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## E-Commerce

Is your Website worth its wavelength?

## Who to Watch in the Year 2000

People, businesses, trends

## Growth in Nevada

Rose garden or weed patch?

## TopRank Nevada

Accounting Firms • Cellular & Paging Companies
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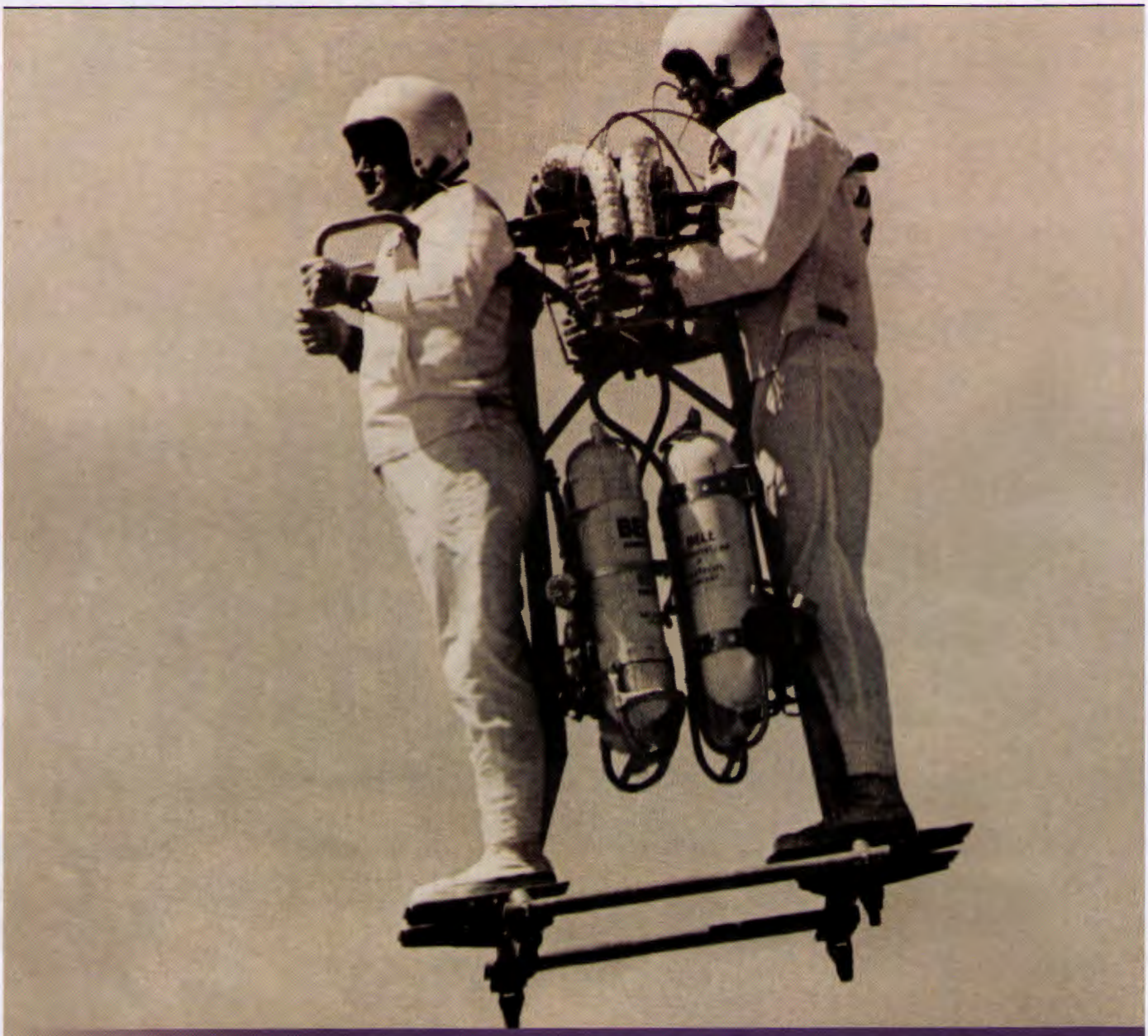

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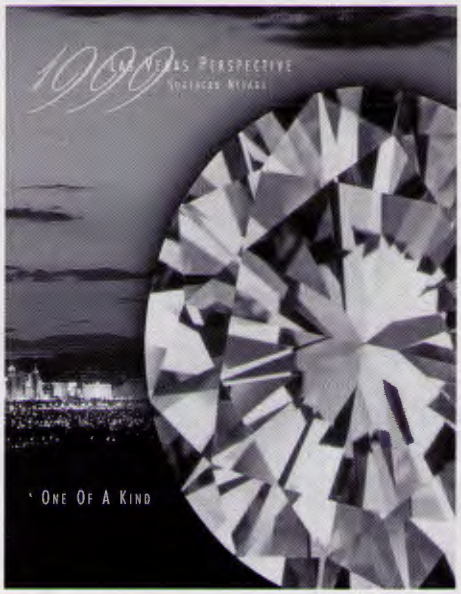


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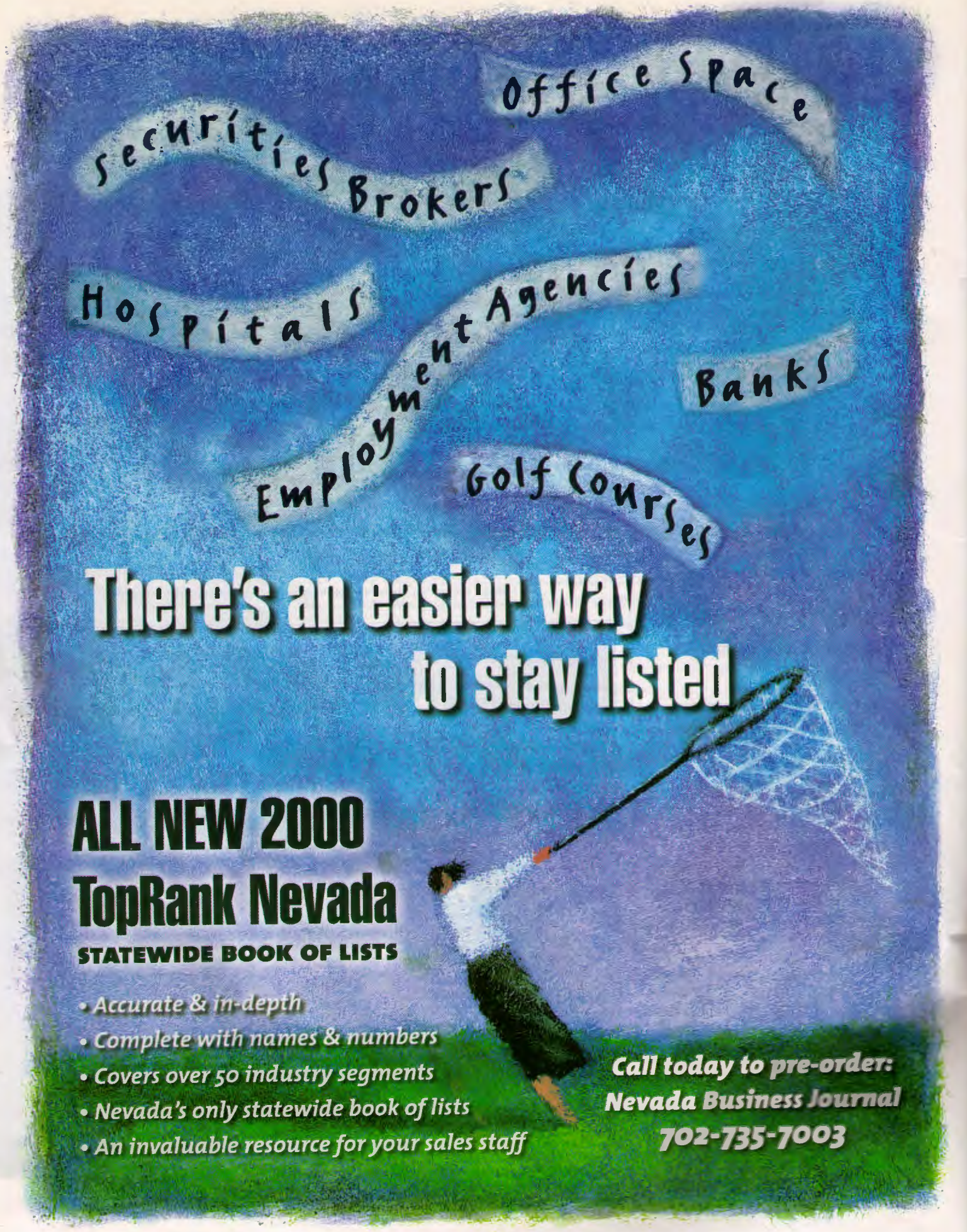
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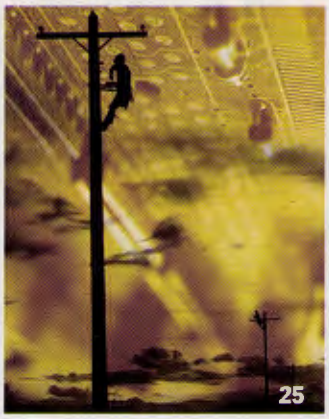


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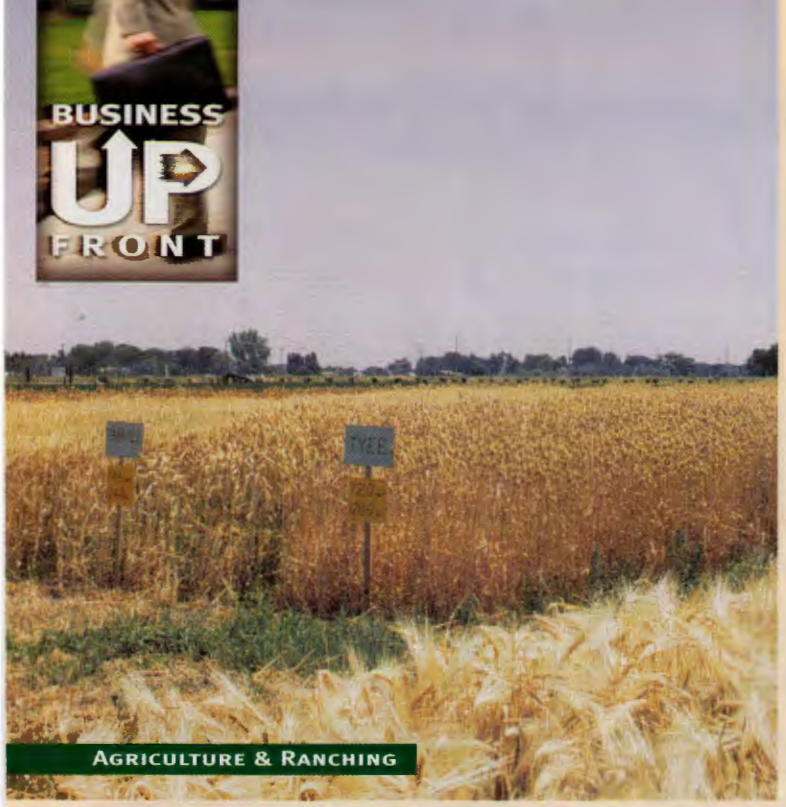



AGRICULTURE & RANCHING

# NEVADA FARMS: Under fire in the new millennium?

Biochemists from the University of Nevada, Reno are joining the chorus of scientists concerned about excessive carbon dioxide in the Earth's atmosphere. Jeff Seemann, chair of the biochemistry department at Nevada, predicts the continuing rise in atmospheric carbon dioxide will likely result in the increasing dominance of cheatgrass in the Great Basin, leading to greater fire danger in Nevada in the 21st century. Cheatgrass is a non-native annual grass that has largely displaced native perennial grasses in the Great Basin, and contributed significantly to the wildfires in central Nevada last summer. The rising concentration of carbon dioxide in the air is caused by human activities such as the burning of fossil fuels and deforestation.

> *This ... could significantly increase both the intensity and frequency of wildfires such as we had this summer.*
>
> – JEFF SEEMAN

"Nevada scientists investigating the impacts of global change on the Earth's biological systems have results suggesting that the growth of cheatgrass in arid environments like ours will be substantially stimulated relative to other species by the all-but-certain doubled carbon dioxide concentration of the Earth's atmosphere in the 21st century," Seeman said. "This effect of global change could significantly increase both the intensity and frequency of wildfires such as we had this summer."

MINING

# Reid calls Gore on onerous mining proposals

VICE PRESIDENT AL GORE HIT A NEVADA-STYLE STUMBLING BLOCK IN HIS URBAN SPRAWL AGENDA WHEN U.S. SEN. HARRY REID ACTIVELY TOOK ON GORE'S HARD ROCK MINING TAX PROPOSAL, A PART OF HIS PRESIDENTIAL "LIVABILITY AGENDA" CAMPAIGN. THE GORE PROPOSAL CALLS FOR $2 BILLION IN SPENDING OVER 10 YEARS TO PURCHASE OPEN SPACE FOR PARKS IN URBAN AREAS – A PROPOSAL THAT WOULD BE FUNDED BY A NEW ROYALTY ON HARD ROCK MINERALS EXTRACTED FROM FEDERAL LANDS. IN SEEKING MEETINGS WITH THE VICE PRESIDENT REGARDING THE PROPOSED TAX, REID NOTED, "I BELIEVE THAT CONSERVATION AND MINING ARE COMPATIBLE GOALS AND FEEL STRONGLY THAT MINING SHOULD NOT BE USED AS A SCAPEGOAT FOR OUR FAILURE TO ADEQUATELY FUND OUR CONSERVATION PRIORITIES."

EMPLOYMENT OUTLOOK

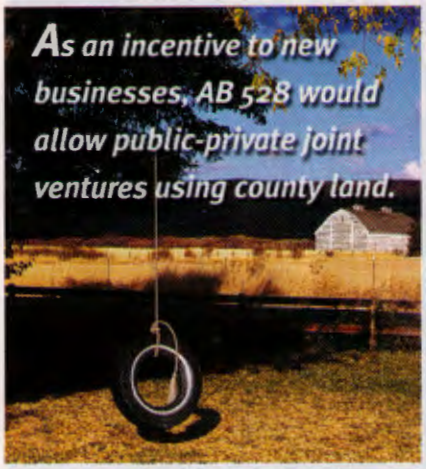
# Agency predicts upbeat hiring patterns in Las Vegas

A solid staffing scene is on the horizon for the Las Vegas area in early 2000, according to Manpower Inc.'s *First Quarter Employment Outlook Survey*. In the first three months of the year, 30 percent of local businesses surveyed plan to hire more people, while 67 percent say current workforce levels are sufficient. Three percent revealed plans to reduce their payrolls. That compares to 24 percent of companies surveyed nationally saying they intend to hire, and 10 percent expecting to drop staff. Conditions for the same period in Las Vegas a year ago were flat, when 13 percent said their personnel requirements had increased and another 13 percent intended to decrease their labor pools. This winter, employment opportunities are indicated in finance/insurance/real estate, education and services. Mixed hiring signals are reported in wholesale/retail trade.

ECONOMIC DEVELOPMENT

# Rural areas to begin offering land incentives

Some watchers of economic diversification in Nevada have long asserted the state is at a disadvantage in attracting new business and industry because it lacks land-based incentives. While other states can lure new companies through offering free land for operations, Nevada's development authorities, counties, towns and cities have been prohibited from providing such incentives.



*As an incentive to new businesses, AB 528 would allow public-private joint ventures using county land.*

However, AB 528 may change that. Nye County and the NTS Development Corp. are forming the Nevada Science and Technology Regional Development Corporation (RDC). The RDC will enhance development efforts by allowing public-private joint ventures using county land as an incentive to new businesses. Nye County will support the RDC with land, while NTS Development Corp. will provide financial assistance to the project, which will aid the Economic Development Authority of Esmeralda and Nye Counties (EDEN) in locating new businesses. Esmeralda and Lincoln counties are creating RDCs as well. Under current law, only counties within 125 miles of the Nevada Test Site can create RDCs.

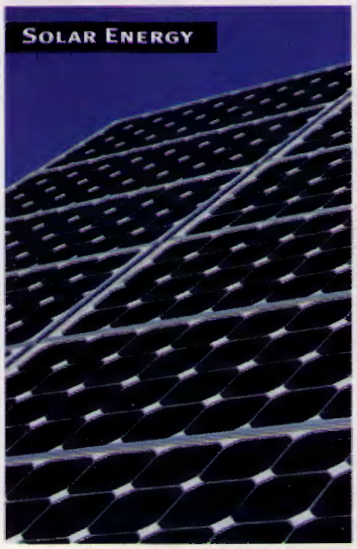
CORPORATE LIFESTYLES

# Stressed out? Resolve to get help

Every year, careerists find themselves making New Year's resolutions regarding lifestyle issues, such as health, fitness and stress control. A Henderson-based company, Stress Management Center of Nevada, is providing help for those grappling with stress in the workplace. The center is offering "Corporate Solutions for Stress" workshops. "Corporate Solutions for Stress" is a group- and solution-oriented workshop offering guidance on dealing with stress at work and at home. Attendees learn how to recognize stresses and the skills needed to cope with or eliminate the stressor. Also taught are skills and techniques for relaxation, including breathing exercises and meditation.

"These workshops can be extremely helpful," noted Kathleen Grace Santor, director of the Stress Management Center of Nevada. "Everyone carries stress with them, like a suitcase, wherever they go and when we teach people how to deal with that, the workplace becomes a better place to be." Teaching workers stress management can greatly help businesses as well: A recent report by CCH Inc. showed that stress accounted for 19 percent of absenteeism in 1999, up from six percent in 1995. Such unscheduled absences cost employers an average of $602 a year per employee.

SOLAR ENERGY



# Nevada at leading edge of solar technology

IT TURNS OUT THAT NEVADA'S 330 DAYS OF SUNLIGHT MAY BE GOOD FOR ATTRACTING MORE THAN JUST TOURISTS. THE LAS VEGAS-BASED CORPORATION FOR SOLAR TECHNOLOGY AND RENEWABLE RESOURCES (CSTRR) SAYS THE ENERGY GENERATED BY ONE NEVADA SOLAR DAY WOULD SATISFY ALL OF AMERICA'S ELECTRICAL DEMANDS FOR A 24-HOUR PERIOD. THE RESOURCE HAS PLACED NEVADA AT THE FOREFRONT FOR THE EXPANDING SOLAR TECHNOLOGY MARKET. CSTRR RECENTLY HELD ITS NORTHERN NEVADA SOLAR TECHNOLOGY SUMMIT, WHERE BUSINESSES, THE BUILDING INDUSTRY, UTILITIES AND ELECTED OFFICIALS GATHERED INFORMATION AND EXCHANGED IDEAS CONCERNING THE APPLICATION AND BENEFITS OF SOLAR TECHNOLOGY. "NEVADANS ARE VERY INDEPENDENT MINDED AND RENEWABLE RESOURCES MAKE A TREMENDOUS AMOUNT OF SENSE ON THE RANCHES AND FARMS IN OUR RURAL COMMUNITIES," NOTED JAY READ, OWNER OF INDEPENDENT POWER SYSTEMS OF SPARKS. "AS AWARENESS OF SOLAR AND OTHER RENEWABLES INCREASES, THE ACCEPTANCE WILL FOLLOW. I'M CONFIDENT ABOUT THE FUTURE OF THIS TECHNOLOGY."

CUTTING EDGE

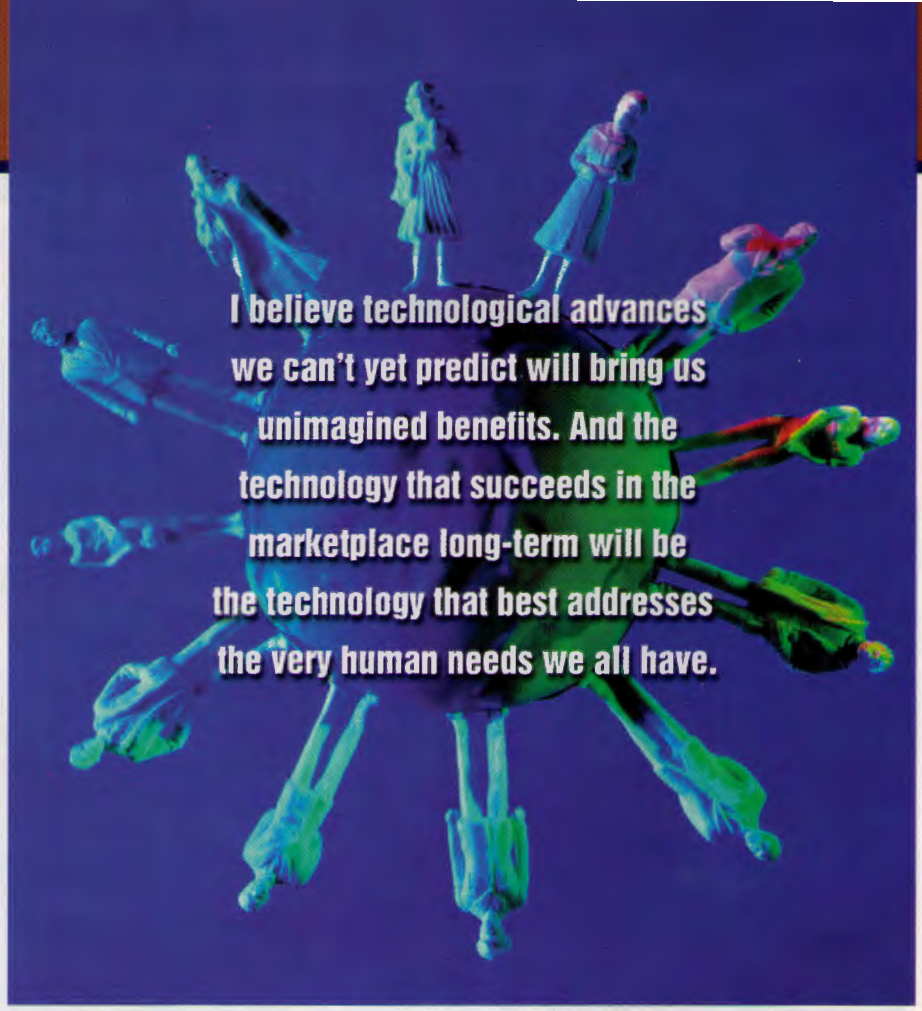
# We made it to 2000 ... Now what?

by Bob Felten

We've made it to 2000. You're reading this in January, so we must have gotten through the Y2K paranoia with our computer civilization basically intact. That's good news, wouldn't you say?

It's interesting sitting down in November to write a column on cutting-edge technology with what is potentially the biggest techno disaster in history looming the first minute of the new year. But, it didn't happen. (Isn't that an expression of confidence.) So, we can redirect all that worrying-about-Y2K energy into looking forward and asking, "Now what?"

Yes, it's time for predictions. Here are some of mine.




### E-Commerce Prediction

We'll see some big failures and some smaller, surprising successes. It's already way too late for companies to capture that valuable "first-to-be-there" position on the Internet. When the technology is common, technology is not enough to succeed. But many will still try to be technology-centered only, and fail. The biggest successes will come from those companies best at understanding how the human beings who are their customers use, want to use and enjoy using this buying method.

### Traditional Retail Prediction

As buying on the Internet becomes a bigger and bigger part of the nation's mar-

## Tech Talk

### Henderson firm unveils HendersonOnline.com

PhutureNet, a Henderson company that specializes in designing community Web sites, recently unveiled HendersonOnline.com. The site consists of Henderson news, an extensive picture gallery, educational information, a directory of restaurants and cultural events and free e-mail and chat. The site is slated to become a fully functional, self-contained Web site with such components as a real estate directory and an interactive selection of Henderson-area high school newspapers. The site is designed to provide information both for residents of Henderson and for those considering moving to the city.

### Setting tee times long-distance made easy

GolfSwitch, a tee time software developer, signed an agreement with ITravel Partners in Las Vegas to integrate GolfSwitch's electronic tee time interfacing software into ITravel's existing online golf tee time reservation systems. The GolfSwitch interface will allow ITravel Partners' golf reservation systems to search for and book advance tee times at golf courses nationwide through its call center and Web sites. ITravel Partners and The Mirage Hotel are among the first companies utilizing the GolfSwitch program.

