more about their illness, related procedures, coping with illness and definitions of difficult terms.

ALLTEL captures community service award

The United States Telephone Association awarded its second annual Beyond the Call community service award to ALLTEL at its 101st annual convention and exhibition. ALLTEL won the honor for its support of the Make-A-Wish Foundation, to which ALLTEL employees contributed time, resources, manpower and money. ALLTEL exceeded the Make-A-Wish Foundation's campaign goals by nearly $20,000.

Magazine honors LVCVA for promotional video

The Las Vegas Convention and Visitors Authority (LVCVA) earned a first-place award for a promotional video in *Destinations* magazine's Guide Awards contest. The LVCVA's submission was chosen from more than 200 entries received from destination marketing organizations. The awards recognize outstanding efforts and creativity in attracting tour group business.

Healthcare group forms in Reno

A group of Reno physicians has formed Associated Medical Services, Inc., a regional network of trained physicians specializing in and dedicated to providing care to acute and post-acute hospitalized patients. The "hospitalists" will serve as admitting and attending physicians for patients, coordinate all aspects of their hospitalization and confer with patients' primary care providers.

Business Indicators

ANALYSIS

August 1998 brought a whirlwind of activity in the financial markets. The decline of Asian economies affected the income statements of some major U.S. corporations. A year after the initial run on east Asian currencies, some U.S. firms reported disappointing profits, attributed in some measure to conditions on the eastern Pacific Rim. World stock markets, having seen values pushed upward to levels beyond what might be expected, found the news unsettling. As a result, investors scrambled for the security of government bonds.

As the issue of safety stayed front and center on the national scene, Nevada's gaming stocks continued to remain out of favor. Lackluster income-statement performance, the likelihood of over-expansion in Las Vegas, the seeming intractable market position for Reno, the continued spread of gaming legalization with some noteworthy financial disappointments, and the passage of Proposition 5 in California are viewed as solid reasons to discount gaming stocks.

With attention-getting headlines focusing on stressful financial issues, however, both Nevada and the U.S. continue to grow and prosper. Unemployment rates sustained low levels – 4.2 percent for Nevada and 4.6 percent for the U.S. – and inflation, as measured by the consumer price index, is less than 2 percent. In short, things are about as good as one might wish.

Nevertheless, few expect current economic conditions to persist. Large losses by hedge-fund speculators caught some by surprise. The Federal Reserve took preemptive action, cutting interest rates to support the liquidity of financial institutions. The short-term increase in the money supply heightened concern for those giving importance to monetary aggregates and future inflation. In this environment, forecasters are already calling for slower growth in 1999, and in some cases there is even discussion of a contraction. The averaging of recent forecasts for 1999 suggests real growth at less than 2 percent.

Nevada is not immune to weakening economic conditions. In late October, Governor Miller placed a hiring freeze on state government, noting a slump in revenues. Lower-than-expected visitor volume during 1998 has resulted in lackluster gaming tax collections thus far this year – an increase of just .21 percent for August 1998 over the same period last year. Although this was offset in part by a 6.83 percent increase in taxable sales, all in all, further slowing of U.S. and world growth spurred the governor's action.

R. Keith Schwer
UNLV Center for Business and Economic Research

	DATE	LATEST PERIOD	PREVIOUS PERIOD	YEAR AGO	YEARLY % CHG
UNEMPLOYMENT					
Nevada	08/98	4.2	4.6	4.0	5.00
Las Vegas MSA	08/98	4.3	4.6	4.1	4.88
Reno MSA	08/98	3.4	3.6	3.4	0.00
U.S. (SEASONALLY ADJUSTED)	09/98	4.6	4.5	4.9	-6.12
RETAIL ACTIVITY					
Nevada Taxable Sales ($ 000)	08/98	2,196,219	2,179,351	2,055,883	6.83
Clark County	08/98	1,510,267	1,488,822	1,392,574	8.45
Washoe County	08/98	385,237	382,952	362,342	6.32
U.S. Retail Sales ($ MILLION)	09/98	224,817	224,372	216,328	3.92
GROSS GAMING REVENUE					
Nevada ($ 000)	08/98	685,165,061	700,139,237	683,697,659	0.21
Clark County	08/98	519,546,420	535,051,646	524,092,842	-0.87
Washoe County	08/98	94,993,571	92,487,089	97,789,706	-2.86
CONSTRUCTION ACTIVITY					
Las Vegas Area Permits					
New Residences	3Q98	5,077	5,879	5,514	-7.93
New Commercial	3Q98	279	296	297	-6.06
Reno Area Permits					
New Residences	2Q98	953	655	776	22.81
New Commercial*	–	–	–	–	–
U.S.					
Housing Starts (000)	09/98	1,576	1,616	1,501	5.00
Total Construction ($ BILLION)	08/98	651.6	650.9	623.4	4.52
HOUSING SALES					
Las Vegas Area					
Average Sales Price (1)	1Q98	138,196	141,263	138,851	-0.47
Average Cost $/Sq. Ft.	1Q98	76.68	77.87	75.20	1.97
Average Mortgage Rate (2)	1Q98	7.42	7.60	7.90	-6.08
Washoe County*	–	–	–	–	–
U.S. Home Sales (000)	08/98	838	877	799	4.88
TRANSPORTATION					
Total Passengers (3)					
McCarran Int. Airport, LV	2Q98	7,649,117	7,367,606	7,633,379	0.21
Reno/Tahoe Int. Airport	3Q98	1,702,192	1,840,608	1,874,595	-9.20
State Taxable Gasoline Sales ($ 000)	08/98	80,020,386	81,583,771	77,532,753	3.21
POPULATION ESTIMATES					
Nevada	7/97	1,781,750		1,688,600	5.52
Clark County	7/97	1,192,200		1,115,940	6.83
Washoe County	7/97	311,340		306,810	1.48
NATIONAL ECONOMY					
Consumer Price Index (4)	09/98	163.6	163.4	161.2	1.49
Money Supply—M1 ($ BILLION)	09/98	1071.4	1068.4	1063.5	0.74
Prime Rate	09/98	8.49	8.50	8.50	-0.12
Three-Month U.S. T-Bill	09/98	4.74	4.94	4.97	-4.63
Gross Domestic Product ($ BILLION)	2Q98	8440.6	8384.2	8063.4	4.68