### Las Vegas company's product a boon to retailers

Advanced Retail Management Systems, USA (ARMS), a company with North American headquarters in Henderson, has developed a product designed to ease operational control for retailers. The ARMS USA Business Man-

ketplace, we'll see a backlash against that type of shopping and smart marketers who will build on that backlash. It's not too hard to imagine an advertisement for the "latest cutting-edge strategy" in retail sometime in the future: "Come to the In-Person Emporium where you can touch before you buy. There's no more ordering clothes only to find they don't fit when they arrive. At the In-Person Emporium, a living, breathing person will help you find different sizes that you can actually try on right in the store. You'll leave with perfectly fitted clothing that same hour. Only the In-Person Emporium offers a return to old-fashioned instant gratification. Visit us today."

Of course before the marketplace changes to that extent, we'll see in-store retailers rebel against being shopping showrooms for online buyers. It's getting more and more common for people to look at, touch, try out something in a traditional retail setting than to go buy it on line. Will retailers charge admission to the store that's refunded only if you actually buy something there?

### High-Tech Gadget Prediction

Every high-tech entertainment/communication gadget will be cheaper and much more user friendly for non-techno-sophisticated people. That's how this technology will become even more pervasive and commonplace among people of all ages and incomes. The jokes (were they ever really funny?) about parents who need to have their children program the VCR or install the software on their computer will become quaint relics of a bygone era. The "next big thing" in consumer high-tech products will come from the company that is best at making technology simple to use for everyone.

### Science Fiction Prediction

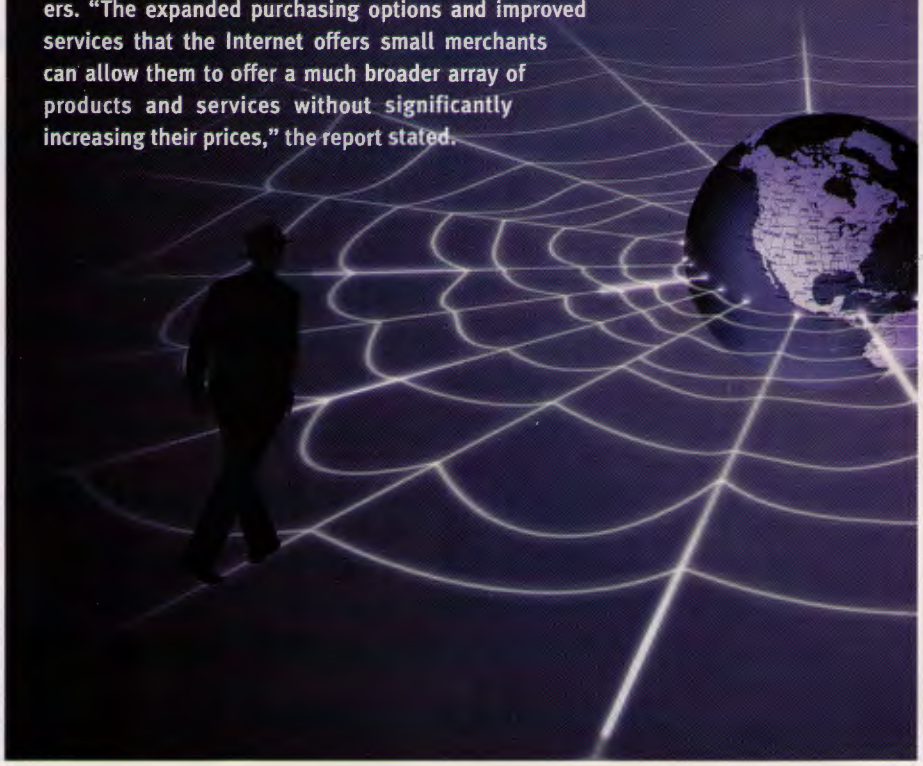
You will continue to see mistrust – even fear – of technology as a theme in some science fiction. Machines and computers that turn against their human creators have always been standards of this genre. But that's fiction. I believe technological advances we can't yet predict will bring us unimagined benefits. And the technology that succeeds in the marketplace long-term will be the technology that best addresses the very human needs we all have. So as we enter a new year/decade/century/millennium, I take an optimistic view with confidence both in technology and in humanity. Don't you hope I'm right?

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

agement System guides retailers through such dilemmas as how to achieve increased sales and profits and oversee stock control, customer management and staff and supplier management. In addition to furnishing software, ARMS USA supplies ongoing training on how to use the tools to help retailers gain greater control of their business. The company guarantees in writing that the system's users will see profits increase enough in the first 12 months of use to pay for the entire system. Local users include M.J. Christensen Jewelers, which utilizes the system at all four of its Southern Nevada locations.

## Small business: time to take advantage of the 'Net

While many companies know they should have a presence on the Web, few know where to begin determining the most effective route to e-commerce success. Still dragging your feet in crafting a Web site? A report from the Washington, D.C.-based Citizens for a Sound Economy Foundation offers all the reasons small business owners may need to take the electronic plunge. "The Internet promises to give an edge to businesses that adapt to change the quickest – i.e., small businesses with special product lines," the report noted. "The Internet offers small, local businesses an opportunity to attract new customers and remove many of the geographic barriers that have traditionally prevented them from reaching beyond their community." In addition to being able to market products and services to a national audience without a multi-million-dollar ad campaign, the report says e-commerce offers small businesses many savings and efficiencies previously only available to large retailers. "The expanded purchasing options and improved services that the Internet offers small merchants can allow them to offer a much broader array of products and services without significantly increasing their prices," the report stated.



***NEVADA MUST SHOW THE CHINESE AND OTHER INTERNATIONAL VISITORS THAT OUR STATE OFFERS MANY OTHER EXCITING AND SPLENDID ATTRATIONS IN ADDITION TO GAMING.***

# Opening China to Nevada Tourism

## *A potential gold mine for the Silver State*

BY TOM TAIT

Half a world away lies China, a formidable gold mine for Nevada tourism that has barely been tapped. The People's Republic of China (PRC), also called mainland China, has a population of 1.2 billion, and that means lots of potential travelers to our state.

The Nevada Commission on Tourism (NCOT) got a sampling of this lucrative market in October when we set up a week-long tour for 30 travel industry officials and journalists from the PRC who traveled to Nevada compliments of Northwest Airlines.

Taiwan, the Republic of China (ROC), an island of 20 million people and the 10th largest source of international visitors to Nevada, already is a valued tourism market for our state. This island off the China mainland sent 60,000 visitors to Las Vegas in 1998, and that's not bad, considering the economic crisis that gripped the Pacific Rim. Visitors to Nevada from Taiwan numbered more than 113,000 in 1994, before the crisis, and the numbers will bounce back up as the Asian economic picture brightens.

Of course, Taiwan has established stronger diplomatic relations with the United States than has the PRC, a situation that demonstrates the work to be done to strengthen tourism from the mainland.

The PRC, however, does not condone gambling. The government outlaws it, even though the Chinese people greatly enjoy casino action. In fact, our recent visitors showed their enthusiasm for this recreational pastime while on the tour.

Nevada must show the Chinese and other international visitors that our state offers many other exciting and splendid attractions in addition to gaming. Our scenic wonders, outdoor recreational activities, cultural and historic sites, entertainment, shopping and cuisine are more than enough to entice travelers.

The tour group from the PRC got to experience a variety of sights and sensations during their week in Nevada. There isn't space here to list all of the venues that hosted these important visitors. However, they were wined, dined, entertained, amused and delighted at Nevada's resort hotels and attractions in Reno, Carson City, the Carson Valley, Lake Tahoe, Virginia City, Tonopah, Death Valley, Pahrump, Las Vegas, Henderson, Boulder City and the Grand Canyon.

As Nevadans know, tourism is king in our state, the engine that pulls the economy along. But we face vigorous competition from other states and nations, especially now that gambling is legal in various forms just about everywhere in the country and the world.

We work hard to attract visitors to the

## TRAVEL TRENDS

### Station Casinos purchases Henderson Santa Fe parcel

Station Casinos purchased a 40-acre parcel of land in Henderson from Santa Fe Gaming Corp. The undeveloped site lies adjacent to I-515 and the Galleria at Sunset and across from Sunset Station Hotel & Casino. While Santa Fe had plans to develop a $130 million gaming property on the site, the sale forced the company into a non-compete agreement with Station that encompasses a five-mile radius around the parcel. In addition to the land parcel, Station Casinos received right of first refusal with respect to the Santa Fe hotel assets and securities. "This strategic transaction further solidifies the long-term value of our Las Vegas franchise with the acquisition of a gaming site in the commercial corridor near Sunset Station and the right of first refusal on the Santa Fe Hotel," said Glenn C. Christenson, Station executive vice president and CFO.

### Travelscape.com signs deal with Digital Courier

Travelscape.com, a Las Vegas-based do-it-yourself Internet travel site, signed an agreement with Digital Courier Technologies, Inc. of Utah. Digital Courier will provide fraud control, risk control, online reporting and payment settlement services for Travelscape.com, which processed between 40,000 and 50,000 transactions a month for customers purchasing travel services via the Internet. "We chose the Digital Courier solution because of its world class online reporting functionality," noted Tom Breitling, COO of Travelscape. "Its state-of-the-art Salt Lake data center will allow us to handle our current and anticipated volume growth in a fault-tolerant, scalable processing environment."

### Silver Legacy offers new airfare program

Reno's Silver Legacy Resort Casino has become the first resort casino to offer a free companion airfare program to its hotel guests. Hotel guests making reservations Sunday through Thursday for one or more nights at the resort's $49 promotional rate are receiving a free companion airline ticket good on any airline. While the promotion was originally slated to run through December 23, Sil-

Silver State. This means showing people the variety of attractions Nevada offers and working with the U.S. government and other official channels to make it easier for visitors to get here, whether it's obtaining visas for leisure travel, foregoing the need for visas altogether, opening airports to new international air service or protecting our aerial sightseeing space over the Grand Canyon.

It is our goal to show visitors from the PRC and the ROC that there is much in store for the leisure traveler to Nevada. Many decades ago, Nevada carved itself a niche as a gambling Mecca; then entertainment was added. That was fine for then, but today, people travel much more and demand a wider range of activities and amenities.

Nevada has it all. As we enter the 21st century, we must market our diverse attractions to a traveling world and invite potential visitors to "Discover Both Sides of Nevada" – from neon to nature.

*Tom Tait is executive director of the Nevada Commission on Tourism.*

ver Legacy executives decided to extend the program into February.

## British publication highlights Venetian in Top 10

The Sunday edition of *The Daily Mail* named The Venetian Resort Hotel-Casino in Las Vegas one of the "World's 10 Grandest Hotels." After considering thousands of resorts worldwide, *The Daily Mail* recognized The Venetian for creating "the grandest fantasy, effectively transporting its guests to another time and place." Also on the Top 10 list were The Hotel Coronado in San Diego, the Carlton Hotel in Cannes, the Hotel Cipriani in Venice, The Ritz in London and The Regent Beverly Wilshire in Los Angeles.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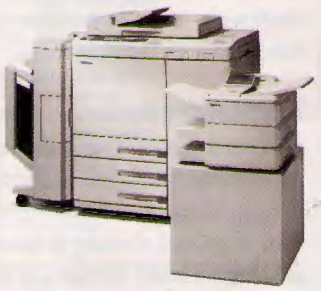

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and led to more work. "It was a combination of good marketing and doing good quality work for our clients," Burnett said of the company's strong first year in the construction business.

But with success came the need to expand. The company added a construction supervisor and other staff. Problems createds by swift growth included a constant shortage of workspace and the need to continually upgrade its systems.

**The Solution** Although it was difficult to relocate, the partners have moved three times to keep up with the growth. The company searched for a strategic location and doubled the size of its office space by moving to an office building at the Spring Mountain-Arville intersection in late 1996. This was still not enough space, so Burnett Haase moved again in April 1997 to a 3,000-square-foot office in the Patrick Commerce Center. About a year ago, yet a third move brought them to the Marycrest Corporate Center in Henderson (6,500 square feet). The moves were challenging because the company could not afford the down time and disorganization. It was important to become operational right away, Burnett explained. "There is nothing worse than having your business out of commission for a week or two," he said.

Because it was in the business of building offices, the company did have the advantage of knowing what was needed to set up a functional work space, Burnett said. "We found you have to plan well in advance before a move," he said. "You have to cover all your bases." The firm utilized its staff to plan for each relocation. Committees were formed to take care of the logistical problems. In making a move, the most important things that must be taken of are the phone and computer systems, Burnett said. If the systems function right away, the company is able to do business. Because Burnett Haase has maintained a good relationship with the vendors that provide these services, it has been able to upgrade its systems quickly during the rapid expansion of the operation. "We met once a week and assessed everybody's responsibilities and the time frame needed to accomplish each task," Burnett said of the planning by the committees to ensure successful moves.

Burnett credits the staff's morale and ability to adapt with the company's success. "We schedule retreats with our staff and try to keep them involved with what the firm is doing and where it is going," he said. "This means everybody from the receptionist to senior management. We have a mission statement for our company and we give our employees instruction in a time-management program."


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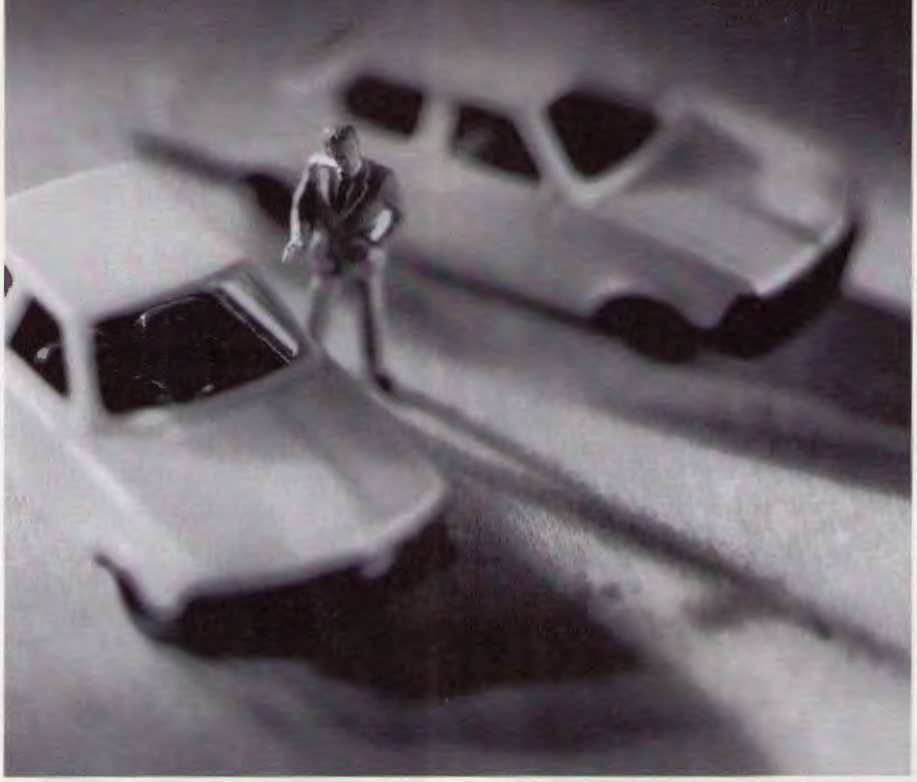
**In 1998 these companies moved to Las Vegas.**

AB Tube Processing (Sumitomo)
Advanced Retail Management Systems
Bank of America
Beha Electrical Engineering
Ben Kalb Productions
Biscoe Exports
Boss Broadcasting
Ceridian Tax Service
Coast to Coast Safety
Covington Food
Credit Acceptance Corporation
Danka Office Imaging
Dongsung America Company
Education Credit Services
Electronics Boutique
F.I.R.E.
Fairfield Resorts
First Card Services
First Plus Financial (MEGO Manufacturing)
GCS Service, Inc.
Global Source Tech
Immunolab
JCM
Marianna Imports
Miles Kimball
Minelab USA
National Airlines
National Vitamin
NITROx 1, Inc.
NTD
Omni Partners
Pac West Telecomm, Inc.
Regis University
Shuffle Master
Sunterra Corporation
TC Group
Tektube Group LLC
Water Dynamics Enterprises

SMART INVESTING

# Back to the Future

**Some compare the CAPM investment strategy to driving a car while looking in the rear view mirror. CFROI (Cash Flow Return on Investment) is a new forward-looking approach that permits investors to map investment goals while looking ahead – through the windshield.**



BY MICHAEL L. DIERSEN

With both a new year and a new millennium upon us, this is about as good an opportunity investors will ever have to reassess their investment strategy. With hindsight being perfect, it is obvious all of us should have invested our entire net worth for the last decade into Microsoft. For the few of us who did not, what do we do for 2000?

This is a major problem with all investment strategies. For the most part they are predicated on looking at the past and then extrapolating out to the future. As humans, we will have to live with the fact that we cannot predict the future, but there are some tools we can use to get a glimmer of the future.

As stated in previous articles, when you buy a stock you are actually buying a business. The cash flows you receive over the years and how management reinvests excess capital will ultimately determine your return on investment. When discounting future cash flows most analysts rely, to a degree, on the Capital Asset Pricing Model (CAPM). CAPM uses a risk-free proxy such as T-bills and then attaches a risk premium for owning the business. This risk premium, or beta, is calculated by comparing the price fluctuations of the stock in question to that of the overall market. In other words, you are looking at past volatility to arrive at a number for discounting future cash flows. Some people have compared this to driving a car while looking in the rear view mirror.

A recent new approach that attempts to look through the windshield as opposed to the mirror is Cash Flow Return on Investment (CFROI). CFROI uses a current market derived discount rate as opposed to an historical rate. The logic goes something like this: If you assume the market is reasonably efficient, then the current stock price of any business is an aggregate of investors' expected cash flow returns, discount rate, inflation expectations and tax rates. To then determine how much volatility investors expect as opposed to how much there was in the past, one needs to do the reverse math to measure the implied discount rate in the current stock price.

To calculate a more meaningful number CFROI advocates first create an aggregate of similar firms. For this particular group of companies their total market value, including both debt and equity, is calculated. Then the expected net cash receipts of these firms are summed. Finally, a discount rate is selected and a net present value of the cash receipts is calculated. It then becomes a trial and error procedure until the appropriate discount rate is selected where the net present value of the expected cash flows per share equals the current stock price. In other words, at this particular moment in time the market, which is forward looking, is dictating the appropriate discount rate to use when valuing the business.

As an investor, this is a very important concept to understand. As the saying goes: garbage in, garbage out. If you believe that discounting cash flows is an appropriate metric for valuing a business (stock), then the discount rate used can dramatically influence the value. Perhaps this year, in an attempt to get a glimmer of the future and discover that next Microsoft, consider using a forward-looking discount rate as opposed to one based on the past.

*Michael L. Diersen, a 16-year veteran of the securities industry, is senior vice president of Wedbush Morgan Securities and President of MLD Investment Advisory, Inc. in Las Vegas.*

# Retail, construction, telecommunications among mix of new companies

Nevada's new business growth continued unabated through the end of the year as an array of firms established operations both north and south.

## Retail

Southern Nevada welcomed several new retailers and restaurants, including **The Wok Factory**, an Asian restaurant that opened in Summerlin. The eatery is owned and operated by Wok Masters, LLC, Specialty Restaurant Developers. The location represents the first of approximately eight Wok Factory locations slated to open in the Las Vegas area by the end of 2000.

Also adding to the retail environment in Southern Nevada is **Danny First**, a specialty clothing store. The company opened its first Nevada boutique at Henderson's Galleria at Sunset. **Zany Brainy** brought its distinctive retail concept to Las Vegas as well. The multimedia superstore targeted toward children is the fastest growing store of its kind in the country.

Also in Southern Nevada, **Lucy's LaundryMart** is researching and securing retail locations for its expansion into the Las Vegas area. Its move to the Las Vegas market represents Lucy's LaundryMart's first expansion outside of California.

## Services

Commercial growth in the state is not confined to retail expansion. Service industries sustained an important role in economic expansion. **Haig's Quality Printing**, formerly based in Palm Springs, Calif., moved to Las Vegas and opened a state-of-the-art printing plant. The new Haig's plant is situated at 6360 Sunset Corporate Drive in the Hughes Corporate Center. The printer opened with 15 employees, seven of them from Palm Springs, in its 18,000-square-foot facility.

Also new to serving the Nevada business community is **Lewis & Roca LLP**, a Phoenix-based law firm. Lewis & Roca LLP opened Ashcraft and Heinz LLP to serve as its Las Vegas office. Long-time Nevada bar members Martha Ashcraft and Von Heinz are partners in the Las Vegas office, with James Berchtold serving as an associate.

Also opening its first Las Vegas office is **P&D Consultants**, an engineering, planning and design firm that services both the public and private sectors. P&D Consultants, whose clients include Clark County, Kaufman & Broad, Del Webb Corp. and the Metropolitan Water District of Southern California, opened offices at the Howard Hughes Center.

In a unique partnership with Station Casinos in Las Vegas, **Children's Choice Learning Centers** is moving into the Southern Nevada market to provide childcare services for the gaming developer's employees. Children's Choice is opening four centers in Las Vegas, one at each Station Casinos property.

## Construction

Though **HOWA Construction, Inc.** has been building in Las Vegas since 1977, the Salt Lake City-based general contractor opened permanent offices in the city, at 3960 Howard Hughes Parkway.

## Manufacturing

Manufacturing and distribution remain crucial to economic expansion in Northern Nevada. **GSE Inc.**, and aircraft engine manufacturer, announced plans to assume 10,000 square feet of space this April in the Carson City area. The new facility will employ 10. Gun components manufacturer **Mobil-Tech** took over 1,500 square feet in Carson City, and employs three.

Douglas County's Meridian Business Park is now home to **Off the Front**, a sports tape manufacturer. The company occupies 4,000 square feet and employs six. **Kane Klassics** manufactures bamboo fly fishing poles, and will take up residence at the Stead Airport come March. Its 5,000-square-foot facility will employ three.

## Distribution

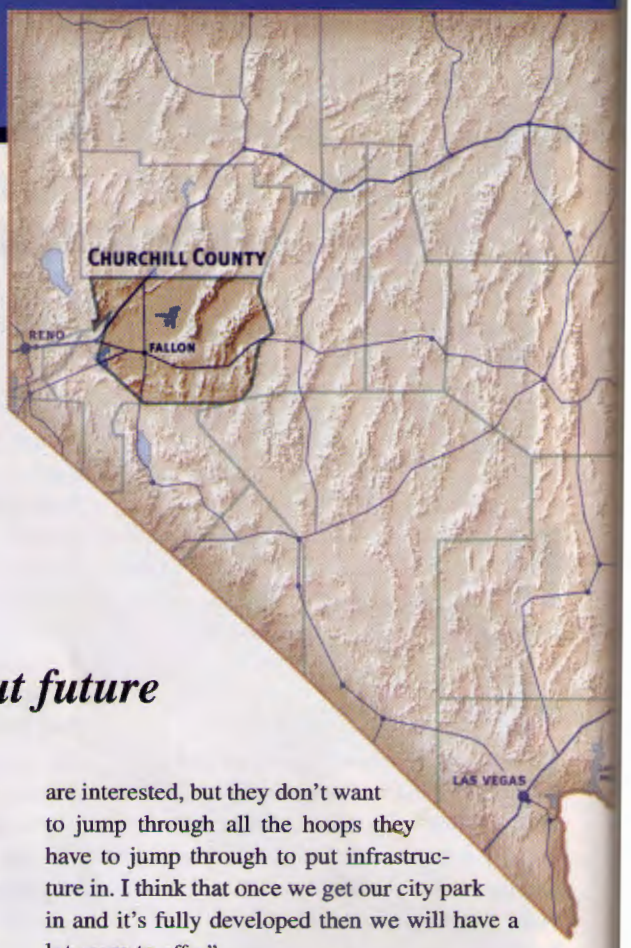
Where there are manufacturers, there are frequently distributors, and Northern Nevada proves no exception in its roster of new companies. **A. Camacho Inc.**, a food distributor, moved operations into Dayton Valley Business Park. The company's 25,000-square-foot site employs 10.

Distribution and manufacturing growth is evident in Southern Nevada as well, with **MII**, an Illinois-based company, establishing operations on Marion Drive in Las Vegas. MII is a manufacturer and distributor of store fixtures. Also in Southern Nevada, **Advance Cutting & Machining** opened a 12,000-square-foot precision cutting and machining operation at the Las Vegas Motor Speedway.

## Telecommunications

**Interim Customer Care Solutions** continues the call center growth in Southern Nevada. The company established a 17,000-square-foot outsource call center for American Express corporate accounts at the Insight Air Center. Interim will initially employ 177.

**Nextel Partners**, a provider of cellular products and services, opened a service center in Las Vegas in October. The center spans more than 24,000 square feet and is located in the Thomas & Mack Center II near McCarran International. Approximately 80 employees will work at the center in the near future, where they will provide customer service, activation, collections and fulfillment for the 35 markets Nextel Partners serves. The firm, which works closely with Nextel but is not a sister company, expects well over 200 employees to be on staff within two years.




by Kim Pryor

# Churchill Economic Development Authority

## *Despite monetary obstacles, area officials positive about future*

### VITAL STATISTICS

**POPULATION**
25,000

**AREA**
4,913 square miles

**MAJOR POPULATION CENTER**
Fallon

**PRIMARY ECONOMIC ENGINES**
Agriculture/Ranching
NAS Fallon
Retail

**MAJOR COMPANIES**
Gemini Inc.
Kennemetal
SMI Joist

**NEW COMPANIES**
Gemini Inc.
SMI Joist

**YEAR AUTHORITY EST.**
1986

**EXECUTIVE DIRECTOR**
Shirley Walker

**TRANSPORTATION THOROUGHFARES**
US 95; US 50

**AIRPORT**
Fallon Municipal Airport

**RAILROAD**
Union Pacific

According to Shirley Walker, executive director of the Churchill Economic Development Authority (CEDA), a secret is starting to spread in the business community. And CEDA has SMI Joist to thank.

The secret? The fact that the Fallon area is an attractive location for businesses.

"Once a large company like SMI Joist moves into our area we find that we get more hits, because [other companies] are interested in discovering, 'Why did SMI Joist move out there?'" Walker said. "They think, 'If SMI Joist moved out there, Fallon and the county must have something.'"

That something is 4,913 square miles in Northern Nevada with a population of approximately 25,000. Lots of space and little population translate into breathing room for industry and the assurance that noisy manufacturing plants aren't near quiet residential neighborhoods. This fact, combined with the area's proximity to Reno, Carson City and Fernley, make it an ideal industrial locale.

Although the word about Fallon is spreading, it's spreading far more slowly than Walker would like. Still, companies are starting to take notice. Wheeling Company will soon break ground near Fallon, a major coup for the town.

Attracting industry to a rural town with inadequate infrastructure hasn't been easy, but progress is unfolding. The city of Fallon, slowly but surely moving along with plans to develop a light industrial park, recently purchased the necessary property. CEDA is currently writing grants to help defray the cost of infrastructure.

"We're on a roll there and I couldn't be any happier," Walker said. "It's wonderful because we finally will have something to work with. It's tough when you have a company come in and they really are interested, but they don't want to jump through all the hoops they have to jump through to put infrastructure in. I think that once we get our city park in and it's fully developed then we will have a lot more to offer."

Thiel Engineering Consultants is planning another Churchill County park for heavy industry in Hazen. Thiel is searching for a company to help with some infrastructure costs, an expensive proposition in any rural area. Still, a park in Hazen may be worth the expense. A small farming community with easy access to I-80 and the railroad, Hazen is located near Fernley and approximately 30 miles from Fallon, yet it's remote enough that an industrial park won't disturb area residents.

CEDA's accomplishments have been impressive considering the organization's two major liabilities: the lack of an industrial park and an operating budget of only $100,000 per year. Although local businesses are generous in their financial support of CEDA, the pool of businesses is too shallow to make a deep impact. The lack of big-budget gaming and manufacturing corporations creates a financial pinch. "We do write grants," Walker said, "but there are many grants out there that really aren't targeted to marketing or advertising."

Despite its relatively low budget, Walker hopes CEDA's new Web page (*ceda-nv.org*) will encourage more interest in the area, and the city also is putting up some advertising dollars to promote the upcoming industrial park.

"But to be able to do what they do in Las Vegas and Reno, where they take trips all over, knock on the doors and say, 'Look, come to Reno, come to Las Vegas, we can do this for you, and we can do that,' we can't afford to do that," Walker lamented.

*RICK LATTINS PARTIALLY TRANSFORMED HIS ALFALFA FARM INTO AN ATTRACTION FOR BOTH TOURISTS AND LOCALS. FARM VISITORS CAN PICK RASPBERRIES OR WANDER THROUGH A CORN MAZE.*

"The money just isn't there. You can send letters until you're blue in the face but you really need to knock on those doors and tell them what you have. You need to meet them in person, wine them and dine them and the whole routine, invite them to your community and wine them and dine them again, and the budget's just not there for that. So when we have somebody interested in our area we put all of our efforts into that person until it's yea or nay."

Despite budgetary obstacles, Walker paints a bright picture. Things are even looking up for some of the area alfalfa farms that have lost foreign markets as many of those former customers are now producing alfalfa domestically. Fallon's alfalfa farmers have started rolling with the punches, diversifying their product base. Lattins Berry Farm is a good example. Owner Rick Lattins partially transformed his alfalfa farm into an attraction for both tourists and locals. Farm visitors can pick raspberries or wander through a corn maze, a feature that recently drew interest from the *Los Angeles Times*.

In the next decade, Walker expects Churchill County's population to swell to 35,000, and she worries about housing availability. As thousands of workers pour into Northern Nevada to support an industrial park opening in Storey County, Fallon and other Churchill County towns are likely to start serving as bedroom communities. "There's going to be quite a housing impact on communities like Fallon and some of the communities in Lyon County because Reno and Carson are pretty well built up," Walker said.

As Churchill County begins to grow, diversification will likely follow, and Fallon's attractive attributes will no longer remain a well-kept secret.

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## PEOPLE ON THE MOVE

### BANKING & FINANCE

**BankWest of Nevada** in Las Vegas promoted **Marcia Synko** from loan officer to assistant vice president of lending and administration. BankWest also promoted **A. Mark Affeldt** from senior commercial loan officer to vice president of credit administration. Both have more than 20 years' experience in banking and financial services, and both have been with BankWest since 1999.

Synko

Affeldt

Henderson-based **Silver State Bank** named **Noel Thompson** commercial lender. Prior to joining Silver State Bank, Thompson worked in a similar capacity for First Security Bank of Las Vegas, where he had a personal portfolio of $22 million in commitments.

Thompson

**U.S. Bank** named long-time banker **Jack Prescott** its senior executive for Northern Nevada. Prescott, who has been with U.S. Bank since 1995, takes on an overall leadership role for the company, managing a staff of lending officers, analysts and support staff in the bank's Reno headquarters office.

Prescott

### DEVELOPMENT & REAL ESTATE

**Larry Johnson** joined **Clark & Sullivan Constructors** as senior estimator in Las Vegas. Johnson has more than 20 years' experience in construction, and most recently was with Martin-Harris Construction. Clark & Sullivan also hired **Lisa Garberick** to administer accounts payable for the company's Las Vegas projects.

**Michael R. Dunn** joined **American Nevada Corp.** as vice president of leasing/sales for office properties. **Richard B. Green** joined the Henderson developer as vice president of leasing/sales for retail properties. Dunn comes to American Nevada from Klaholz & Dunn Development, where he was a principal; Green was formerly president/corporate broker with Paragon Commercial Real Estate.

**RE/MAX Southwest** appointed three professionals to work in new positions with RE/MAX brokerages in Nevada, Arizona and New Mexico. **Sheridan Whipple** is now a management consultant in New Mexico and Nevada. **Bryan Benham** joined the region as member services representative and will assist offices with recruiting, office management and other issues. **Jon Schnell** will work with all company-operated regions as technology services representative.

**MBH Architects** in Las Vegas appointed **David Delasantos** to associate. Delasantos has been with the company for five years.

**Del Webb** named **Sue Streeter** its Realtor relations coordinator for its Las Vegas communities. Streeter was previously the Realtor relations manager for The Howard Hughes Corp.

**Investment Equity Builders** hired **Ronald F. Scarnecchia** as director of marketing/sales. Scarnecchia possesses more than 30 years' business experience, 10 of those in the construction industry.

Scarnecchia

Las Vegas-based **Carina Corp.** announced three senior management appointments. **Don Mauldin** was promoted to senior project manager, while **David Barnes** and **Mark Wallace** were promoted to project manager.

**Wasau Window and Wall Systems** named **Charles French** architectural sales representative for Nevada and California. French brings to his post more than 30 years of experience in the construction industry.

### EDUCATION

**D'Ann Blatt** was promoted to operations manager of **Lit'l Scholar Academy** in Las Vegas. Blatt has been with Lit'l Scholar since 1994. The childcare and kindergarten academy also named **DJ Jensen** staff trainer for its six Southern Nevada locations.

Blatt

Jensen

### GOVERNMENT & LAW

Las Vegas law firm **John Peter Lee, Ltd.** announced that **Joseph V. Philipose**, J.D. joined the firm as an attorney. Philipose will practice law in various areas for the firm, specializing in civil litigation.

Philipose

### HEALTHCARE & INSURANCE

**D. Wade Shows** was promoted to director of sales and service for **PacifiCare of Nevada**. Prior to his promotion, Shows was the senior account manager for national accounts.

Shows

Bishop-Young

**Laura Bishop-Young** was named director of nursing/director of professional services for Las Vegas-based **AscentrA Home Infusion Therapies**, a division of the AscentrA family of health care companies. Bishop-Young is responsible for the supervision and training of the nursing staff and directs patient care.

**Peter O'Neill** was appointed vice president of public and investor relations for **Sierra Health Services, Inc.** O'Neill, who now oversees media and community relations, financial and employee communications and editorial services, was previously director of corporate communications for WellPoint Health Networks in Southern California.

O'Neill

## Media & Communications

**Benchmark Productions** in Las Vegas named **Thomas Mikovits** vice president of production. Mikovits most recently produced more than a dozen television commercial spots as the advertising coordinator for Coast Casinos.

**DRGM Advertising** in Reno hired **Ashley Grant** as an account coordinator and **Jennifer Davies** as an account executive. Grant's experience includes work with General Motors and the March of Dimes; Davies previously worked for the state of Nevada as a criminal investigator in Winnemucca.

Watson

Las Vegas-based **Advertising & Marketing Solutions, Inc.** named **Becky Watson** creative director. Watson was previously the assistant director of the marketing and community relations department at UNLV.

## Non-Profit

**Golden Rainbow**, a non-profit organization providing housing and financial assistance to people in Southern Nevada living with HIV/AIDS, appointed **Randall Reinoso** executive director. Prior to joining Golden Rainbow, Reinoso worked at AFAN as a social work case manager.

## Retail

**Michael Falduti** was named executive chef at **Philips Restaurant** in Las Vegas. Falduti's experience includes culinary work in Emeril's New Orleans Fish House, Andre's French Restaurant and Ruth's Chris Steak House.

Gorniak

**Sue Gorniak** was appointed to serve as retail marketing director for TrizecHahn's 500,000-square-foot **Desert Passage** retail center at the Aladdin Resort & Casino in Las Vegas. Gorniak has been with TrizecHahn since 1992, most recently as marketing


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director for Palm Desert Town Center in Palm Desert, Calif.

Keely

Taylor

**Courtesy Automotive Group** promoted **Robert Keely** to service manager and **Richard Taylor** to sales manager at Courtesy Oldsmobile/Isuzu/Kia. Keely has been with Courtesy for five years; Taylor is an 18-month employee of the firm.

Lai

**Lum Lai** was named executive chef for **Kevin Wu's Royal Star** restaurant at The Venetian. He began his career in Hong Kong at the Castle Bay Restaurant, and has worked at such eateries as the Han Palace and Café de Chine.

## TELECOMMUNICATIONS

**Sprint** promoted **Jaime A. Jones** to vice president and general manager of its

Jones

telecommunications division western region business markets. In his new post, Jones is responsible for business sales and service in Sprint's local telecommunications division west of the Mississippi River. He was previously director of sales and service for Sprint's business markets in Nevada, Oregon and Washington.

## TRAVEL & TOURISM

**Showboat Hotel, Casino and Bowling Center** hired **Rick Kerstine** as director of sales. The Las Vegas property also promoted **Micky Burress** from executive lead agent to hotel manager, and **Diane Pappas** from director of advertising to director of marketing.

Las Vegas-based **Anchor Gaming** named **Charlitta P. Winston** manager of vendor relations and community affairs. Winston helps identify small vendor opportunities within the company, oversees the recruitment of minority and woman-owned vendors and develops, manages and promotes the firm's charitable activities. She comes to Anchor Gaming from the Indiana Department of Environmental Management.

Sobczyk

**Robert Sobczyk** was appointed vice president of slot operations for **The Reserve Hotel Casino** in Henderson. He oversees the organization's player club management and supervises the benefit and compensation program. The Reserve also named **Darrel Wayerski** executive chef. Wayerski supervises food preparation in the hotel casino's six restaurants.

Murray

Marriott hired **Karen Murray** as sales account manager for the **Residence Inn by Marriott at Hughes Center**. Murray previously worked at the Hyatt Regency Scottsdale in Scottsdale, Ariz. and at Walt Disney World Co. in Lake Buena Vista, Fla.

# E-COMMERCE OR Brochures in the Sky

by CINDIE GEDDES

## Is your Internet site worth its wavelength?

Gone are the days when a mere Internet presence equaled e-commerce. The intelligence of trying to save money by having a friend of a friend design your Web site on the weekend is akin to joining the Flat Earth Society. Relying on hit counters to analyze the utility of a site is history. And if you think your company doesn't have to worry about high-tech sales, think again. "What we're seeing here," says Jeff Obst, CEO of edurus in Carson City, "is a revolution that will be as dramatic as the industrial revolution."

More and more people are turning to the ease of buying online. E-tailers now offer comparative pricing, company information, product information and sales for those who find going online preferrable to standing in line. But professionals such as dentists, attorneys and dry cleaners are establishing a presence as well, because the 'Net is where a lot of people go for research and quality comparisons. "Businesses that don't take advantage of the Internet and ignore it," says Obst, whose company assists businesses in obtaining and keeping an online presence, "will not be in business very long."

In 1998, online revenues accounted for 0.5 percent of all retail sales, or $14.9 billion. Online shopping revenues are slated to hit the $36 billion mark in 1999, a 145 percent surge. That number is expected to increase again to over $380 billion by 2003. With major corporations like Wal-Mart and Merrill Lynch making a commitment to e-commerce, the need is becoming more and more apparent. Today's consumers expect to be able to contact you via the Internet, either through e-mail or a Web contact page. Is your business attracting its share of these anything-but-virtual dollars?

"Ninety percent of all businesses in the country don't even have a Web site," says John Graham of Graham Communications in Massachusetts. "And 90 percent of existing Web sites are virtually useless." That 90 percent falls under the heading of what Graham calls "brochures in the sky" – sites that only say who the company is and what it does. These sites do not offer a place where products or services can be paid for, they do not offer free information in the company's industry and they offer no entertainment value – all three of which are important to a successful Web site. Many of these sites include no other way to contact businesses besides a street address.

### REVOLUTIONALIZING COMMERCE

The Internet has changed the face of competition. One of the primary benefits of taking your business online is the total

lack of geographic limits. People from around the world can purchase your products as if you were just around the corner. However, the downside to that is that other companies from around the world can more effectively compete against you. "Companies that consider the Internet a big part of their business," says Obst, "are will able to capture customers from similar businesses in other areas of the world." A Web site needs to be taken as seriously as a brick and mortar storefront, because on the Internet that is exactly what it represents. It may be the only contact customers have with you. Their first impression will not be based on the friendliness of your sales staff or the quality of your decor, but rather on the speed and ease of navigation at your Web site.

Graham believes commerce is entering an entirely new era in which e-commerce expenditures will comprise one of the largest items in any company budget. The increase in a company's presence on the Internet may mean savings in other areas, but there is no getting around the fact that an efficient Web site involves a major investment. This monetary outlay will also be affected by technology, sophistication of marketing strategies and expertise as more and more professionals become Web savvy. Keeping up with the Joneses – who are only a click away from your site – is going to cost. But, as Graham stresses, "The Web is not about cheap; it is about accessing customers."

## IS YOUR SITE DOING ITS JOB?

If your site is already established and you want to know if it is doing its job, here are some things to consider.

How quickly does the site load? Ten seconds is a long wait on the Web. Some ways to increase your speed, according to July Linett, vice president of Zerowait Corporation, include investing in a good behind-the-scenes storage device, such as a fast filer behind an application service, Web caching and using a load balancer. Zerowait's specialty entails working with the infrastructure of e-commerce companies to keep them online so that when customers are ready to buy, the firm's site is up and ready. Load balancing keeps the site immediately available. Customers aren't willing to wait more than a few seconds for a site to load, so you want to be as efficient as possible to cut costs. She also suggests considering bandwidth usage. Even a high-bandwidth T-1 line can easily become clogged by inefficient caching or unnecessarily large graphics. Obst, too, suggests you check your graphics for size – file size in bytes, not the physical size on the screen.

Can the customer contact you before, during and after a sale? You should include access through e-mail as well as over the phone. One of Linett's pet peeves is sites that make you hunt for a simple address, e-mail address or phone number to contact the company. The e-mail address should be right up front, if not on every page.

Can the customer buy your product or service online with a credit card? A major annoyance for customers (especially Generation Xers) is finding a great site feturing a product they love and having no immediate way to order it. Consumers are growing increasingly sophisticated and demanding, and accommodating an impulse to buy may mean the difference between a sale for you or a sale for your competitor.

Is the site appropriate for your company? If you're selling boats, put pictures of boats, not flying, whirling logos. From wallpaper to logos to information available on the site to the language you use, the customer will form an opinion of what kind of company you run and what kind of customer you are targeting. "There are a lot of dull sites out there," says Graham, "but there are a lot of dull companies."

Is your marketing campaign integrated? Branding is one of the keys to e-commerce success. Your stationery, business cards, Web page and print ads should share a style easily recognizable to the consumer. Your Web URL should be listed on all corporate print materials. In this day and age, your Web address is as important to your business as your phone number.

Are you attracting sufficient numbers of customers to your site and guaranteeing their return? Exploit the connectivity of the Web by leveraging affiliate programs and portal relationships. Many buyers will

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**edurus.com** SHOWS HOW PROFESSIONAL SERVICES LIKE COMPUTER CONSULTING ARE ABLE TO GIVE INFORMATION TO POTENTIAL CLIENTS AND GET HIRED.

**Antons.com** IS A SITE FOR A DRY CLEANER WHO OFFERS TIPS ON HOW TO REMOVE STAINS AS WELL AS OTHER USEFUL INFO.

**Zerowait.com** IS A GOOD EXAMPLE OF A SITE GARNERING BUSINESS FOR ITS SERVICES BY OFFERING FREE ADVICE AS WELL AS CORPORATE INFORMATION.

**Loadbalancing.net** (CREATED AND SPONSORED BY ZEROWAIT) HAS A GREAT DIRECTORY OF ARTICLES ABOUT THE INTERNET, LABELED BY DEGREE OF TECHNICAL DIFFICULTY.

**Abebooks.com** IS A GREAT SITE LINKING HUNDREDS OF USED BOOKSTORES SO THAT THE CUSTOMER CAN SEARCH FOR AND COMPARE PRICE AND CONDITION OF ANY CHOSEN BOOK ALL ON ONE SITE.

not make purchases their first time visiting your site, so give them reasons to come back. Adding such amenities as free e-mail (check out *everyone.net* for free Web-based e-mail you can customize for your company), e-zines offering useful information about your industry in general and your products/services in particular, discussion lists, Web boards and coupons will help bring people back to your site. Surveys and offers of prizes for filling them out will help you identify your client base and serve it more effectively.

Does the site feel safe? E-consumers know not to give their credit card out willy-nilly over the 'Net. They need to not only feel they can trust you as a company, but also your Internet security features. Linett says you don't always need a firewall (package filtering with a load balancer is easier to maintain and causes fewer bottlenecks), but your site needs proper reassurances as to the privacy of information customers may give you. Obst suggests secure socket layer technology. But any technology you invest in today may be outdated by next year, so built-in flexibility is as important to your Internet investment as it is with your computer equipment investment.

Customer service is the key to e-commerce, but ironically it is often overlooked. Too often Web sites are designed based on determining what the business wants to tell the customer, rather than putting thought into what the customer wants to see. As with any kind of business, the key to continued success is to draw people to your site, keep them there to spend money and bring them back again and again. Graham stresses that a Web site is more akin to producing a daily paper than it is to creating a brochure. Information should be constantly updated and kept current, new features created and links added – anything that tells the Web surfer that this is not the exact site he or she saw before will help you meet your business goals.

Technology offers a variety of ways to track your Web traffic. Server logs list every request made to the server and can tell you where users are coming from, how long they are staying and common paths to your site. These logs can help you improve navigation and tell you what customers think of your program by revealing what they typically view in what order and when they leave (for example, if a customer departs after reading your warranty, maybe it's time to beef up that portion of your business). Server plug-ins add features or services to help you compile usage data directly from the server. Web site measurement vendors also offer network sniffers – programs or devices that monitor data traveling over a network. A reputable Web presence provider should have reports available to you. An added benefit to eliminating casual traffic is an increase in the speed at which your site downloads as well.

With all the customer behavior tools available to shadow online shoppers, it's worth the time to crunch the data and make necessary and effective changes to your site. Knowledge is power.

Obst says, "Businesses need to think of the Internet as one of the strategic parts of their business. It's not just 'nice to have' but a requirement." The revolution is here. Where is your business?

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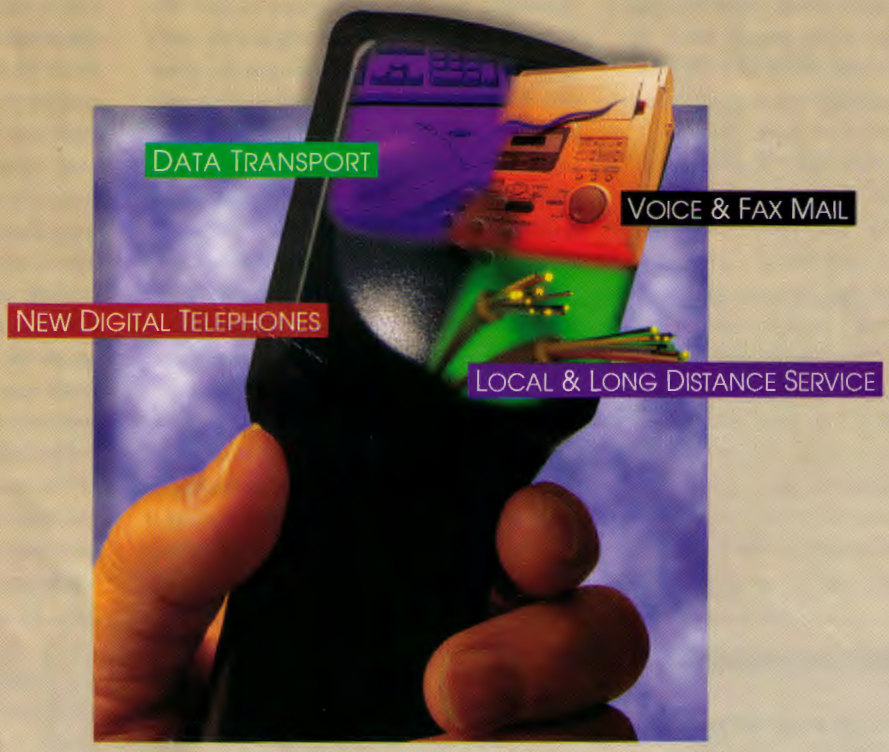


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# DIALING the FUTURE

## *Rural counties are trying to advance telecommunications in their backyards*

by JENNIFER RACHEL BAUMER

When residents in Silver Springs want to make a phone call to Yerington on the other side of the Carson River, they don't just pick up the phone and dial. They don't even want to pick up the phone and dial "1+." Instead, most of the time they use their cell phones to make any kind of long distance calls to avoid high use charges.

The Carson River running through Lyon County divides the county into two, and also divides telephone service between Nevada Bell and GTE. Everybody in the northern half of the county, which is growing quickly, has to make a long distance call to the county seat in order to do business. As a result, the county installed foreign exchange lines that are Silver Springs numbers. When a resident dials a Silver Springs number it's forwarded to Yerington so that everyone in the Dayton corridor up to Fernley can call and conduct business.

Sound confusing? It is. Attempting to fix the problem has been worse, according to John Holmes, who is working with the Lyon County Economic Development Authority (LCEDA) and county commissioners to resolve the phone service issue.