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 Deptartment.; 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.

Computer malfunction? Call a therapist (for your computer).

by Joe Mullich

I find using a computer to be a very emotional experience. That's because whenever I use my computer, it usually malfunctions, and I subsequently get emotional. In a manic chain reaction, my one-way exasperated diatribe escalates into episodes of wanton violence in which I'm the one who's usually injured – smacking a monitor is not a particularly healthy exercise for one's knuckles.

Of course, the computer never responds or acknowledges me in any way. It just sits there, silent and remote. It's like having a conversation with my publisher, though that issue is best left between me and my occupational therapist.

Lately, it seems the only operating system that crashes more dependably than my computer is Bill Clinton's conscience. So I was delighted to hear about the latest technology advance: giving computers emotions so they feel guilty about crashing or acting up.

I like the idea of giving computers the equivalent of a good Catholic upbringing. This is much more useful, to me, than snazzy graphics or new programs. I'd like computers to feel as bad as they make me feel. It certainly would improve productivity in the workplace.

Giving computers emotions is the work of scientists dabbling in artificial intelligence. Artificial intelligence is a process of replicating a human brain without having an actual person attached. Kind of like Al Gore.

This process is about more than just getting even with computers. It's about making them work better. According to Rosalind Picard, author of the book *Affecting Computers*, scientists are realizing emotions are part of intelligence, not separate from it.

That idea intrigued me. I called Ms. Picard to get her thoughts on the subject. She never responded … perhaps because my phone message sounded something like: "Hey, Roz! You have the same last name as Jean-Luc, captain of the Starship Enterprise! Cool!"

Fortunately, I found an article in the *Futurist Magazine* that filled in the details.

When we feel bad about making a wrong decision, that encourages us to avoid future errors. When a computer crashes today, it produces an "error message" but doesn't feel guilty. If anything, I think my computer is giddy about crashing. But my therapist would say I am projecting.

Now, scientists believe computers might be encouraged to stop themselves from crashing if they're instilled with a fear of dying. Or at least a healthy aversion for being tossed out the doggone window if any more of my files get erased.

Sorry about that. Perhaps while scientists are making computers more emotional, they could make me less so. Or at least up my Prozac dosage.

Some people are even trying to make computers touchy-feely. They're developing software that would read, as scientists put it, the user's "affective response." The computer would sense when the user is frustrated and relate that frustration to the computer problem at hand. If it worked, it would be remarkable. Today, tech support is incapable of understanding my angst even after 45 minutes on hold and three disconnects.

I logged onto the Web site of MIT, the nerd school that publishes *Affective Computer*. I read some reviews about this book from other dweebs. They seem to like it. However, one guy wrote, "I take issue fundamentally only with the book's bias toward assuming that emotional machines will be human-centered."

I thought the guy sounded like a pasty-faced hacker who spent too much time eating Internet-ordered pizza while busily programming the next millennium's Y2K bug. But then I read another article in the *Futurist* that suggested he may be onto something. In the years to come, computers will also monitor the feelings of airplanes and bridges.

A cheerily-named book, *Problematic Tomorrow*, claims bridges will be honeycombed with optical fibers and data conduits. These will act like nerves in the human body. When the bridge's "nerves" detect cracks or stress from heavy traffic, they'll generate extra support, like the body making more cells to heal a cut. Airplanes will have sensors that sense metal fatigue.

When inanimate objects are able to complain about stress and fatigue, I'll feel like I have some new members in my family.

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