### Desperately Seeking Service

When GTE came in and took over for the previous carrier, Holmes warned residents who had complained of the previous carrier, "You're going to wish for the good old days once GTE is in. You can pick up a pay phone in Yerington, hit '0' for operator and the operator comes on in Los Angeles from GTE and you tell him or her where you are. I've had operators say, 'I'm sorry, we don't serve that area,' and I've had to say, 'I know you don't, but we're trying to change that.'"

Change never comes easily, however. Holmes went to the Public Utilities Commission, which ordered a study. The study came back reporting the long distance calling between the two areas wasn't significant. "I said, 'Really? Did you query the cell phone operators?' Well, no. You know how I call Yerington? I call it on my cell phone because it's free. Everybody out here knows that when you call back and forth you call on a cell phone. Otherwise I pay 90 cents [a minute] or something godawful like that." Second, Holmes asked if the study had taken the numerous trunk lines that feed between Silver Springs and Yerington to handle all the north/south county business into account. It hadn't. "So in essence you've done a study that tells you absolutely nothing, because everybody that lives out here knows the last thing you do is dial 1+," Holmes said.

His next step took him to the major carriers, offering to have the county sign a long-term contract with a carrier that would not only supply service, but finally tie the two halves of the county together. The companies were interested, excited even, but each time he was working with the wrong employees. By the time he got to the management levels that could approve a contract, "They were doing multi-billion dollar mergers overseas and most of them

couldn't pinpoint where Nevada was, let alone Lyon County, so that fell flat."

At that point Holmes stopped looking big, and started looking small. He found a company in California and ended up talking to the owner, the person who actually makes the decisions. It's a small company, but it offers a variety of services. "It's a slow process," he says, but things are finally moving forward.

Meanwhile phone service isn't the only concern in Lyon County. The county only recently received an AOL access number to avoid long distance calls to Reno to go online, and area residents and businesspeople are looking to upgrade their Internet services. "When we talk to companies [looking to move into the area], they have a laundry list," Holmes stated. "They go through the taxes and the work force, and one of the top 10 things on laundry lists now is telecommunications. Businesses want to know, 'What kind of service do you have there, what kind of switch is servicing this area, can I get wide band data service, can I do all these things?' When somebody asks us those questions, I have to tell them that if they're in the northern half they're going to get a whole lot better service than in the southern half. That's the reason Dayton and Fernley have booming industrial parks. Occasionally, they get another small company down in Yerington, but almost anything businesses want in terms of telecommunications will cost a lot more money and be a lot more difficult."

Lest the picture be formed that everything in the rural counties is impossible when it comes to telecommunicating with the rest of the world, John Sanderson, LCEDA executive director, notes that high-speed digital subscriber lines (DSL) are available in some areas of the county already and heading for more. There's a communications committee working to bring the system into the southern part of the county, hooking up through a connection with Nevada Bell, a project that has been in the works for about a year.

What regional business leaders want is high-speed Internet access in more areas. "High-speed telecommunications puts us on a level playing field with the urban areas," says Sanderson. "Our advantages [in attracting new companies] include land cost, the ease of doing business and the cost of living. An employee can live in Fernley for $10,000 or $15,000 less [annually] than in a big city, and that's an advantage to the company." High-speed capability gives firms additional advantages.

Compare Lyon County to Churchill County and the picture changes completely. According to Shirley Walker, executive director of the Churchill Economic Development Authority (CEDA), the Churchill County Telephone Company, the only county-owned telephone company in the U.S., is cutting edge. Churchill County Telephone has been in business since 1889; its annual profit (approximately $1.3 million) makes up 15 percent of the county's general fund. "[Churchill County Telephone puts] a lot of money into telecommunications, and can compete well with any company. It spends well over $1 million [annually] with all the local businesses, it's constantly adding money to upgrade improvements, and its profits in the last year were up 15 percent. That gives you an idea of how we are growing and what we can provide the community." Churchill County Telephone is currently working with a Reno-based Internet service provider, SourceNet, to engineer a network that can deliver high-speed Internet access, phone service, broadcast and cable programming and video-on-demand services, all over standard telephone lines utilizing DSL technology.

But is the Internet crunch really being felt in counties where high-speed Internet access and fiber optic technology are not available? Yes. In Ely, small businesses are feeling the impact of local consumers buying over the Internet. "We were fairly skeptical that it would happen," says Karen Rajala, of the White Pine Economic Diversification Council (WPEDC). "But the owner of the tire store now finds he must compete with people buying over the Internet. The local furniture store is finding some of its customers buying directly over the Internet, and how do you service that once it's here? Those are issues concerning our local businesses. We're trying to help them make that into an opportunity, to turn the tables and offer their products and services over the Internet to draw new business."

But the region is hampered by a lack of high-speed capability or fiber optics, which also slows down White Pine County's economic expansion. "We don't have fiber optics here yet, so we don't have the speed and the volume capacity for some of the call center-type or Internet and telecommunications oriented businesses to locate here," says Rajala. It will be one to two years before fiber optics makes its way into White Pine county and it's a critical need, Rajala believes. "In the past we were concerned with water, sewers and streets. They're still a concern, but now we have realized we've got to focus on getting our telecommunications capacity up to speed. For a rural area such as ours where we do not have direct access to an interstate [highway], if we do not have telecommunications capacity we're going to have a difficult time attracting new firms."

The areas up to speed in the rural counties often include services such as education and medicine.

## Tele-Medicine

While the colleges often have telecommunications systems in place, so does medicine. "In the medical field we are also seeing things move along pretty well," says Rajala. "People are being well trained in the tele-medicine link and are stepping up to the plate with what's being provided. It's important to our area for economic development as well because one question asked quite often is 'What are your medical services, and your access to special medical services?'"

Tele-medicine, says Gerald Ackerman, director of Nevada Area Health Education Centers and faculty with the School of Medicine at University of Nevada, Reno, is the sharing of information that allows a physician to make a diagnosis, consult with a specialist or take continuing education programs. It entails anything from a diagnostic consultation with a family doctor and a cardiologist to the cardiologist teaching in rural areas without ever leav-

ing home. Currently there are units, both urban and rural, located at Washoe Medical Center and the main medical school campus, with rural units up and running in Lovelock, Winnemuca, Elko, Ely, Hawthorne and Yerington. Eureka is due to come online and units are proposed for Battle Mountain and Churchill Community Hospital.

The technology involves two-way compressed video, patient exam cameras, ear nose and throat scopes, digital Dolby stethoscopes and VCR document cameras, and offers physicians a range of consults from Alzheimer's, neurology clinics, pediatric behavioral, cardiology and psychiatry. "We've been able to pipe out all kinds of continuing education and continuing medical education courses," says Ackerman. "We worked with Washoe Health System on their trauma rounds and nursing education."

## Tele-Education

While the counties wait for fiber optics and high-speed Internet, the schools across the state are moving ahead. "We did a survey and found that we had more interactive video on a per population basis than any other area in the state," says Teri Williams, executive director of the Tri-County Development Authority, which encompasses Humboldt and Lander counties, Winnemucca, McDermitt, Battle Mountain and Austin. "Our colleges are using interactive video. Just recently, Great Basin College began offering a four-year program in elementary education. I think what we're going to be seeing as years go by are many more similar program opportunities. Our college has been a very small community college, but it's well attended and has a considerable amount of FTE (full time equivalent) students. I see more programs being offered at community college and educational opportunities being offered though universities such as University of Phoenix," Williams observed.

"Western Nevada Community College, part of the University and Community College System, plays a great part because companies do take advantage of the classes they offer. Colleges can design classes compatible with the needs of business," says Shirley Walker. "It's a very important role, and in Nevada having an educated work force that will stay in Nevada is probably our greatest need. Some of the things the state has done are extremely important as far as keeping students at home in the north and south, encouraging them to get their education at home and stay in the state."

## What's There, What's Not

The need for new services involves the need for new facilities. "Putting in fiber between Silver Springs and Yerington along 95A is a very expensive thing to do," says John Holmes. "There is some fiber heading that way, but it's headed for bigger and better things, it cuts off and goes to Schurz, and it's interstate stuff. Nobody lives between Yerington and Silver Springs and when you get to the end of that chain there's not a whole lot of people in either of those places. To plough through rock – and that's what you have to do – makes it a very expensive operation. You don't have a San Francisco or Los Angeles at either end, which is what you need because fiber is capable of [handling] such a huge amount of traffic."

Still, it's coming, following the railroad and I-80 and reaching out to draw rural counties into the web. According to Dick Bostdorf, vice president and general manager of Nevada Bell, the rural counties have every service the metro areas have except DSL, which is not capable of handling long distance at this time. Fiber optics are coming, but it's a gradual process. There are relay services in locations such as Pahrump and Winnemucca; those locations have everything Reno has except DSL. Recently Nevada Bell upgraded all of its switches and put in the newest, most modern switches they could. "The plan is for 80 percent of [Nevada Bell] customers to have [DSL] in the next three years," says Bostdorf. "Our goal is to provide broadband service to all customers, but it's a gradual process."

A process rural counties are eager to see completed.

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# 2000 Who to Watch

The year ahead for Nevada shows no signs of slowing in terms of economic and commercial growth. The business statewide climate continues to provide people with good ideas a fertile matrix for the incubation of those ideas. Here's a look at just some of the people and companies poised to make a mark in 2000.

## The Fertitta Family Fertitta Enterprises

Las Vegas-based Station Casinos, of which the Fertitta family constitutes the largest shareholder, has shown a capacity to expand successfully into other gaming markets such as St. Louis and Kansas City. However, Station may be poised to strike again both at home and outside Nevada. While many casino operators were fretting about the damage California's Proposition 5 – which allows expanded tribal gaming in that state – might do to Nevada's tourism markets, Station was taking a more proactive approach to the issue.

Station became the first casino developer to recognize opportunity in California when it signed an agreement with the United Auburn Indian Community to build a $100 million complex with gaming, restaurants and entertainment venues on land just outside Sacramento. Though the project has hit some snags – a court challenge to Prop 5 and local opposition to the presence of a 49-acre gaming facility – Station officials have said they anticipate opening the property in 2002. But Station isn't just looking outside Nevada to grow its operations; the company recently purchased from Santa Fe Gaming Corp. a 40-acre site near its Sunset Station property in Henderson.

This is likely to comprise a year of corporate diversification for the Fertitta family as well. Fertitta Enterprises purchased Gordon Biersch Brewing Co. in 1996 and moved the company's headquarters from Palo Alto, Calif. to Las Vegas. After selling the brewery's 12 microbrew restaurants in 1999 to Big River Breweries of Chattanooga, Tenn., spokespeople of Fertitta Enterprises outlined company plans to focus on becoming beer barons, so to speak. The deal will allow the company's microbrewery to expand production of its bottled beer line, currently sold in Nevada, California, Washington, Arizona and Hawaii.

## Washington Mutual, Inc.

Though Seattle-based Washington Mutual, Inc. already possesses a Reno presence, the bank announced plans for entering the Southern Nevada market for the first time in 2000 – with a bang. Washington Mutual will arrive in Las Vegas in April of this year, when it opens the first of 20 financial centers it plans to open in the Las Vegas Valley. The banking company, the nation's eighth largest, will create about 200 new jobs in Southern Nevada. It will also debut what company officials say is a new retail banking concept for its branches, the flagship of which will be situated at West Charleston and Rampart boulevards in the Summerlin area.

Washington Mutual consulted with an Ohio-based design company in developing ideas for its new financial centers. The branches will offer customers a retail store atmosphere, with customer service representatives dressed in casual attire and chil-

dren's play areas, called WAMU kids. Eventually, the sites will include retail sales areas stocked with consumer-oriented financial products such as software, books and magazines designed to help customers plan their financial goals.

Washington Mutual's financial centers aren't the only aspect of the company undergoing modification. Its decision to rapidly penetrate Southern Nevada represents part of a strategic plan for the company. By opening a large number of branches at one time in a manner akin to franchise openings, Washington Mutual hopes to gain market share quickly while maximizing marketing and other start-up costs. Its brisk growth in Las Vegas in 2000 characterizes Washington Mutual's expansion pace in recent years: it has grown by completing 26 acquisitions since 1983. It also adds 1,000 customers a day to its free online banking service, which it introduced last February.

**Michael Beardslee**
**Michael Marriott**

An information technology relationship established in Saudi Arabia in 1992 has yielded a global technology company based in Las Vegas. At a time when Southern Nevada business and government leaders seem desperate to attract legitimate high-tech firms, Beardslee's and Marriott's IT Strategies International Corporation represents a valuable commodity. Through IT Strategies International, the two partners are helping to focus efforts on bringing more technology firms to Las Vegas. "We chose Las Vegas because of its business climate," Marriott said. "We knew it was a booming place and that very little competition existed here." IT Strategies has compiled a client roster that includes the cities of Las Vegas and Henderson, as well as Nevada Power Co., Mirage Resorts, Clark County and the Las Vegas Valley Water District.

The local company also recently established IT Strategies Europe, with offices in London, its first endeavor on that continent. In Europe, as in America, the company provides consulting for private companies and public entities in need of specialized information technology skills or in-house staff augmentation to take strategic advantage of information systems.

Added growth for 2000 is on Beardslee's and Marriott's agenda. They estimate their firm will expand revenue 20 percent and boost its number of computer consultants from 20 to 30 in 2000. The two also harbor a long-term desire to assist in the creation of a technology hub in Las Vegas; they've met with several local government officials to foster that objective. "We want other technology companies to appreciate the goodness Southern Nevada has to offer to their companies and employees," Marriott noted. "We're a local success story, and we hope others will follow suit to enjoy the benefits of growing a business in Las Vegas."

**Martin McFarland**

Martin MacFarland was promoted to his new post as principal and president of Trammell Crow's Nevada offices for the new outlook he could bring to the firm's statewide operations. MacFarland's "global view" of real estate's components, as well as his varied experiences and capabilities – he's served in office development, corporate services and as a real estate attorney – will constitute a key resource for the company as it expands its Nevada presence in 2000 and beyond.

In the last few years, Trammell Crow has established a well-known brand in the Reno/Sparks area, with a 5.5 million-square-foot management portfolio and numerous development deals. However, 2000 will mark the year the firm's focus assumes a new direction under the leadership of McFarland, who comes to Nevada from the commercial real estate services company's Atlanta offices, where he was senior vice president. MacFarland has outlined ambitious objectives for the coming year and beyond.

Though Trammell Crow represents one of Northern Nevada's largest commercial real estate services firms, the company in recent years hasn't maintained a significant client portfolio in Southern Nevada. That's about to change. Trammell Crow was recently awarded two new property management contracts, bringing the firm's total Las Vegas area management portfolio up to about 500,000 square feet – just under 10 percent of the firm's Northern Nevada portfolio. But MacFarland envisions a future in which Trammell Crow's Southern Nevada operations are comparable in scope to its Reno/Sparks business. Trammell Crow's five lines of service include property management, real estate development, corporate services/asset management, brokerage and retail services; currently, the company only offers property management duties in Southern Nevada. That also will begin to change in 2000.

"Las Vegas is expected to be the number-two market for job growth in the next year," MacFarland noted. "Trammell Crow is the second largest real estate company in the world, and we want to mirror Las Vegas' growth. Our full-service capabilities will allow us to be all things to all people." MacFarland's guidance will play an instrumental role in bringing Trammell Crow the strong statewide presence the company seeks, so it's fortunate that he seems internally driven to achieve those corporate objectives. "I'm only successful if we bring our Las Vegas operations to a level similar to that of our Reno operations," MacFarland noted.

**RMI Management, LLC**
**Realty Management, Inc.**

RMI Management, LLC, a Southern Nevada homeowners association (HOA) management company, has doubled in size every year for the past three years, and plans to sustain that growth level in 2000 and beyond, according to Kevin Wallace, president of RMI Management's HOA division. The company is also expanding on a national level, recently acquiring a Dallas-based management corporation and looking at potential acquisitions in the Phoenix and Denver markets in 2000. Accommodating such growth means new digs for RMI's headquarters, which will assume residence in a 20,000-square-foot building in the Hughes Airport Center.

RMI Management also plans to remain on the cutting edge in terms of the ways residential management firms take advan-

# Year 2000 Trends

## Venture Capital

The absence of venture capital in Nevada is not a new topic among the state's businesspeople, having emerged with some regularity in previous election years throughout this decade. The November 2000 election will see a reintroduction of the topic. Members of the business community increasingly understand how critical venture capital is in attracting sought-after high-tech companies, so the November ballot may represent the best opportunity yet for establishing a state-sanctioned venture capital policy.

Larry Struve, former head of the state's Commerce Department, is spearheading a November ballot initiative that would eliminate portions of a Nevada Constitution clause prohibiting the state from giving money to private companies in any way. Though voters defeated similar initiatives in 1992 and 1996, Struve thinks the initiative "is an idea whose time has come."

Investment professionals in the private sector are increasingly unwilling to wait for a Constitution-altering initiative. Already, one venture capital company exists in Incline Village; for awhile, the firm, Sierra Angels represented the only venture capital game in the state. However, another group of investors has established the Reno-based Millennium Three Venture Group (M3VG). Established by Robb S. Smith and Christopher Howard, M3VG's investors include Silicon Valley expatriate Stuart Feigin, who says he's interested in seeing Nevada companies benefit from the growth opportunities their California counterparts enjoy.

M3VG seeks to invest in companies with greater than $5 million in annual revenue, strong management teams and the desire to pursue large markets. The firm recently announced the completion of a $1.8 million investment in Reno-based Alliance Retail Services. The National Venture Capital Association recently awarded its first Nevada membership to M3VG. Perhaps the higher profile of private sector venture capital firms such as M3VG will combine with passage of the November ballot initiative to make 2000 the year in which venture capital becomes a key aspect of Nevada's commercial and economic future.

## Electric Utility Deregulation

Come March 1, the electric utility industry in Nevada will change irrevocably. That's the date the state Public Utilities Commission (PUC) pinpointed for the opening of Nevada's electric utility markets to competition. The pending deregulation already fomented a merger between the state's two incumbent power providers, Nevada Power Co. and Sierra Pacific Power Co., who joined to become Sierra Pacific Resources. Deregulation, as can be expected, has been far from easy: at times, debates regarding rate freezes and incumbent provider names have taken over the process, and the effective date was already delayed once (from January 1) to accommodate potential Y2K-related problems.

According to the PUC, nine out-of-state companies have applied to provide electric service to Nevadans; thus far, Enron and Utility.com have received licenses to service Nevadans. Deregulation in Nevada isn't just attracting traditional electric utilities: the PUC notes it's received licensing requests from a metering services company, which subcontracts with utilities for meter-reading, and from Northwind Aladdin, which will provide electricity exclusively to the new Aladdin on the Las Vegas Strip.

Most likely to benefit initially are large businesses, industrial or resort customers requiring enormous amounts of electricity. For any electric company, such customers represent the most sought-after clients. The least desirable? Homeowners and small businesses, who may not enjoy the best electric rates unless they aggregate for the purpose of greater buying clout. All electric users should take heart, however: deregulation of other industries, including telecommunications and natural gas utilities, has proven that the opening of utilities markets ultimately helps consumers of all walks.

## High-Rise Luxury Condos

Las Vegas' housing community has long been making national news, more for its rate of growth than for its architectural excellence. 2000 will offer a departure from that. Two luxury, high-rise condominium communities in the Paradise Road area are slated to welcome residents in the next 12 months. The first homeowners at Turnberry Place will arrive in December; Park Towers at Hughes Center will be ready for occupancy by the end of September. Park Towers spokespeople say the first four floors of both towers are completed, and builders are now adding floors at the rate of one a week, with completion of the entire community anticipated by early November. Two other luxury high-rise communities – Versailles at Queensridge in Peccole Ranch and The Masters near Paradise Road – are in the financing and planning stages.

Long renowned for its affordability, Southern Nevada's housing market will embark on a completely new tangent, courtesy of the of the luxury high-rise condominium trend. Turnberry Place, which is being developed by Florida-based Turn-

berry Associates, will offer condominium homes starting from 1,550 square feet and $400,000. Turnberry Place will also feature homes priced at more than $5 million. The Molasky Companies' Park Towers at Hughes Center offers homes ranging in size from 2,100 to 5,400 square feet, and prices from $720,000 to $2.7 million. Turnberry Place and Park Towers feature such amenities as full-service concierges, executive board and meeting rooms, community libraries, wine storage areas, health clubs and spas, beauty salons, pools and tennis courts, gourmet dining and business and meeting centers.

The communities' developers seem bullish about their properties' prospects. "Turnberry Place is satisfying an unfulfilled demand in the real estate market for luxury living, which coincides with the overall upscaling of the Las Vegas Valley," said Turnberry's vice president of sales, John Riordan. "As a new concept to Las Vegas, sophisticated and exclusive high-rise, resort-style living is proving to be a greater success than we had anticipated."

Steve Bottfeld, executive vice president and senior analyst with Las Vegas-based homebuilders' research firm Marketing Solutions, shares Riordan's optimism. "Turnberry Place and Park Towers are doing far better than anyone had any right to expect, and I see nothing in the future that will slow them down," Bottfeld observed. "Even more importantly, I think the success both have had will probably lead to the development of at least one more luxury high-rise."

Bottfeld notes both communities are proving successful due to a combination of location and a maturing Las Vegas housing market. "Turnberry Place and Park Towers have been successful because they're located strategically for markets to which they appeal," he explained. "They appeal to 'muppies' – mature urban pioneers. They're people who travel a lot, who want a second home, who used to live in the suburbs, who have finished raising their children and have bucks. They want to be someplace exciting, and in a secure environment."

"What you really need to look at is how Las Vegas is maturing as a market," Bottfeld added. "In small markets such as Las Vegas, when high-rise product first arrives, it's luxury product. Las Vegas is maturing very rapidly."

The coalescence of such factors and talented developers has been critical to yielding success in the luxury high-rise market, and will remain so, according to Bottfeld. "Turnberry has outstanding experience in other markets, and they were smart enough to do their homework before they came here," Bottfeld noted. "In the nexus of [Park Towers developers] Steve Wynn, Irwin Molasky and Mark Fine, there's more experience than you can shake a stick at. It takes that kind of talent to make these kinds of urban experiments work."


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# Building Nevada

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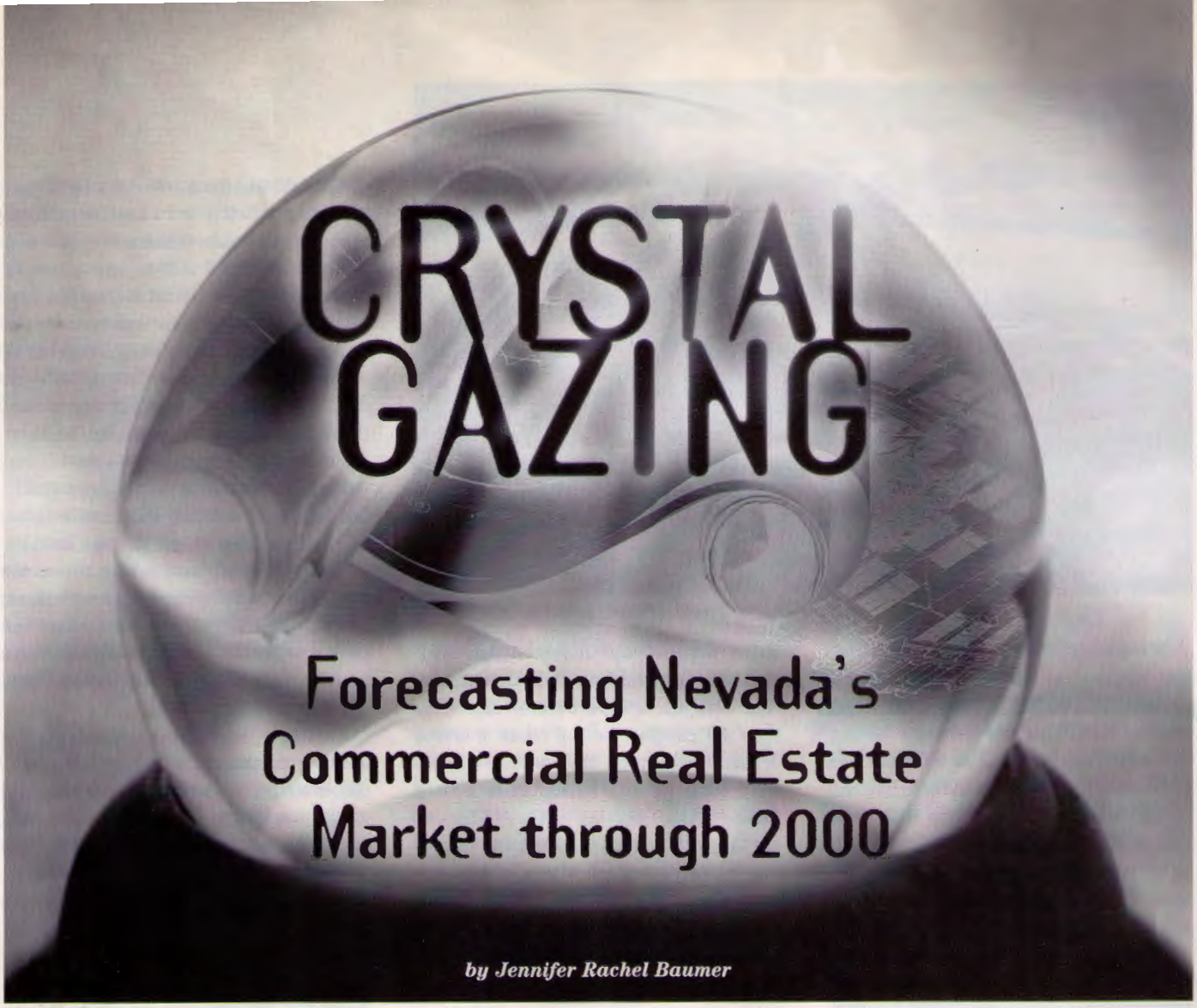

# CRYSTAL GAZING

## Forecasting Nevada's Commercial Real Estate Market through 2000

*by Jennifer Rachel Baumer*

Nevada is growing daily, a trend no one expects will end any time soon, and the effects of growth include low unemployment and the creation of new jobs and opportunities at every turn. As businesses move in and existing businesses expand, commercial real estate grows in importance, but there's always the question: What happens next?

## Retail

At both ends of the state, the retail market is expected to stay strong. With the state growing on a daily basis, the need for shopping centers and neighborhood grocery centers should continue unabated.

For Reno, the hottest area of growth has for some time been the McCarran and Kietzke area, a retail hub growing with restaurants, clothing and sports stores, as well as big box users such as Office Depot and Gart Sports in the Firecreek Crossing center. "That remains the retail hub, the market area, and when retailers come into the market to open their first location, 95 percent of the time this is the geographic area where they want to go because it's a regional shopping area," says Roxanne Stevenson, vice president and co-owner of Grubb & Ellis/Nevada Commercial Group. "I see it as a retail hub for many years, during 2000 and beyond."

A second area Stevenson sees developing is the McCarran/US 395 corridor, where several large chain stores have located, including Wal-Mart and Home Depot, offering a starting point for big box users new to the area.

A third area involves Sparks, specifically with the growth of the Spanish Springs area. Though Stevenson doesn't expect this area will achieve the concentration of the other two, the recent extension of Sparks Boulevard to Pyramid Highway makes accessing Spanish Springs easier and faster. Also, there are rumors, unsubstantiated as of yet, of a mall rivaling Meadowood to be located in the area. Still, the Firecreek site has room for several additional large retail spaces around 20,000 or 25,000 square feet.

Another trend Stevenson anticipates is the return of the traditional neighborhood shopping center anchored by a grocery store, partially because the land available for retail use is growing tight. "We're going to see more of that as developers fill in these neighborhoods that are under-served and running out of options for these big boxes. They'll be going back to the neighborhood concept."

Overall, Stevenson expects the vacancy rate will remain below 5 percent, a healthy market. As for absorption rates, a great deal of the available space in 1999 was leased, and the trend is expected to continue. Lease rates have remained static for a long time, with minor increases, but with the vacancy rate as low as it's been since it began being tracked, an increase is expected. Alleviating some of the need for space, 900,000 square feet have been approved to come online in the year 2000, but Stevenson doesn't expect all of it will be built in the next year.

THE CROSSING BUSINESS CENTER IN SUMMERLIN

In the south, 900,000 square feet sounds like nothing, as Kit Graski, senior vice president with CB Richard Ellis, expects the Las Vegas area will see some 4.5 million square feet come online in 2000. That's in addition to about 4.5 million square feet under construction that was slated for completion by the end of 1999. Those numbers come as something of a surprise, since in 1998 the retail space coming online was about half that.

Most of the new centers being built are very large centers, Graski says. Las Vegas' future includes Centennial Crossing, with almost 800,000 square feet in the northwest, Silverado Ranch, bringing 340,000 feet into being, and the EastGate Power Center, which has approximately 300,000 square feet. Those alone add up to more than a million square feet, says Graski, in just three centers. "The best thing is the banks are requiring pre-leasing ahead of time and most of these centers are anchored by big box users that have already signed up. Centennial Crossing has Wal-Mart and Home Depot, with about 400,000 square feet pre-leased, huge retailers committed to these sites."

What they aren't building in Las Vegas is unanchored strip centers on spec.

Graski expects retailers will continue to follow the new Beltway, and that "as each section completes or nears completion you'll see new centers being built where the Beltway exits." When new retailers come to town, that's where they want to go.

And even while all the square footage is coming online, absorption rates continue to keep pace with the construction. What's not keeping pace is land prices. Land availability remains, and there's enough retail land to keep going for awhile, Graski says, "but land prices have become extremely high in comparison to other markets around the country. The question is if we were to slow, would retailers turn their heads and look at other markets? Chances are they won't, but if at some point in time our prices get out of whack with everybody else's, it's possible they'll feel better focusing their energy over in Denver. Land availability is part of the key, but land has become expensive."

## Industrial

"When I came here four years ago there was virtually no inventory," says Mel Koich, with Lee & Associates in Las Vegas. "Almost everything was 100 percent leased. Then some major developers came in and started building some spec projects, which really increased the vacancy level so we got up to 10 percent vacancy. That was a very disturbing issue for these people, and that's pretty common in most parts of the country. They weren't used to that and everyone was screaming, 'We've over-built.' But you know, we're absorbing about three to four million square feet a year and we're building the same amount, so we're right along with the curve." Koich doesn't expect to see a lot of new construction in 2000. He does expect to see the numbers of new projects dropping because there hasn't been a lot of speculative developing in the last 12 months, and existing product built in the last two or three years is now being absorbed.

What skewed the numbers for Las Vegas, according to Koich, is the Las Vegas Motor Speedway that came online a little over two years ago with 1.5 million square feet of space, which wasn't filled for the first two years. That much vacant space drove the vacancy rates up, though Koich expects to see the rate drop to 8 percent or below in 2000. Prices, however, will probably stop their downward trend, and start back up again as the vacancy rate decreases.

There's still land available, says Koich, but largely in outlying areas and without utilities or infrastructure. "There's not a lot of actual property available at this point that could be developed in a very short time," says Koich. A proposed release of BLM land would add considerable acres into the market, but for now the dig situation has been put on hold.

Existing buildings are currently being utilized for distribution warehouse uses, companies coming in and locating a western regional distribution center in the area and capitalizing on the low cost of back freight. "We're an inbound city, everything we consume here is brought in by truck, rail or plane, so haulers are going out empty for the most part. Their back rate charges for hauling out of here are really inexpensive." Areas that can expect to see continued use and growth, says Koich, are the southwest, southeast and north markets.

In Reno, Paul Perkins, SIOR, CCIM, with Colliers International, expects to see buildings continue to get larger. Dermody's 420,000-square-foot spec building came online in 1999, setting a record in spec building size. But Reno has seen a number of users arrive demanding buildings in the 200,000-, 300,000- and 400,000-square-foot size, users such as Amazon.com and the barnesandnoble.com distribution center. Buildings are growing taller, as well as larger, utilizing more cubic feet.

"What will drive the market here in terms of production and construction will be e-marketers who will need fulfillment centers. Amazon.com is a classic example. We are in a prime position geographically and in terms of infrastructure, transportation and work force," says Perkins.

Some of the companies coming in will be looking for build-to-suit properties and Perkins predicts the market will remain strong. The industrial real estate market

will continue to look to the south end of the Truckee Meadows, to the new Patrick industrial center, to Stead and Fernley and outlying areas with a few isolated infill spots such as Damonte Ranch in the south of town. He expects some 3 million square feet of spec product to come online over the coming year, a prediction that comes after seeing 3.6 million square feet completed in 1999 when at the beginning of the year developers had expected 1.2 million.

Dermody's 420,000-square-foot building had another effect on the industrial market – that of pushing the vacancy rate from 8 percent to 9 percent. Anything up to 11 percent is considered a balanced market, and if some of the Dermody space is absorbed, Perkins expects rental rates may increase slightly.

## Office

The formula for picking a great locale for an office building entails placing it close to where the top executives live, according to Ken Stark, a partner in NAI Hale Lane Gallagher in Reno. So with southwest Reno running out of land for office buildings, Reno is seeing significant increases in land prices for Class A office space. "In my crystal ball, certainly we're fine for the next five years, but once we go beyond that, closer to 10 years, they'll come up with some different areas in town," says Stark. "They'll have to, for additional park and residential land development."

For the office market, a healthy vacancy rate varies from 9 percent to 15 percent, says Stark, and Reno's running right in that range, even dropping below 10 percent before new products came online. For the future, Stark says developers should pay attention to their location and the competition. With all the new product coming online recently, he expects to see construction level off in some areas, with maybe 60,000 square feet at most going into the South Meadows area and 50,000 square feet to 90,000 square feet around Meadowood Mall.

For downtown Reno, Stark says there's talk of a Class A tower on the site of the Mapes hotel after it is leveled later this month. "It wouldn't surprise me if something like that happens in the next three to five years. In terms of downtown absorption last year, there was about 148,000 square feet of leases signed and net absorption downtown was almost 85,000."

The only negatives, he says, are the firms leaving downtown, such as the law firms of Woodburn and Wedge, and Lemons, Grundy and Eisenberg. Those older offices, Class C product, are where the highest vacancy rate occurs, with offices taking six to 12 months to rent unless the landlord is maintaining and upgrading the building and the neighborhood is considered safe.

In Southern Nevada, Vic Donovan of Colliers International expects some 400,000 square feet of Class A office space to be added to the market in 2000, including the new Hughes product, with both vacancy and lease rates holding steady.

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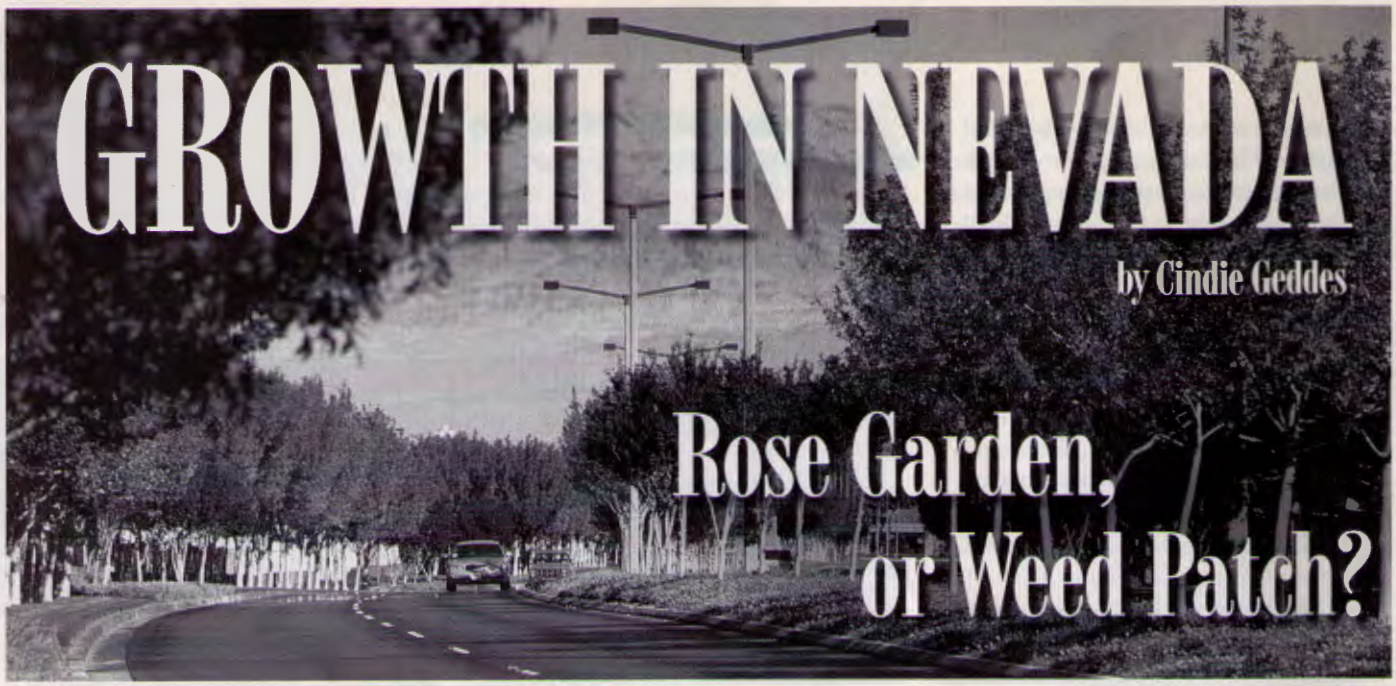
# GROWTH IN NEVADA

by Cindie Geddes

## Rose Garden, or Weed Patch?



SUMMERLIN'S TOWN CENTER DRIVE

Planned growth, controlled growth, smart growth, managed growth, growth restraints, growth control, growth caps, growth boundaries, no-growth – it all comes down to the same thing: What on earth do we do with the thousands of people moving into Nevada every month? Do we close off our borders and install armed guards to keep out Californians? Or do we open the state wide and give everyone 40 acres and a mule? If you live in Southern Nevada, you might vote for the former. If you live in Central Nevada, the latter. But many around the state, especially those in Nevada's two urban centers, are searching for a middle ground.

Growth needs to be balanced with infrastructure. Nevada is a desert – there are water issues. Construction, cars and environment have led to serious air quality concerns. Traffic is getting noticeably worse. Schools are juggling funds, teachers, facilities and students to rival any three-ring circus. Housing costs are rising.

On the other hand, personal income is on the rise. Our economy is maturing and experiencing a glimmer of long sought after diversity. People are moving here for retirement, or for jobs, and the powers-that-be are trying their best to attract more of both.

## Is growth a four-letter word?

There will always be people who think that anytime they see construction, it means an area is growing too fast. Conversely, there will always be those who complain of growth being too slow. "It's a matter of perspective," says Chuck Alvey, president and COO of the Economic Development Authority of Western Nevada (EDAWN) in Reno. More adamant is Somer Hollingsworth, president/CEO of the Nevada Development Authority (NDA) in Las Vegas. "Growth is a good word," he says amicably. "When you stop growing, you start to die." Stephen Bottfeld of Las Vegas-based Marketing Solutions, a homebuilder research firm, sums it up with, "There's no such thing as good growth or bad growth. Growth is inevitable." But planning can be good or bad and is not quite the foregone conclusion that some might assume.

Frank Brock, president of Brock and Weigl Construction Inc. in Reno, argues for quality growth. He is in favor of regulations that demand quality, rather than limiting growth based on area. "Construction here provides a good quality of life," he says. "Not every rule is going to work. We need leeway, but I don't want to see the area raped and pillaged by crummy development." Which, according to Kirsten Cannon, public information specialist for the Nevada State Contractors' Board, is exactly what the state is trying to avoid.

Richard Lee, director of public relations for First American Title in Las Vegas, says, "Controlled growth scares people, unlimited growth scares people, so 'smart growth' is the new buzz term." Though no one seems to agree on an exact definition of smart growth, it is usually characterized by a balance among allowing for growth, maintaining quality of life and not overloading infrastructure. "Smart growth," says Dina Titus, a state senator from Las Vegas, "means you grow at a pace that you can keep up with, in terms of infrastructure, but also in terms of sustainable communities. It requires using natural resources to their maximum advantage so the next generation has them as well."

## Affordable housing

Mark Doppe, president of Las Vegas-based Carina Corporation, wants growth to be seen in terms of people, not buildings. The state promotes job growth and people come here for the jobs. But they have to live somewhere. "There's a limited amount of vacant land left in the Las Vegas Valley," he says. "Some time in the not too distant future, we'll be spilling out of the valley." The prices of homes are already going up, and many argue that by limiting growth, prices will increase so much that many buyers attracted by the level of pay being offered will be priced out of the housing market. "We are already seeing a lot of pressure on the bottom end right now," Doppe warns. "When government tries to regulate land availability, they will mess with prices in ways they can't imagine." We don't want to be another Portland.

The threat of becoming another Port-

land looms high over many conversations regarding growth. A well-publicized October 1999 study by the Reason Public Policy Institute found constraints on land supply in Portland, Ore. have sent housing prices skyrocketing, with Portland's inner city experiencing the steepest increase. The report estimated that rising housing costs pushed as many as 80,0000 single-family homes out of reach of working families in the Portland area.

## Impact fees

Rich Priesing, president of the Southern Nevada Home Builder's Association (SNHBA) in Las Vegas, defines impact fees as "when government agencies charge fees to builders or developers to provide some kind of social service or infrastructural need." Priesing supports state-mandated fees, rather than those implemented by cities or counties, because the state requires capital improvement studies to determine the needs, the costs of meeting those needs and the true impact of all types of development. Armed with the results of these studies, the state can then equitably distribute costs of the local impact among residential and commercial developers. "Under the current system, city and county government officials try to get home builders to pay for everything," he says.

Priesing says the public doesn't understand the full extent of infrastructure development that residential builders provide. "We build streetlights and sidewalks adjacent to developments," he says. "Sawtoothing – the phenomenon of haphazard thoroughfare construction – occurs because the land owner, not the county, is ultimately responsible for developing roads. We also build flood control measures, rights-of-way, bridges and smaller streets – all of which are used by the public, not just the members of that specific community."

Dan Van Epp, president of The Howard Hughes Corporation, says the plus side of impact fees is that they ensure growth pays for itself. The negative side is the increase in housing costs – costs that are passed on to the home buyer. "Keeping impact fees at a reasonable level, while at the same time allowing the overall population to share in some of these costs is sensible," Van Epp notes. Hollingsworth adds that the only way for building fees to control growth is to price buyers out of the market. Again looms the threat of Portland.

## Limiting factors

The real limiting factors to growth have little to do with politics or opinions. Serious threats to the continued growth of the urban cores of the state, especially Las Vegas, are often more subtle. One of the factors Lee points out is the cost of housing in relation to wages. "Gaming is going to have to get more involved in the affordable housing issue," he says. "As soon as the houses start getting more and more expensive, gaming employers are going to have to pay their employees a lot more money." He fears the industry won't increase wages, and will ultimately be populated by under-qualified employees, because the qualified, dependable workers will find jobs in other industries – those that will enable them to buy a home. Right now, the resort industry can hire great employees who can still afford to buy a home. "If that changes," Lee warns, "it changes the mix of the whole product."

Doppe notes a general recognition that the natural environment needs preservation and that open space is important. "Twenty years ago, we didn't pay enough attention to it, and now it needs to be addressed," he says. Most planned developments now include open space requirements that are more expansive than those of the past. Older areas are still without parks, he says, but no one wanted to pay for them then. Now the public is complaining of the lack.

Quality education is another issue in sharp focus, but the system is severely challenged. Jeff Van Ee, a Las Vegas environmentalist, warns that people who want a good education for themselves or their children may opt to go elsewhere. Brock, in Reno, is concerned as well. "To maintain our quality of life," he says, "schools should continue to be a priority." Both he and Alvey agree that education is one of the attributes many companies consider when debating relocation. Like the other limiting factors, education contributes to a diverse economic base.

Environmental factors also play a role in limiting growth. Water has always been a problem – we live in a desert. It's a simple truth. Neither EDAWN nor the NDA recruit high water-use companies; neither do they plan to. Las Vegas has been aggressive in its pursuit of water rights, and most people in the know feel comfortable with the water issue, though conservation is still a familiar word. Conservation in Reno is nigh on a religion. Want to get in bad with the neighbors? Water on the wrong day.

Air quality is a traditional problem for valleys such as those cradling both Reno and Las Vegas. Reno seems to have its standard back in the acceptable range, though brown skies are still evident on many days throughout the year. But Las Vegas is facing serious governmental problems due to poor air quality. Titus explains that air quality is tied to growth in two ways – emissions from automobiles taking more and longer trips as people move farther and farther out of town, and particulate matter (dust) from active construction and vacant land left behind as construction moves elsewhere. Dennis Smith, owner/CEO of Home Builders Research, Inc. in Las Vegas, warns that as the EPA declares the Las Vegas Valley to be in non-attainment in terms of air quality, the money for roads can dry up. Builders in Las Vegas are already working toward dust control through increased permit fees and increased use of water trucks, hoping their proactive approach will help keep the EPA from cutting funding for roads, but also for more fundamental reasons. "It's not like home builders are against it," Smith notes. "They have kids and families who live here too." And Hollingsworth brings the skies back to earth – "All the environmental pluses that brought people here," he says, "can just as easily turn them away as the quality decreases."

Van Ee says one of the problems with air quality is that so many people are involved in Southern Nevada in making air pollution decisions that nothing seems to get done. "That organizational structure needs to be streamlined," he says. "We need to be providing less restrictive regulations to people on how to deal with air pollution problems. We need to be providing financial incentives and disincentives to people in the free market system to make the right decisions."

## Why discussions stall

The debate is an emotional one. People move here, at least in part, for the environment, the climate and a quality of life that allows for personal freedom as well as personal income. They want to tell the world how wonderful the state is, convince them to come and visit. But they don't necessarily want to share. Some of the emotions run along the lines of "I got mine." Others are NIMBY-driven. Still others are whiners from states with high taxes who want the same level of service and infrastructure as they had in another state without paying those same taxes here. "People bring political feelings with them when they move," Lee says. "There are lots of different opinions to bear in mind." Hollingsworth mirrors this sentiment with wry humor: "One of the reasons discussions don't go smoothly is because they involve people. But differences of opinion make the world go round."

The media itself can be used to sway opinions. Sound bites don't help in a city moving at the speed of light. "All they know," says Lee of many of his Las Vegas cohorts, "is that someone says if you limit growth, you won't have to wait as long in traffic." In many cases the issues are oversimplified, or the voices of a few drown out those of the many. Alvey quotes Reno's Mayor Jeff Griffin as saying that all it takes to kill a proposal is a small handful of people. "I think our appointed and elected officials have a mistaken concept that agreement requires unanimity," says Alvey. "A vocal few make the noise. So business needs to become vocal and say, 'We support this' and 'We want that.'"

Communication and coordination are two other factors that seem to muddy the discussion. There is a lot of talk about coming together and win-win situations and increasing dialog, but the process involves not only private groups who don't agree, but myriad governmental agencies that can't find consensus either. Titus points out that the general public is more extreme than the experts – they talk of growth caps. But voter turnout remains low. In addition, Titus points to a state Legislature that is "unwilling to step into what has traditionally been a local issue." Add to that local political officials closely tied to the growth industry – such as gaming and development – and the complexity of the problem becomes apparent.

*Summerlin's parks and trail systems are key to the community's popularity.*

However, the consensus believes a viable solution is within reach. Alicia Reban, executive director of the Nevada Land Conservancy in Reno, a sort of homegrown land trust working with private and public parties to preserve areas that make the state special, says, "I think people generally, on so many issues, tend to be polarized. And there is such a large middle ground upon which we can meet and work together." Open space, for example, makes good economic sense (Summerlin, with its emphasis on huge expanses of open space, has posted record sales several years running). "You can accomplish everyone's goals if you'll just be open to the discussion, to the possibility that we can all agree," states Reban.

Van Ee is not quite as hopeful. "Many people are skeptical as to whether long-range plans will be adhered to," he says. "It's hard for people to look 20 years down the road, when they're trying to get down the road themselves on an overcrowded expressway."

## The future

Many Nevadans are looking for certainty, for a plan to follow. Doppe says builders prefer planning, master plans, capital improvement, funding mechanisms and the like. "We're not opposed to those," he says. Alvey says he likes to be able to tell potential relocators what's available and where things stand. Smith vows the market works well if left alone and that supply and demand will take care of growth. Lee points out that Las Vegas continues to vote to tax itself for roads, schools and parks, as officials and residents alike plan for the future.

Titus sees managed growth as an important step for ensuring the future of the state, even when growth slows. "When it does start to slow, managed growth allows a plan so you aren't left with a mess," she says. She supports regional planning, master planning and zoning variances.

Van Ee says we'd be making progress if we even got to the point of planned growth. "We often look at portions of planned growth problems," he says, "but to really look at everything together, to say whether the communities we are developing will be where we want to live in the future, that's a bit more difficult for people to get their arms around." He poses the question as to whether or not there is enough time to address problems now that everyone recognizes them.

In the end, optimism echoes through the conversations. "Nevadans are very much a can-do people," observes Van Ee. "We built a resort destination out of the desert that is unrivaled in the world. We have this energy and spirit that could possibly turn things around." Hollingsworth says the Las Vegas area does a better job of handling growth than anywhere else in the country. "We are very critical of ourselves," he says. "We are so aware of our past and our future that we are always making sure, always trying to do better than the last guy and the next guy."

Yet there is still that matter of perspective. While the leaders of Reno and Las Vegas argue about how to best handle the enormous wealth of people, creativity, jobs and cash pouring into their cities, the rural counties are scrambling to attract their own jobs, people and tax base. They want growth, some at any cost. You won't find a debate about smart growth versus responsible growth in a Lincoln County bar. "The problems with growth in the urban centers sometimes dwarf the problems and concerns people have in the rest of the state," notes Van Ee. Like a starving man watching a rich man worry about his weight, some rural counties look at Las Vegas and Reno and the hoopla about growth and just shake their collective heads.

# NAI Americana Commercial

## *Aggressive expansion plans poise brokerage on brink of market leadership*

BY Tony Illia

"I have taken a classic automobile, dissembled it and done a ground-up restoration," said Ron McMenemy. He is speaking of the amazing transformation that has occurred, under his direction, at NAI Americana Commercial. As general manager of NAI Americana Commercial in Las Vegas, McMenemy has created a "gung-ho" culture based on teamwork and specialists working together to serve the client. "We have completely redone our infrastructure," he said. "We have undergone a renaissance, taking a strong company and making it better." It wasn't an easy task. In fact, McMenemy has been logging 17-hour days, seven days a week ever since he came aboard with the firm a year ago. He describes it as the most challenging and exciting year of his life.

The exhausting regimen has paid off. Last year the commercial real estate division conducted $270 million worth of transactions. For 1999, numbers of transactions, listings and deals are up 140 percent. At present, NAI Americana Commercial handles 2.8 million square feet of commercial property in Nevada, including everything from industrial and office to retail and property management. Never one to rest easy, McMenemy plans to have the dominant market share in Las Vegas by 2001. "Our vision for the next year is to contact at least twice everyone who owns commercial estate," McMenemy noted.

Fortunately, his office has more than 50 brokers to help him implement such an ambitious vision. "I want experienced people who play well with others," McMenemy said. "I look for senior agents who believe in a hands-on approach." Accordingly, he interviews a minimum of five people per week. Having brought 20 new people to NAI Americana Commercial this year, McMenemy hopes to hire an additional 15 to 20 next year, bringing his total workforce to 65. The average tenure of an NAI Americana Commercial broker is seven years. Considering the volatility of the contemporary workplace (most people now change jobs a minimum of seven times during their career), it is an impressive statistic. "Our focus is based on relationships, and our powerful network enables us to fulfill all property needs," McMenemy said. "[New America International] covers more markets in more countries than any other company – that's a fact." Indeed, NAI, of which Americana Commercial is an affiliate, is comprised of 260 affiliate offices covering 30 markets worldwide. NAI affiliates retain more than 3,100 sales executives in the United States, Asia, Europe, Latin America and Canada. In addition, NAI maintains a single point of contact per client even if the client changes cities or requires added services.

"We handle all of our transactions online," explains McMenemy. "Technology is incredibly important." During the past year, the company has invested more than $500,000 in updating its computers and software. The commercial division's Web site (*americanacommercial.com*) receives 2,000 hits daily. Each office is linked via an "intranet" site, designed and managed by NAI. "Technology has placed a greater demand on expediency and having information readily available," McMenemy believes. "You have to be able to maximize all the hours in a day." The firm keeps a complete database of all 68,000 business licenses in Clark County, Las Vegas, North Las Vegas and Reno, and updates it on a monthly basis. Apparently the firm's research and information system is so impressive that Dun & Bradstreet has NAI Americana Commercial specialists analyze market potential, identify new markets, and generate sample data for surveys. "The key to success is maintaining a fine line between technology and sales," said McMenemy. "Our agents still have to be able to sell." And sell they do. NAI Americana Commercial's corporate clientele list reads like a *Who's Who* in business: everyone from American Nevada Corporation to Ford Aerospace to American West Airlines has retained their services.

Despite being a 17-year industry veteran, McMenemy brings an unparalleled level of enthusiasm, commitment and camaraderie to his work. It has become infectious. "We have a team culture based on mutual support and cooperation," he said. "There is more excitement in this office than anywhere else in the Las Vegas Valley."

Perhaps McMenemy's leadership stems from his military upbringing. His father, a lieutenant colonel in the Army, taught Ron to be detail-oriented and focused. Ultimately, McMenemy learned "how to get things done." Growing up, his family moved from base to base; as a result, they became tightly knit and very close. "We were collectively known as 'McMenemy' regardless of whom was being addressed," he recalls. Ostensibly, the family's unity helped shape the selfless team atmosphere and subsequent success McMenemy has brought to NAI Americana Commercial. "We enjoy what we are doing," he says. Indeed, what could be better than that?

# BUILDING NEVADA NEWS in BRIEF

## Survey: demand for skilled workers driving salaries

Results of the third annual Contractors and Builders Survey reveal a high demand for skilled trades people and an accompanying increase in salaries throughout 1999. According to Joy Fox, division manager of Contractors and Builders Personnel, quality workers are getting harder to find. "In 1998 almost 2,000 contractor's licenses were issued," she noted. "Applications continue to flow consistently into the Las Vegas area." However, the survey also noted that salaries aren't the only form of compensation employers are concerned with. "In addition to salary increases, trends show that companies are taking a closer look at their overall compensation packages, which may result in lower starting salaries, but they are holding on to employees longer," Fox stated. This year's survey included responses from 45 construction industry companies in Southern Nevada, and covers 25 industry job titles ranging from director of construction to payroll clerk. Contractors & Builders Personnel is a full-time and temporary staffing firm catering solely to Southern Nevada's construction community.

## Publishers Group leases Reno industrial building

Publishers Group West, a major distributor for independent book publishers, signed a long-term lease on a 272,000-square-foot Dermody Properties industrial building on Trademark Drive in Reno. Frank S. Gallagher, senior partner at Reno-based NAI Hale Day Gallagher, and C. Michael Kamm, senior managing partner at NAI BT Commercial in Oakland, Calif. represented Publishers Group West in the $5.2 million deal. The book distributor's move from Hayward, Calif. to Reno marks the fourth major book distributor locating substantial operations in the Reno area in recent months. The others include Amazon.com, Baker & Taylor and barnesandnoble.com.

## Roel completes one project, starts another

*Roel Construction completed construction of the tennis and recreation facilities at the new, private Red Rock Country Club being developed by Sunrise Colony Company in Summerlin. The scope of work included nine tennis courts, three pools (one of which is shown above), a playground, a food pavilion and a fully equipped 8,000-square-foot sports and fitness center. Roel Construction also began construction of Sunrise Colony's Siena gatehouse and entry features. Siena comprises a 667-acre active-adult community that will include about 1,900 single-family detached homes surrounding an 18-hole golf course.*

## Crisci Custom Builders earns renovation contracts

Crisci Custom Builders was awarded three renovation contracts in Las Vegas. Crisci will renovate a 19,910-square-foot facility for Vantas Office Solutions at 7251 West Lake Mead Drive. Also, Wells Fargo contracted Crisci to handle tenant improvements and renovation for the 16,100-square-foot Nevada Legal Entity at 3320 West Sahara Avenue. The Carriage House Timeshare Association awarded Crisci the 6,300-square-foot, 11-room renovations at The Carriage House Hotel at 105 East Harmon. Crisci also began construction on a Bank of America branch on Horizon Ridge Parkway in Henderson, and completed construction on renovations for Red Rock Community Bank on West Charleston Boulevard.

## Southern Highlands Golf Club nears completion

Southern Highlands Golf Club, located south of the Las Vegas Strip, is moving closer to completion. Though construction on the golf course was largely finished in December, golfers may have to wait until January or February to begin play so that the course's sod can become more established. Upon its completion, the clubhouse will provide a full-service golf shop, golf caddies, locker rooms, shoe shine and valet services, a steam room, sauna and whirlpool, a business center and a golf library commemorating Robert Trent Jones, Sr. and Robert Trent Jones, Jr., the course's designers.

## Korte-Bellew completes two corporate headquarters

Korte-Bellew & Associates Construction Company recently completed corporate headquarters for The Howard Hughes Corp, as well as headquarters for Las Vegas Color Graphics. For The Howard Hughes Corp., Korte-Bellew completed tenant improvements at Howard Hughes Plaza, located at 10000 West Charleston Boulevard in Las Vegas. Korte-Bellew was also the general contractor on the two-story building, which encompasses 30,173 square feet, 41 offices and seven conference rooms. For Las Vegas Color Graphics, the general contractor built a 37,000-square-foot, two-story building that serves as a full-service printing facility.

## Harris works on The Strip Golf Clubhouse

*Las Vegas-based Harris Consulting Engineers designed the mechanical, plumbing and electrical systems for The Strip Golf Clubhouse; a 30,000-square-foot clubhouse located just south of Mandalay Bay. Hayer/Magnus Architects of San Diego designed the clubhouse, which features a tropical, open-air, South Seas theme. Harris is also consulting on misting and heating systems for the clubhouse, for which the golf course could open as early as August.*

## Schoenberg splits from California partner

Deb Schoenberg, ASLA split her Reno-based firm, Schoenberg Design Associates, from its California partner, the Luster Group. The new landscape architecture firm was renamed Schoenberg & Company. "I wanted to maintain a sharp focus on our projects and clients in Northern Nevada, and return to my original business philosophy," said Schoenberg of the change. Schoenberg & Company's current projects include the Millennium Dorm Complex at the University of Nevada, Reno and the Sparks Marina Park.

## Harsch closes escrow on property at The Spectrum

Harsch Investment Properties closed escrow on 322,135 square feet of space at The Spectrum industrial/office park, situated at the northwest corner of East Charleston Boulevard and Pecos Road in Las Vegas. The acquisition gives Harsch Investment Properties a total holding of 728,344 square feet at the center, and adds to its existing 3.2 million square feet of office, retail and industrial space in Southern Nevada. Harsch's 406,209 square feet of space in Phase I at The Spectrum is about 90 percent leased to tenants that include Brinks, Inc., the *Las Vegas Review-Journal*, Bank of America and Milgard Windows.

## RE/MAX Elite opens with concierge department

RE/MAX Elite established operations in Las Vegas with a goal of taking quality service one step further. The real estate brokerage, located in northwest Las Vegas, features a full-service, on-site concierge department. RE/MAX Elite owner, administrator and sales associate John Mendez says the concierge department is designed to support sales agents in their marketing and transaction responsibilities, freeing them up to sell real estate. RE/MAX Elite provides residential and commercial real estate services, as well as relocation, real estate referral, property management and asset management services.

## M.C. Neuffer awarded design/build contract

Serenity Support Services, Inc. awarded Reno-based M.C. Neuffer Co., General Contractors (MCN) a construction contract to build its new Carson City headquarters. The 13,000-square-foot publishing/distribution facility, which will be built into a hillside, will feature multiple levels and curved walls. "What strikes me most about this building is the manner in which it blends into both the topography and the desert surroundings," noted Mark Neuffer, MCN president. The Sigstrom Drive building is slated for completion in March.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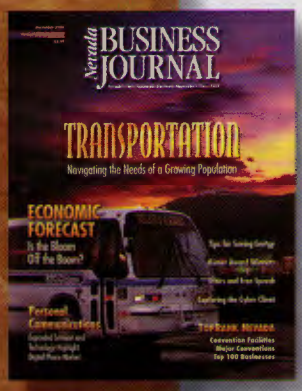


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# New Year New Body

***Pumping up to melt away holiday excesses***

REVIEWED BY KATHLEEN FOLEY

*Lakeridge Tennis Club*

## Lakeridge Tennis Club

*Reno* *775-829-5070*

Lakeridge Tennis Club, despite its name, is actually a multipurpose facility offering year-round swimming and tennis in addition to all the amenities of a premier health club. The professional tennis staff can help you make the best use of its 14 outdoor and four indoor hardcourt courts. Its 25-meter outdoor swimming pool features one-meter and three-meter diving boards. You needn't upset your swimming routine in winter; Lakeridge also offers a 25-yard indoor swimming pool where members can enjoy aquacize and hydro-tone classes. Lakeridge also has four racquetball/ squash courts and a full-size championship lighted outdoor basketball court. Exercise enthusiasts will enjoy the aerobics room with its wood, spring-loaded floor and the 5,000-square-foot fitness room, which includes 65 pieces of cardio equipment, and the free weight room. Group classes are available in yoga, tai chi, spinning and cardio kickboxing, and a Pilates studio will open soon. Personalized service is always available at Lakeridge, where you can enlist the aid of a personal trainer, a registered dietician or a masseuse to help you get in shape and feel great. As a New Year special, Lakeridge is offering two free sessions with a personal trainer. After a game or a workout, relax with friends at Poppy's Café or Lilly's Restaurant.

## Gold's Gym

*Four Locations* *Las Vegas*

The original Gold's Gym, established in 1965 in Venice, Calif., is a Mecca for bodybuilders and was featured in the movie "Pumping Iron." Gold's Gym started a licensing program in 1980, and is now the largest international gym chain, with more than 550 fitness facilities around the world. Gold's Gym, "The Original American Workout," has four Las Vegas locations and another opening soon. Gold's calls itself "the place for the serious workout: no frills, just the best atmosphere with the best equipment to build your body." No sports, such as tennis or basketball – the only sport at Gold's is working out, and lots of it. Members are invited to take advantage of 34 years of experience in weight training, toning, martial arts and fitness. Top aerobics instructors lead students in classes such as Step Aerobics, Total Body Conditioning and Contact Boxing. Personal trainers are available to set up a program for conditioning, weight loss, or bodybuilding. Members can also train on their own using state-of-the-art workout and cardio equipment, and free weights. Some facilities feature an all-women's gym. Daily passes are available, and a Gold's Gym Travel Card enables members to receive up to 14 free workout days in another city while traveling.

## Las Vegas Sporting House

*Las Vegas* *702-733-8999*

Las Vegas Sporting House has been a favorite meeting place for the city's movers and shakers since it opened more than 20 years ago. Centrally located on Industrial Road directly behind the Stardust Hotel, Sporting House is open 24 hours a day, seven days a week to accommodate the Las Vegas lifestyle at its 65,000-square-foot facility. Classes offered from 6 a.m. through the evening hours include something for everyone, from Sunrise Yoga to Abs Express, and from Senior Water Exercise to Power Spin Cycle. Classes are even available in fencing and ballroom dancing. Members have many choices of activities at the squash and racquetball courts, indoor basketball court, tennis courts, indoor and outdoor pools and running track. Fitness and cardio areas are furnished with the latest equipment, and personal trainers are available to help set up a fitness program you can live with. Newly renovated spa areas include Jacuzzi, steam rooms, sauna and cold plunge pool. The whole family can enjoy Las Vegas Sporting House - while Mom is Boxing for Fitness and Dad is shooting hoops with his attorney, the kids can play at the child care center, and the family car is being pampered at the on-site auto detailing center.

INSIDE POLITICS

# The Political Year in Review

*A look back on some key events that changed Nevada's political landscape*

**Looking back, 1999 was certainly not a landmark year politically speaking. No statewide elections were held, and not too many prominent local elections were contested. However, as with every year, there were certainly enough events worth noting that had an impact on every resident of this state. Here is a list of the top five political highlights of 1999.**

BY **Michael Sullivan**

**Number 5: Millennium Scholarships –** The significance of this event has nothing to do with the fact that the state will use a portion of its tobacco settlement money to offer financial aid to Nevada students. It has everything to do with how this idea was developed and who created it.

Obviously education is important to voters. However, it's an issue that has generally been cornered by Democrats. Not this time. While state leaders were trying to decide how the enormous windfall from the lawsuit with big tobacco companies should be spent – most thought it should be used for healthcare-related issues – Governor Kenny Guinn had other plans.

He decided to create the Millennium Scholarship Fund to help aspiring Nevada students get to college. Going into an election year where statewide reapportionment of government – re-drawing district lines and voter counts – is at the forefront, he had an instant issue. The Republicans, usually seen as the ones trying to cut teacher salaries and tighten government spending on education, were now trying to help.

While the Democrats worked hard to make the plan their own, adding important provisions, Guinn will certainly use the fund as he tries to gain the majority in the Assembly (the Republicans already have a firm hold on the Senate).

**Number 4: Senator Richard Bryan Leaving Office –** One of Nevada's most popular elected officials, Senator Byran announced he would not seek re-election to a third term in the U.S. Senate. Citing personal reasons, Bryan would have been a lock for re-election.

His decision caused many Nevada politicos to re-think their strategies for the up-coming election year. Republican John Ensign, the former Congressman, made his decision to run for Bryan's seat. He had been mulling a bid ever since losing by a slim margin to Sen. Harry Reid in 1998. However, Ensign almost chose to stay out when popular Democratic Governor Bob Miller was named as a possible successor to Bryan.

Miller received encouragement and pleas from as far away as the White House, where President Clinton called his old friend personally to ask him to run. In the end, however, Miller decided Washington wasn't for him. He'd never really caught Potomac fever, and he was having too much fun as a senior partner in the law firm of Jones Vargas.

Democratic hopes then shifted to the state's most eligible female party member, Attorney General Frankie Sue Del Papa. After failing to get into the Governor's race against Guinn, Del Papa actually did announce for Bryan's position. But her reputation as a horrible campaigner and a poor fundraiser hampered her from day one. Del Papa, despite huge favorable poll numbers, failed to catch fire and soon dropped out of contention for a second time.

The Democrats are now looking toward personal injury attorney Ed Bernstein to carry their water in this important election. If he's willing to spend some personal cash he'll have the money, but right now most insiders are considering his candidacy a long shot.

**Number 3: The 120-day Legislative Session –** Constitutionally mandated to do so, the Nevada Legislature brought business to a close within the time allotted – but not without controversy. Many advocates applauded the effort made by the 63 elected officials who make up the Senate and Assembly. Others, however, felt that debate on certain issues was cut off and the public was denied real access to the process.

There's no doubt that hearings on some bills were unusually short. But what else could be done? Chairmen had to keep the ball rolling, and often held discussion from both sides to a pre-determined time limit.

The burden was truly on lobbyists to find ways of resurrecting legislation when set deadlines caused their demise. Often this process was cleverly exploited, as amendments having very little to do with the original bill were added at the last hour.

Overall, the session was called a success. But Legislative leaders now know what must be done to improve lawmaking in a 120-day environment.

**Number 2: De-consolidation of Metro –** No single incident caused quite a stir in the state's largest county as this issue. Las Vegas city officials, believing they could save millions of dollars, produced a study exploring the possible savings of forming their own police department and pulling out of Metro (Las Vegas and Clark County governments share in funding Metro).

Police backers, led by Sheriff Jerry Keller, Police Protective Association President Andy Anderson and local consultants Kent Oram and Billy Vassiliadis, virtually declared war on the city and any officials tied to the proposal.

Mayor Oscar Goodman, who had initially asked for the study as part of his department-by-department audit, was caught in the crossfire. Mayor pro-tem Michael McDonald, whose long-running feud with Keller is well known, was also targeted. Both men denied there was anything to the

plan but a strong desire to save taxpayer money and better protect city residents.

In the end, Goodman put the issue to rest by saying Las Vegas would not secede from the Metro fold. The long-term political damage to Goodman and McDonald is hard to assess. Both have since made up with Keller and the police union. But no one is likely to forget the incident entirely.

**Number 1: The Oscar Goodman's Election as Mayor of Las Vegas –** While it may be hard for citizens of Northern Nevada to see how the election of a mayor in Southern Nevada affects their lives, Goodman's victory really reflected a fundamental change in the Silver State's electoral process.

Although it's difficult to assess what might have happened had the anointed candidate, Jay Bingham, stayed in the race (Bingham pulled out with health problems), Goodman's victory over a popular city councilman was certainly significant.

Councilman Arnie Adamsen had a lot of support, a considerable war chest and an opponent with some rather serious baggage (lawyer to the Mob). However, he underestimated Goodman from the outset. Like most, he just figured no one would take Goodman's candidacy seriously. He allowed the colorful attorney to define himself and take the negatives off the table.

When Adamsen did get around to attacking Goodman, the public had already been warned and just wasn't buying it. Goodman won overwhelmingly.

Like Jesse Ventura in Minnesota, Goodman used an honest, forthright approach to capture people's attention. He didn't apologize for his past, and he didn't make a lot of shallow promises for the future. In addition, he had already proven himself successful before entering political life, a quality that seems to be catching on in politics these days.

Certainly there were other issues that dotted the political landscape to end the millennium, but these were the ones that stood out most prominently. As we enter the year 2000, many exciting events are ahead. Tune in next month for a preview.

*Mike Sullivan runs Paladin Advertising, a Las Vegas government affairs and political consulting firm.*

SECURING NEVADA

# E-Pride

## *Internet capabilities enhance state's business-friendly environment*

BY SECRETARY OF STATE **Dean Heller**

The secretary of state's office has upgraded its computer systems successfully and looks forward to making e-commerce more accessible to customers during this year. First and foremost, our Web page has had a tremendous amount of positive feedback from all over the world and now receives over a million hits every month. By the end of 2000, I expect that this number is expected to exceed 1.5 million hits a month. Who accesses the Web site? Internet users from all over the United States and 57 foreign countries. In June of 1999, we reached nearly 50,000 sessions that involved interactive communications between the client and the secretary of state just as a telephone call does. As our services available on e-commerce increase, the number of sessions could easily double.

In the fiscal year just ended, our FAX-back service provided over 70,000 forms to users and Internet users downloaded another 133,000 forms from our Web page. Soon, our clients will be able to complete and file many of these forms "online" and pay the filing fee by credit card. Our first e-commerce pilot program allowing for corporate name reservation on the Internet began in January. The ongoing evaluation and selection of software to replace obsolete systems will enable us to implement additional interactive Internet programs as needed.

A major impact of technology on the office is increased productivity of the work force. In 1987, each employee in the office "produced" $100,000 in revenue; in 1999, each employee produced $350,000. Our employees have embraced the changes brought about by the new procedures and technologies and currently, we generate $6 of revenue for each dollar of expense.

Recent actions by the Legislature will contribute to Nevada becoming e-commerce friendly. The approval of the use of electronic signatures is an important step to encourage businesses to organize in Nevada. The legislation and regulations will also set the standard for private commercial transactions using electronic commerce in this state.

The Legislature also removed the requirement that certain documents filed with our Commercial Recordings Division must be notarized, another step in the goal to make Nevada more "business friendly." Eliminating this requirement should further stimulate e-commerce and encourage out-of-state companies to conduct business transactions in Nevada, where electronic signatures and electronic documents will have the same force in law as paper based signatures and records.

These regulations will protect citizens who wish to continue to conduct business with government electronically but will also provide that any information exchanged electronically will not be shared with outside parties.

Technology will simplify the filing processes, and allow Nevada to be a corporate friendly state. We presently rank number 10 in new incorporations and expect to rise to number eight within the next year or so. I hope that Nevadans and out-of-state businesses will find it easy to use this new millennium technology, which will provide the opportunity and potential for almost unlimited economic growth potential for our state.

Our Web site address is *sos.state.nv.us.* I hope you visit site, use our site and forward comments as to how we can make e-commerce in your business effective.

Neighborhood Watch

# Lake Las Vegas

*It couldn't be done ... but here it is.*

BY Jennifer Rachel Baumer

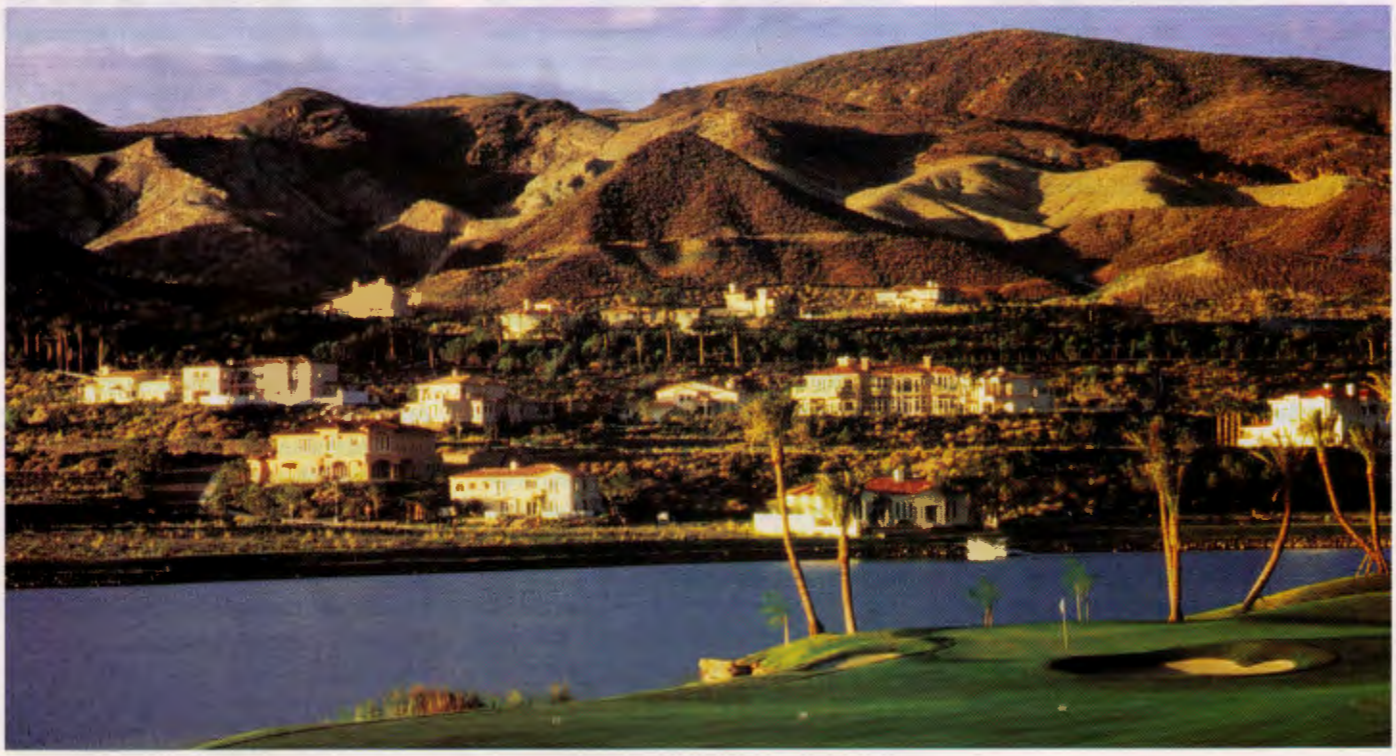
Ten years ago there was a stretch of desert located 17 miles from the Las Vegas Strip and it was simply that – an empty stretch of desert, 17 miles from the middle of Las Vegas. At that time, the property was considered too far out to be of interest visitors or residents.

But into the desert came Ronald Boeddeker, with a vision of the haven the area could become and the foresight to realize that 17 miles wouldn't always be that far from the city. In addition, Boeddeker realized that as urban sprawl reduced perceived distance from the city, the distance would become that much more important. Not everyone would want to be in the city all the time. Some people would see the location's remoteness as a plus. Also, research convinced Boeddeker the baby boomers and nouveau riche were coming into financial security and wanted to add to that security in their homes. The setting of lake front property in a gated community lent itself nicely. And demographics have proved him right. The average age of the buyers at Lake Las Vegas Resort is 47. Entrepreneurs are drawn there as well, technology lending a hand as executives can live anywhere and work out of virtual offices, move out of the urban sprawl and conduct their business from a beautiful home in a secure environment.

Boeddeker formed Transcontinental Properties in 1976. A privately held California corporation, owned by Transcontinental Corporation of Santa Barbara, the company conducts its business in partnerships and subsidiary corporations with entities owned by Lee and Sid Bass of Fort Worth, Texas. The company has other projects, including Lake Arrowhead in Southern California and a project in Hawaii. But for Las Vegas, Boeddeker had a dream of creating a water community, right in the middle of a desert.

In order to realize that dream, he had to create a lake where none existed. Construction of the 18-story earthen Henderson Dam allowed an allocated amount of water from Lake Mead to form the lake itself, which could then support its own ecosystem. The dam is considered an engineering feat, measuring 4,800 feet in length and 716 feet in width at its base. It contains nearly 2.5 million cubic yards of earth. The dam allowed Boeddeker to create Nevada's largest privately-owned man-made lake.

Today, 10 years later, in place of a two-mile strip of desert, there are 10 miles of shoreline and 320 acres of water. Two miles long and one mile wide, Lake Las Vegas is one of the largest man-made lakes on the West Coast, and it's situated in the middle of a desert. "Water makes us so unique," says Sherri O'Boyle, vice president of marketing for Lake Las Vegas Resort. "We see water as an extremely important recreational opportunity for our guests



and visitors, most obviously because there's not a lot of it for people to enjoy in the desert other than Lake Mead. We're different because we're a quiet water environment, due to no motor boats, but we'll have a full service marina for sailboats and non-motorized vehicles on the water. Even if [people] don't want to play in the water they want to live by the water." Those who do want to jump in and play can enjoy swimming, sailing, kayaking, canoeing and wind surfing, but to preserve the lake and the peace of its surroundings, motored vehicles are prohibited.

Adding to the master plan's allure are two Jack Nicklaus-designed golf courses. The first of the courses opened in December 1995 and has remained popular with residents and guests alike. At 6,925 yards, the SouthShore Golf Club uses the topography of the area to create a unique course with elevations that rise to 1,750 feet and fall to 1,200. The course is par 71. The SouthShore Golf Club mixed desert plants into the greens, which are a hybrid Bermuda grass on the fairways and roughs and bent grass on the greens.

The second course to open at the resort, the Reflection Bay Golf Club, is another Jack Nicklaus course that opened in May of 1998. The 7,261-yard course follows the contours of its desert home. Three more courses are planned to go with the fully stocked pro shop and waterside gourmet restaurant located at the Reflection Bay Golf & Beach Club. "We were under-golfed 10 years ago," says O'Boyle. "In the last five to six years we've been developing, the number has doubled, so we weren't the only ones who saw golf as a pull for real estate. Even six years ago the city of Las Vegas was under-golfed for visitors coming into town who want to golf."

But Lake Las Vegas is more than the lake and the golf. The resort encompasses the integration of high-end secure residential neighborhoods, private residences, upscale commercial venues such as shopping centers and restaurants, and resort hotel destinations. Also, the resort is a comfortable distance from the Strip, so residents and visitors can enjoy the entertainment and the gaming, yet leave it all behind at bedtime.

There's a Mediterranean theme to the $4 billion, 2,245-acre residential and resort community. The resort is surrounded by federally protected land, keeping it private. Nearby is Lake Mead Recreation Area, one of the largest recreation areas in the country, and the Rainbow Gardens Geological Preserve. The communities include SouthShore, with its views of the lake, golf courses, cityscapes and mountain vistas, and MonteLago, a 1,370-acre development on the north side of the lake that promises to be Nevada's first international lakeside resort hotel destination.

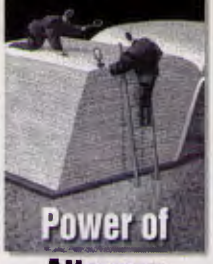
For those who aren't just visiting, custom home sites dot the landscape, lots selling from the low $300,000s to $1.75 million for home sites nestled in the foothills in SouthShore's 550-acre gated community. Five different communities offer land, including the Barcelona, adjacent to the eight hole at SouthShore, the Biarritz, executive home sites surrounded by fairways, and the Marseilles, a private, gated community selling lots in sizes from 21,000 to 58,000 square feet. The community's custom home sites are 85 percent sold out, but with no requirements for buyers to build within a set time, the view corridor is open and free. The homes that have been built, says O'Boyle, are magnificent, 5,000- and 6,000-square-foot homes at SouthShore, with average prices of $1.2 million to $2 million. Semi-custom homes join the customs in independent neighborhoods, production homes with flexible floor plans and price tags that make them somewhat more affordable. Production homes in the resort run $450,000 to $650,000, making them appealing to a greater segment of the population.

"Our first production project by AmStar Universal was the Bella Vivente, a huge success, our first production home neighborhood in SouthShore," says O'Boyle. "We had such pent up demand because [the homes] started at the $450,000 to $650,000 price range, so they were certainly more affordable for a larger percentage of the population to move in. We sold out in a year." The second residential offering, the PortaCielo, came into the market in 1999, averaging homes in the $650,000 range and selling just as quickly.

The Hyatt Hotel opened in December, and marked the integration of commercial, hotel and residential, as well as being the resort's first introduction as an international resort destination. Woodbine Development Corp. developed the 496-room hotel, whose architecture blends with the rest of Lake Las Vegas, utilizing Mediterranean terra cotta colors and ornamental ironwork.

The centerpiece for the hotel is the lake itself. The lake everyone told Boeddeker could never be built. Out of the desert has come a lake, answering one man's vision.

For more information on Lake Las Vegas, check out the development's Web site at *lakelasvegas.com.*




# Commercial Leases
# Who really pays?

*Tenants and landlords both need to consider "unallocated costs" in real estate leases*

BY **Andrew S. Gabriel, Esq.**

Sooner or later, most Nevada businesses will sign a real estate lease. While the base rent is usually clear, all commercial leases (whether office, retail, or industrial) contain other provisions that can lead to uncertain "unallocated costs" that must be borne by either the landlord or tenant. To avoid future disputes and to effectively allocate these costs to the responsible party, landlords and tenants should indicate their intent in the lease in clear and unambiguous terms.

## CAM Charges

Virtually all leases require the tenant to pay base rent. Plus, whether a "net" lease (where the tenant also pays the landlord's property taxes, insurance and maintenance expenses) or a "gross" lease (where these landlord expenses are included in base rent), many leases also permit the landlord to pass some of its other costs through to the tenant.

In a multi-tenant project, each tenant typically pays its pro-rata share of the landlord's costs "of ownership and operation" of the project. These are often called "Common Area Maintenance" or CAM charges. The term is a misnomer, because landlords often desire to pass through to tenants costs other than maintenance expenses.

All of the landlord's direct operating costs (such as repairs, landscaping, utilities and management fees, as well as maintenance) are commonly included in CAM charges. But, the parties should clearly indicate their intent and agreement as to any landlord ownership costs (such as mortgage payments, broker commissions, legal expenses and executive salaries) which may be allocated to tenants as part of, or expressly excluded from, CAM charges.

## Repairs vs. Replacements and Capital Improvements

Many leases require the tenant to "maintain and repair" the premises without distinguishing between "repairs" and "replacements." For example, after some time, an air conditioning unit is too old to be repaired, and must be replaced. While the parties may intend that the tenant pay for ongoing repairs, the lease may not clearly indicate their agreement as to the party reasonable for replacements. This may become a disputed issue, particularly near the end of the lease term.

By distinguishing ordinary expenses from capital improvements (with a useful life of more than one year), landlords and tenants may best allocate replacement costs. As a reasonable compromise, the lease terms may require the landlord to make all capital improvements (to the premises and common areas), to amortize their cost over their useful life, and to include in CAM charges only the current monthly amortized amount. This allows the parties to fully allocate the landlord's costs to those tenants who enjoy the benefits of the capital improvements during their lease term.

## Compliance With Laws

Many leases require the tenant to "comply with all laws applicable to the premises." While most tenants assume this type of provision simply prohibits engaging in unlawful activities, it also typically requires them to physically alter the premises if necessary to comply with building, health and safety codes related to their particular or changed use.

For example, a new restaurant tenant may be required to install a special exhaust/fire system for its stove that a non-restaurant tenant would not need in the same premises. However, most leases do not clearly indicate the party responsible for complying with new or existing laws requiring substantial or structural changes to the premises after the lease term commences, regardless of the tenant's particular use. In a relevant Nevada case, our Supreme Court held the landlord responsible for any such work not contemplated by the parties in the lease, unless the duty is clearly assumed by the tenant.

In two California cases (based on asbestos abatement and seismic upgrading laws applicable to all premises), the court applied a complex six-part test to determine the intent of the parties when the lease is ambiguous.

While not binding in Nevada, the California cases help landlords and tenants understand how a court might analyze the issues to allocate the costs of compliance with laws. All of these cases suggest that landlords and tenants are free to contractually allocate these costs in the lease if their intent is clear and unambiguous.

## Other Unallocated Costs

There are many other uncertain and unknown costs in most commercial leases. Whether landlord or tenant, in an effort to avoid future disputes, business owners should consult with their broker and attorney before signing a lease to fully understand and better allocate these costs.

*Andrew S. Gabriel represents clients in real estate and commercial transactions with McDonald Carano Wilson McCune Bergin Frankovich & Hicks LLP, a Reno and Las Vegas full-service law firm celebrating its 51st year in 2000.*

EXECUTIVE PROFILE

# Marsha Lindsey

## *Listening, communicating key throughout Nevada Bell executive's career*

BY Diane Glazman

**"[SBC Communications tries] to be a catalyst for change in the community, and to make a collaborative effort to make the community a better place to live."**

— Marsha Lindsey
CEO, Nevada Bell

When Marsha Lindsey took the reins of Nevada Bell in November, it was only the latest step up the ladder for this soft-spoken woman. Twenty-four years ago, she started with SBC Communications, Inc., Nevada Bell's parent company, as an information assistant writing articles for an internal employee newsletter, making use of a degree in journalism she earned from the University of Oklahoma. That was the beginning of a path that would take her from working on internal communications for employees to external affairs with customers to the top slot at Nevada Bell. Along the way, she honed her skills of listening to people and learning what was important to them, and then figuring out a way to provide what they needed.

Lindsey says she started out looking for a career in mathematics. In the early 1970s, the only job opportunity for a woman in that field was teaching, something that did not appeal to her. Recognizing her passions lay in business, Lindsey switched her major to journalism and took many business classes as electives. "My love and my hobby had always been journalism, and I knew I wanted to get into the corporate environment," she recalled.

Following her graduation from the University of Oklahoma, she took a job as an information assistant, dealing with the internal affairs of SBC Communications. She says the position gave her the opportunity to work with a number of people now leaders in the telecommunications field, experience she values a great deal. She spent 17 years working in Oklahoma in a variety of jobs for SBC Communications, including advertising, human resources and community relations.

In 1992, she and her family moved to San Antonio, Texas, where she worked in external affairs. She says this marked the beginning of what she calls her second career, since the focus of her position turned to customer contact and community relations. At that time, she was working not only with elected officials and corporate customers but was involved with SBC's grants programs and contributing to the community of San Antonio. About six months after she took the position, SBC relocated its corporate headquarters from St. Louis, Mo. to San Antonio.

Lindsey recalls the move as a wonderful opportunity both for herself and for the community. With the corporate headquarters now located in San Antonio, Lindsey's visibility in the company increased along with the risk, although she says she welcomed the accompanying challenges. The company has a commitment to education and to being involved with the community in a positive way. "We try to be a catalyst for change in a community, and to make a collaborative effort to make the community a better place to live," she said, adding that in Nevada, there are roughly 1,800 retired SBC employees.

Following the SBC/Pacific Bell merger in 1997, Lindsey moved to San Diego to become the executive director of internal affairs. While there, she represented the 4,600 Pacific Bell employees with various organizations, municipalities, agencies and educational organizations. She also developed Pacific Bell's corporate giving strategy, as well as serving on the board of a number of non-profit organizations.

*continued on page 55* ➤

AT THE TOP

# edurus

## *Firm meets multitudes of e-business needs under one roof*

**We're in a revolution right now ... if [companies] don't get on the train, they're going to get run over by it."**

— Michael Obst
CEO, edurus

BY Diane Glazman

"Companies come to us because they've heard this 'i' word out there. They hear things like Michael Dell at Dell Computers saying, 'Companies that are not Internet companies by the year 2002 will not be companies.' They hear about Amazon.com, whose stock has gone through the roof, and all these other things, and they realize they're missing out on something," says Jeff Obst, CEO of Carson City-based edurus, formerly Semper Systems.

edurus focuses on helping businesses manage their computer networks from both an internal and Internet standpoint. Founded in January 1996 as an information technology (IT) business solutions company, edurus helps clients manage internal networks with custom programming and computer consulting. "Our foundation comes from understanding how businesses work and how technology can help them with their business," Obst stated. In the last 18 months, the company has shifted its focus to include e-business strategies that include Internet access, Web site development and hosting and online marketing. "We truly believe that it is the wave of the future. We're in a revolution right now ... if [companies] don't get on the train, they're going to get run over by it," Obst predicted.

In the volatile work of IT management, e-commerce and i-business, edurus maintains an advantage by giving companies a one-stop-shopping approach to what can be alphabet soup. In many cases, companies who want a presence on the Web need to work with as many as four different service providers, using one company to design their Web site and host it, another to provide Internet access and yet another to provide online marketing. And that is in addition to whomever they work with to manage their internal computer network. With edurus' purchase last year of Future Media, a four-person Web site construction firm, the company can provide all Internet services to their clients under one roof. "A client doesn't have to wonder 'Okay, I can't get on the Internet, is it the network guy's problem? Is it the Internet service provider? Who is it?' With us doing everything for them, they only have one number to call. It helps out with frustration," Obst stated.

Although edurus focuses on the virtual world that exists between microchips, the company also recognizes that face-to-face communication is important as well. In addition to its Carson City office, edurus opened a Las Vegas branch last fall. "Even though a lot of communications can happen over the Internet via e-mail and other things, when you're actually sitting down with a company and doing e-business strategy development, you really need to have a face-to-face presence," Obst maintained. He added that even though his company provides access for clients during Web site development with services such as online proofing, it is important to edurus to sit down with clients during the blueprint phase of Web site construction.

Obst says many clients come to the company without a clearcut understanding of what they want to accomplish on the Web. Rather, they just have a sense that they are missing out on an opportunity. Though Obst feels every business can benefit from the communication the Internet makes possible, other advantages depend on the type of business a company is involved in. E-commerce has mainly focused on linking retailers with customers, providing a secure means by which an individual can purchase a product from a Web site, while ignoring the service industry.

edurus works with many clients based in the service sector who can't necessarily provide a product. For instance, Obst says, a dentist's clients can't get their teeth cleaned on the Internet, but the dentist may want to use the Internet for referrals or providing inventory information.

Obst cites *AttorneyGuide.com* as an example of what edurus can do with a service-based industry. "We've partnered with the bar associations in Washoe and Clark counties, and we provide information about the attorneys. That's the way service companies will be successful on the Internet – by providing enough information for a potential client to look at them and say, for example, 'Okay, this is who I want to take care of my divorce case.'" edurus built the Web site with a user-friendly search engine that allows people to look up attorneys based on experience, types of cases worked on and location. "It's better than the *Yellow Pages*," Obst asserts.

edurus' work with a client does not stop once the Web site is up and running. edurus also provides online marketing: banner ads, listing with search engines and link exchanges. "With the Internet there is a totally new way to advertise your goods and services," Obst said. He also noted that a major focus for online marketing is to make a client's Web site the first one an individual thinks of for that service or product, citing Amazon.com as a prime example of successful branding for online book sales. edurus also helps clients evaluate the success of their Web site by providing information not only on the number of visits, but also tracking how people move through the site, where they're going from the site and how they found the site.

And, of course, Obst hopes that edurus becomes the first name companies think about when they want to create a presence on the Web.

**Marsha Lindsey** *continued from page 53*

She says that level of involvement will continue as she heads up Nevada Bell. "I really appreciate the 87 years of service Nevada Bell has already provided," Lindsey said. She also noted that the first challenges she sees for herself are to become a part of the system that already exists and to represent the company within the community, adding she is looking forward to the challenges that await telecommunications companies in the years to come.

"My philosophy has always been that I have to do a good job on the present job and do the best I can every day, and good things will happen. I think the opportunities presented by Nevada Bell are just that kind of opportunity, to share the knowledge that I've gained along the way and to learn more for myself," Lindsey said.

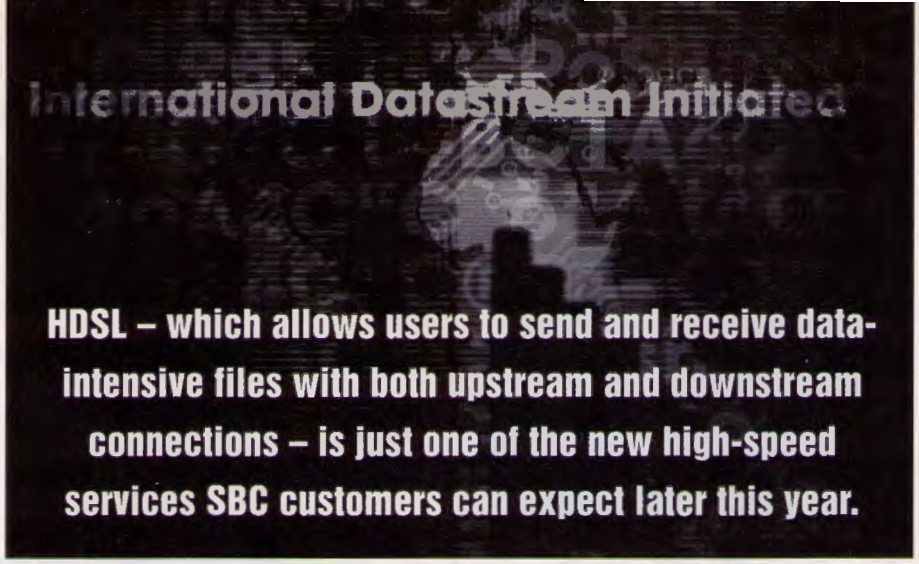
According to Lindsey, one question she asks people in interviews is whether they would rather lead a committee on a small issue or be a member of a large committee for a major issue. She adds there is no right or wrong answer to the question, but how a person answers tells her a lot about how that person thinks. She says she has learned a great deal by choosing the latter path. Moving through the ranks of SBC, Lindsey says she has been able to see how the company operates from many different perspectives. "My tenacity and passion for the company afforded me different opportunities to learn about [it]. Everything from the people I worked with in Oklahoma who were providing top-notch customer service to our regulatory side to watching the changes we've made through the years to working with our priority sales people and how we work with large customers. I have learned so much about the business and the kinds of people involved, it has made a difference in what I can do today," she said.

As she now steps into the lead of what could be seen as a committee with 900 members, Lindsey says she intends to continue doing what she's done all along: listening and learning what's important to the people with whom she works.

DR
DESERT RADIOLOGISTS
2020 Palomino Lane, Ste. 100
3920 S. Eastern Ave., Ste. 100
7200 Cathedral Rock Dr., Ste. 150
382-XRAY
NROC
NEVADA RADIATION ONCOLOGY CENTERS
624 S. Tonopah Dr., 386-6863
3940 S. Eastern Ave., 369-6762
655 Town Center Dr., 233-2200
Radiation Therapy Center of Henderson
98 E. Lake Mead Dr., #101, 565-5311
Radiology Services as follows: Angiography – CT – Dexa – Diagnostic Radiology
Diagnostic Ultrasound – Mammography – MRI, Open MRI & MRA – Nuclear Medicine
Positron Emissions Tomography (Coming Soon) – Stereotactic Breast Biopsy
Radiation Therapy Services as follows: External Beam Radiation Therapy
Conformal 3D Treatment Planning – Brachytherapy – Prostate Implants

Teleconnections

BY Jennifer Baumer




**HDSL – which allows users to send and receive data-intensive files with both upstream and downstream connections – is just one of the new high-speed services SBC customers can expect later this year.**

## Advanced TelCom Group

Brand new in Northern Nevada and located in one of the most important buildings in the telecommunications game in Reno is ATG, Advanced TelCom Group. Currently under construction as a CLEC, competitive local exchange carrier, ATG is facility-based – it has its own switching equipment, transmission equipment, Internet routing equipment and Internet server. ATG provides local long distance, high-speed Internet access and Internet hosting.

The company only started last year, but with a bang. "We raised more money in venture capital last year than any other company in the U.S.," says Mike Callahan, general manager. "Well over $100 million." The company is headquartered in Santa Rosa, Calif., and serves the communities of Santa Rosa, Calif., Salem, Ore. and Tacoma, Wash. Reno represents the fourth city in which ATG is in the process of building services, but the company has plans to be in 100 cities by the year 2005.

"In August we purchased Shared Communications," says Callahan, speaking of a company with a small presence in Reno but a large presence in Washington and Oregon. In October ATG purchased a company in the Virginia area, NewCom Net, and is merging with that company to become a coast-to-coast carrier. Since ATG's arrival in Reno, the company has been filling out its network, completing office facilities and building fiber rings around Reno – a downtown ring and a ring around the entire city. The rings are called a Synchronous Optical Network, technology that uses fiber optics to support high-speed transmission services in a self-healing ring architecture. The system ensures that if the ring is cut in one direction, it automatically routes the services. ATG is also putting in its 5ESSS electronic switching machine from Lucent. "We expect to have everything in place and ready for service January 3," says Callahan.

The company located in Reno because executives felt a void existed in the marketplace, with small to medium-sized business customers under-served. The company markets in what are sometimes referred to as Tier Three cities, bringing competition to those communities. On January 3, ATG expects to establish service in Reno with local telephone service, long-distance service and high-speed Internet access DSL.

For more information on ATG, check out its Web site at *callatg.com*.

## Nevada Bell unleashes Project Pronto

SBC Communications, Inc., parent corporation of Nevada Bell, is launching a $6 billion initiative in the U.S. to transform the company. Through Project Pronto, SBC intends to bring high-speed, instant-access, always-on Internet service to 77 million Americans through its companies, which include Ameritech, Nevada Bell, Pacific Bell, SNET and Southwestern Bell. High-speed voice, data and video services will be provided by the new DSL (digital subscriber line) technology. By working with Williams Communications, Inc., SBC will be able to provide fiber optic capability to more of the communities using their services and bring together the voice and data backbone systems into what they are calling a "next-generation, packet-switched, designed-for-the-Internet network." Working with Williams Communications, SBC will be able to provide one of the most sophisticated and scalable networks in the Internet.

DSL broadband capacity means always being online. It means Internet at users' fingers when they want it. And SBC anticipates that as broadband services become more available, demand will grow for applications dependent on the service, such as video messaging and in-home cordless Web devices.

As Project Pronto pushes backbone service into more areas over the next three years, it will make DSL service available to more customers, putting in fiber and creating "neighborhood broadband gateways." SBC describes these gateways as digital electronics, which will essentially push network capacity now based in central offices closer to the customers, eliminating constraints imposed by distance and bringing DSL service to virtually all of SBC's customers.

Over the coming year, SBC will be offering services such as:

- ***Voice Over ADSL*** – four lines in one, making a single line capable of handling four voice lines in addition to a DSL line and a primary voice line.
- ***Switched Virtual Circuit*** – technology that will allow users to switch between their ISP (Internet Service Provider) and Local Area Network (LAN) without rebooting their computer.
- ***HDSL*** – technology which allows users to send and receive data-intensive files with both upstream and downstream connections.

What does all this mean for Nevadans? Well, for one thing, says Dick Bostdorff, vice president and general manager of Nevada Bell, while DSL will be employed principally in Washoe County and the Carson Valley area over the next two years, there is a plan to have the services to 80 percent of Nevada over the next three years, bringing everyone into the high-speed future.

# Ten Tips for First-Time Investors

Okay, so you're savvy enough to know that you can't build your wealth simply by socking all your money into a savings account and watching the entries on your statement grow. But you're still wary about dealing with the ups and downs of stock market swings. You may be able to minimize risks – and control your stock market jitters – by adhering to a consistent, comprehensive investment plan. Here are 10 tips to help you get started.

**Increase your investment IQ.** Without understanding how an investment works, you could be in for an unpleasant surprise. Take the time to understand your investment options and the pros and cons of each. Read books, take a course, see a financial planner, or even consult with friends to increase your investment IQ.

**Define your risk comfort level.** Typically, the more volatile an investment is, the more profit you can make – but also the more loss you may incur. Safer investments generally promise a specific – but more limited – return and don't always keep pace with inflation. Deciding how much risk you are comfortable with will help you set and adhere to a smart investment course of action – one ruled by sound strategy, not emotional response.

**Match your investments to your goals.** Define your short- and long-term investment goals and identify how much money you'll need to meet those goals. Then let those goals drive your strategy. For example, money you'll need within five years may be invested in money-market funds, bank CDs, Treasury bills or mutual funds that buy top-rated bonds maturing in one to three years. Money you won't need for five years or more can be invested in the growth market. In fact, the longer you have to invest, the safer and smarter the stock market becomes as an investment.

*Opt for a mix of stocks, bonds, and cash investments, so that when one sector of the market declines, gains in your other holdings can cushion the blow.*

**Don't be guided by investment "gurus."** When considering where to put your money, look for funds that can withstand the test of time, and avoid managers who are "gurus" of the moment. Do your own homework. Review annual and quarterly shareholder reports, along with the most recent Form 10-K or Form 10Q disclosure documents filed with the Securities and Exchange Commission. You can obtain these documents by calling or writing to the corporate secretary or investor relations department at the companies that interest you.

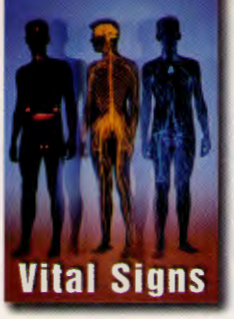
**Diversify.** Regardless of your personal risk profile, include a variety of assets that react differently to market conditions. Opt for a mix of stocks, bonds and cash investments, so that when one sector of the market declines, gains in your other holdings can cushion the blow. In other words, don't put all your eggs in one basket. Put your investing program on automatic pilot. Because there really is no such thing as "extra money," you have to treat investing as part of your basic monthly expenses. The surest way to do this is if you don't see the money at all before it goes from your wallet to your account. You can arrange for your employer or a mutual-fund company to transfer a fixed sum every month from your salary or checking account into an investment account.

**Stick to your investment plan.** If you want to achieve your financial goals, stick to your plan. Don't let market swings or the desire to make a sudden big purchase cause you to make impulsive decisions and alter your plan. In fact, switching in and out of investments drives up transaction and tax costs. Also, you're usually selling a falling investment and buying a rising one, so you're selling low and buying high – a sure way to lose money.

**Reinvest dividends whenever possible.** Rather than cashing dividend checks, reinvest the proceeds. Many companies allow you to automatically invest your payouts in additional company stock. You'll continue to build your portfolio and you'll save brokers' fees and investment fees at the same time.

**Track your investments.** Make it a practice to review your goals and investments once a year. In the event your circumstances change, you also might want to revise your strategy. Check with your financial consultants. Make sure you periodically meet with your CPA and other advisers to review your portfolio and allocations in light of changing goals, tax laws, investment performance and various opportunities that might arise. They also can advise you on how to time withdrawals and plan reallocations so you can make the most of your investment dollars.

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




# Early Head Start

## *Program expands labor pool by offering affordable childcare*

BY Cindie Geddes

Most new moms hear how important the first three years of a baby's life are. But that doesn't necessarily mean they know how to give their new children what they need, and if they do know how, they may lack the resources. And though a mother's love is often considered a perfect thing, it is not a perfect world.

Enter Early Head Start (EHS). In recognition of the importance of the first three years to a child's healthy growth and development and to later success in school and in life, the 1994 Head Start Reauthorization established a new program for low-income pregnant women and families with infants and toddlers. The purpose of the program is to enhance children's physical, social, emotional and cognitive development; enable parents to be better care givers of and teachers to their children; and to help parents meet their own goals, including that of economic independence.

The services provided by EHS programs are designed to reinforce and respond to the unique strengths and needs of each child and family. These services include: quality early education in and out of the home; home visits (especially for families with newborns and other infants and toddlers); parent education (including parent-child activities), comprehensive health services, (including services to women before, during and after pregnancy); nutrition; and ongoing support for parents through case management and peer support groups.

There are currently two EHS grantees in Nevada – in Northern Nevada, the University of Nevada Reno, and in Southern Nevada, the Economic Opportunity Board of Clark County (which also serves Elko and Ely).

The Northern Nevada program began enrollment in August 1999 and is already at full capacity with 64 children. Southern Nevada began accepting children in the home-based program in August 1998 and then opened a center in September 1999. Current enrollment is full at 120 (including 20 in Ely and 20 in Elko) and a waiting list has been established for both children and pregnant women. Staff at the facilities, both north and south, includes childcare workers, home visitors, family service professionals, training coordinators, nutritionists, family nurse practitioners and life skill technicians. Partnerships and support also come from the dental, mental health, health care and educational communities to ensure all children (including those with disabilities) receive comprehensive health care. "A healthy child," says Jane Hogue, project coordinator in Reno, "is able to learn and grow and develop properly." And Program Performance Standards emphasize health care for that reason.

Both programs, north and south, are eager to expand. The need is there, as evidenced by how quickly enrollment has been filled. Diana Goff, administrator of Child and Family Services Division and director of EHS, struggles with the fact that current funding supports partial-day services rather than needed full-day services, which would be more effective. She would like to see private donations to supplement the EHS grants and help the program with not only expanding services, but also in building new facilities and hiring qualified staff. However, she says, even with funding, it is hard to find infant-toddler professionals at a level acceptable to the EHS mandates. By 2003, EHS requires all its teachers to have a two- or four-year degree in early childhood or an appropriate degree with additional credit hours in those areas. EHS is not just a place to drop off the babies – it is a serious, comprehensive, professional program for complete infant-toddler development, and finding staff to fit is no easy task. North and South EHS programs are currently hiring.

All EHS children receive pre- and post-EHS assessment in the classroom to ensure they are learning and growing. "When our children go to kindergarten," Goff says, "people say, 'We know the child came from one of your classrooms. Thank you for having them ready.'" It is this kind of recognition that keeps both staffs impassioned and creative in their pursuits of quality and quantity of service.

EHS contributes to its communities as a whole. By helping parents turn their lives around, they help produce productive, tax-paying citizens. By investing in early childhood – it is estimated that for every dollar that goes into early childhood programs, $100 are saved by the taxpayers later in that child's life – the community receives long-term benefits. And employers are receiving the short-term benefits of an expanded hiring pool due to affordable daycare and healthcare.

One of the program's newest resources is its National Prenatal Hotline, which immediately connects callers with a local maternal and child health program or Healthy Start site. The hotline provides information on prenatal care, mails printed materials, and links the caller with other agencies and organizations working to improve maternal and child health: English: 1-800-311-BABY; Spanish: 1-800-504-7081.

# Banking 2000

## *It's all about convenience*

BY Kim Pryor

Banks have been prohibited from merging with securities brokerages and insurance companies since the 1930s. But in November, the law that prohibited these mergers, the Glass-Steagall Act, was repealed. Consequently, in the new millennium, financial institutions will become exactly that: not just a place to make a deposit or obtain a loan, but a location where customers can conduct many transactions, including purchasing stocks and car insurance.

"Banking has really become a dying business," said Laura Schulte, president and CEO, Wells Fargo Nevada. "If you're in the financial services industry, which is what we consider ourselves to be, it's about four times the size of the banking industry and it's growing very rapidly."

Banking executives hope the new law will become part of a bigger picture that includes other customer friendly options such as Internet banking. It's all part of the banking buzz-phrase for 2000: customer convenience.

But what will the financial modernization bill really mean for customers? The Glass-Steagall Act was originally passed to protect consumers. When the stock market collapsed and the Great Depression began, many thought banks' involvement in the stock brokerage business was partially responsible. But in the last 20 years, as firms like Merrill Lynch began expanding out of the stock brokerage business, banks began watching them with a careful eye. "You can buy CDs from Merill Lynch, yet they don't play under the same rules that the banks play under," said Barry Hulin, president and CEO of Valley Bank in Henderson.

In addition to leveling the playing field, the legislation offers what Schulte called "unprecedented convenience" for customers. Consumers can now obtain stocks, mutual funds and insurance or do their banking or asset planning under one roof.

Besides offering customers the convenience of one-stop shopping, banking executives expect the new law will offer consumers more attractive product pricing. Currently, banks are allowed to offer mutual funds or insurance to customers, but the products they're offering are not their own. Banks serve as the middleman and consumers can pay the price. "Any time you offer somebody else's product there's always a markup," Schulte said. "I think you are generally going to be more competitive if you're offering your own product."

Initially, the bill contained certain restrictions that worried banking industry executives. One restriction prohibited banks from sharing information with outside firms. According to Schulte, that would prohibit banks from providing deluxe check printing with customers' addresses and account numbers. Another restriction eliminated from the bill concerned banks sharing information within their own organization in order to provide one customer with various financial services. Banking executives argued that sharing credit information about a customer within their financial institution can work to the customer's advantage. The new law does allow for this sharing of information, as long as it's the customer's choice. For example, if a car loan customer prefers, the bank will keep its lips sealed about insurance and other services offered at the financial institution.

Richard Martucci, president and CEO, Colonial Bank of Nevada, thinks the law will benefit all consumers at first as banks begin to offer more aggressive pricing. But he anticipates that eventually the primary beneficiaries of the new law will be consumers with incomes over $60,000.

"I think you may see some of the bigger banks not as aggressively going after the low- and moderate-income families anymore because they're not going to be able to sell them as many services," Martucci said. "Then I think you might see ➤

some type of consumer backlash because there are a lot more people who make less than $50,000 or $60,000 than [there are who] make more. If that happens I think you'll see some type of regulation."

Community banks will have the option to begin offering the same all-encompassing services that big banks offer. But will they? The size of the community bank likely will play a role in the decision. Still, community financial institutions like Valley Bank recognize that in order to stay competitive they may have to offer additional services and somehow manage to retain their personal service. Big bank executives wonder if the smaller banks can pull that off. After all, small banks don't have the large number of account holders necessary to provide enough business to insurance brokerages and other financial partners.

"The smaller community banks will have to make a judgment as to whether they can get into that business and then more importantly, how they get into it," Barry Hulin said. "Banks have been able to do these things in separate subsidiaries, and a lot of banks sell insurance and mutual funds. A number of banks that have gotten into some of these things over the years frankly haven't made a lot of money doing it. But long-term, we're all going to have to look at how we provide that service to our customers."

The ability to give customers one-stop shopping is only a narrow view of a bigger picture. Internet banking is also beginning to play an important role in customer convenience. Although many consumers are still timid about using the Internet, the portion of those banking online is growing. More than a million Wells Fargo customers use online banking and that financial institution is adding them at a rate of 100,000 a month. In Nevada alone, 275,000 Wells Fargo households conduct their banking business online; since the beginning of 1999, the number doubled – from roughly 18,000 customers to 33,000, about 3,000 new users a month.

But what about community banks? Barry Hulin of Valley Bank is taking a wait-and-see approach. Although the bank has a Web site and recently installed an electronic account to allow small businesses to sweep excess cash balances into a money market fund, the bank has not yet gotten its feet wet in Internet banking. Hulin knows it's only a matter of time until customer demand will require it, but for now,Ω he's eyeing the cost – estimated at $30,000 to $40,000 – and weighing it against the potential profits.

"There was a recent national study done showing a 35 percent drop-out rate among people who have used Internet banking," Hulin said. "There's no way we can afford to do something and have a 35 percent turnover all the time. We just couldn't make any money doing it."

Meanwhile, Community Bank of Nevada is jumping on the Internet bandwagon. Bank executives expect to have full online banking in the first quarter of 2000. Said Community Bank president and CEO Edward Jamison, "Online banking is a service that is going to be necessary for us to continue providing banking convenience to the customer."

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# Accounting, Home Health Providers Grow Rapidly

Nevada's intensifying need for healthcare services of all kinds is evident in this month's TopRank. The biggest growth story encompasses home healthcare providers, virtually all of whom added staff since their last appearance in TopRank a year ago. Some home healthcare providers doubled and tripled staff numbers; many others added 25 to 50 percent to their employee rosters. This trend is likely to continue as growing numbers of residents, especially retirees, call Nevada home. The generally poor health of many Nevadans also ensures home healthcare provider expansion in the foreseeable future.

While population growth is key to sustaining a vibrant healthcare community, business growth is critical to enhancing the success of professional service firms such as accounting companies. Nevada has long been lauded as a top spot for new businesses, and the numbers of business-people flocking to the state seem to have boosted the fortunes of the accounting industry. Companies needing such services have helped drive most of the firms appearing since last year to positive growth trends. Some firms have added dramatic numbers of CPAs and support staff.

Interestingly, unbridled growth does not characterize the other industries featured in this month's TopRank. Expansion among cellular and paging firms is less evident; a sizable number of companies dropped employees from last year to this year. The story is the same among office supplies and furniture dealers, many of whom either added no staff or reduced employee rolls. Perhaps consolidation and increasing competition in these fields have made business more difficult for some.

No marked growth or decline trends were revealed in TopRank's radio and television station lists.

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# Home Healthcare Providers

## Ranked by Total Nevada Employees

| Rank | Home Healthcare Provider<br>Address(es)<br>E-Mail / Website | Phone(s) | Employees<br>Ownership | RN | Home Health Aide | Registered Dietician | Home Medical Equipmt | Infusion Therapy | Certified Nurse's Aide | LPN | Homemaker | Physical Therapy | Occupational Therapy | Speech Therapy | Medical Social Work | Other | Senior NV Executive<br>Year Est. in Nevada |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Home Health Services of Nevada<br>1810 Pinion Rd., Elko 89801<br>DND | 775-738-7178 | 200<br>Non-profit | • | • | | | • | • | • | • | • | • | • | • | | William J. Guisti<br>1962 |
| 2 | Nanny's & Granny's<br>6440 W. Coley Ave., LV 89146<br>nannyusa.com | 702-364-4700 | 150<br>Profit | • | | | | • | | • | | | | | | Personal Shoppers, Handymen | Carol Ann Hale<br>1988 |
| 3 | Nursefinders<br>3505 E. Flamingo Rd., Ste. 1, LV 89121<br>nursfndr@wizard.com | 702-458-1137 | 120<br>Profit / Private | • | • | • | | | • | • | • | • | • | • | • | | Michele M. Brett, MS<br>1984 |
| 4 | Dynamic Home Health Care<br>501 S. Rancho, Ste. C-15, LV 89106<br>DND | 702-388-7070 | 110<br>DND | • | • | • | | | • | • | • | • | | | | | DND<br>1996 |
| 5 | Colonial Home Care<br>2755 E. Desert Inn Rd., Ste. 250, LV 89121<br>parnwa@aol.com | 702-733-8533 | 100<br>Profit / Private | • | • | • | | • | • | • | • | • | • | • | • | Pediatric / Adult Home Nursing | Christine Watson, RN, MS<br>1996 |
| 5 | Love-N-Care, Inc.<br>2840 E. Flamingo Rd., Ste. S-E, LV 89121<br>DND | 702-310-5000 | 100<br>Non-profit | • | • | | | | • | • | • | | | | | | Ophelia Simmons<br>1997 |
| 7 | St. Rose Dominican Hospital-Home Health Svcs<br>1125 American Pacific Dr., Ste. G, Hdn 89014<br>kthorto@chw.edu | 702-914-7171 | 98<br>Non-profit | • | • | • | | | • | • | • | • | • | • | • | Helping Hands of Henderson, Lifeline | Karen Thornton, RN, Ph.D.<br>1994 |
| 8 | THC of Nevada<br>5321 S. Cameron St., LV 89118<br>DND | 702-796-1016 | 94<br>Public | • | | • | • | • | | | | | | | | Rx, Spec. Rehab., Home Oxygen, Resp. Therapists, Diabetic Mail Order Prog. | Kelly LeGrow<br>1997 |
| 9 | Sun Valley Health Services<br>3555 W. Reno Ave., Ste. K, LV 89118<br>DND | 702-248-8810 | 78<br>Profit | • | • | • | • | • | • | • | | • | • | • | • | | Patti Palas<br>1994 |
| 10 | Homemaker Services/The Meeting Place<br>5876 Tyrone Rd., Reno 89502<br>4630 Hwy. So. East, Ste. 15, Carson City<br>DND | 775-825-9425<br>775-884-4915 | 70<br>Non-profit | | | | | | | • | | | | | | Attendants, Adult Day Care | DND<br>1979 |
| 11 | All Care Home Health<br>2475 S. Jones Blvd., Ste. 7, LV 89146<br>cigar@skylink.net | 702-222-0605 | 68<br>Profit | • | • | | • | • | • | • | • | • | • | • | • | | Patrick A. Reznak<br>1995 |
| 12 | Lend-A-Hand Senior Services<br>50 Washington St., Reno 89503<br>joseph@gbis.com | 775-322-8414 | 63<br>Profit | | | | | | | • | | | | | | In-Home Care/ Non-Medical | Tommy Sisson<br>1992 |
| 13 | Home Instead Senior Care<br>2330 Paseo Del Prado, Ste. C-304, LV 89102<br>indahnd@gbis.com | 702-796-6393 | 60<br>Profit | • | | | | | | • | | | | | | | Bonnie Reppert<br>1996 |
| 14 | Interim Healthcare of Las Vegas<br>4055 S. Spencer St., Ste. 116, LV 89119<br>hisclv@aol.com | 702-369-5533 | 50+<br>Profit | • | • | | | • | • | • | • | • | • | • | • | | Linda Snyder<br>1980 |
| 15 | Professional Healthcare Staffing, Inc.<br>5300 W. Sahara Ave., Ste. 202, LV 89146<br>interimhealthcare.com | 702-362-0711 | 50<br>Profit | • | • | | | | | • | • | • | • | | | | George McKee<br>1994 |
| 16 | Core Home Health Services<br>294 E. Moana Ln., Ste. 7, Reno 89502<br>DND | 775-829-4448 | 47<br>Profit | • | • | | | | • | • | • | • | • | | • | | Celine Nugent, RN, BSN, MS<br>1994 |
| 17 | Barton Home Health & Hospice<br>1107 Hwy. 395, Gardnerville 89410<br>DND | 775-782-1510 | 45<br>Non-profit | • | • | • | | • | • | | • | • | • | • | • | Hospice | Debra West, RN<br>1994 |
| 18 | Coram Healthcare<br>101 N. Pecos Rd., Ste. 101-107, LV 89101<br>cvhha@aol.com | 702-453-4546 | 40<br>Public / Profit | • | | • | | • | | | | | | | | | Gayle Burton<br>1982 |
| 19 | Las Vegas Home Care, Inc.<br>2375 S. Jones Blvd., Ste. 17, LV 89146<br>coramhc.com | 702-221-9848 | 33<br>Private | | | | | | | • | | | | | | | DND<br>1990 |
| 20 | Flying High Companion Care<br>5440 S. Cameron St., Ste. 3-105, LV 89118<br>DND | 702-240-3333 | 28<br>Profit | | | | | | | • | | | | | | Companion, Maids, Live-Ins, Gardeners | DND<br>1994 |
| 21 | PharmaCare of Nevada<br>1380 Greg St., Sparks 89431<br>DND | 775-359-2400 | 20<br>Profit / Private | • | | | | • | | | | | | | | | R. Scott Henry<br>1986 |
| 22 | TLC Health Care Services<br>217 S. 7th St., Ste. 7, LV 89101<br>mdgad02@aol.com | 702-382-8335 | 15<br>Profit | • | • | | | • | • | • | • | • | • | • | • | Supportive Care | DND<br>1996 |
| N/A | Churchill Hospital Home Care<br>801 E. Williams Ave., Fallon 89406<br>DND | 775-423-9353 | DND<br>Non-profit | • | • | | • | • | • | • | | • | • | • | • | | DND<br>1995 |
| N/A | Southern Nevada Home Care<br>6885 W. Charleston Blvd., LV 89117<br>DND | 702-228-0282 | DND<br>Private | • | • | • | | • | • | • | | • | • | • | • | | DND<br>1992 |

*DND = Did not disclose*

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# Cellular & Paging Companies

## Ranked by Total Nevada Employees

| Rank | Cellular Company<br>Address | Phone | E-Mail / Website | Nevada Employees | Independent NV Agents | Company Outlets | Parent Company<br>Headquarters | Senior NV Executive(s)<br>Year Established in NV |
|---|---|---|---|---|---|---|---|---|
| 1 | ALLTEL<br>840 Grier Dr., LV 89119 | 702-270-5538 | alltel.com | 350 | +30 | +100* | ALLTEL Corp.<br>Little Rock, AR | Terry Beeler<br>1985 |
| 2 | AT&T Wireless Services<br>3763 Howard Hughes Pkwy., Ste. 200, LV 89109 | 702-734-1010 | DND | 140 | 51 | 11 | AT&T<br>Basking Ridge, NJ | Neal VanCitters<br>1986 |
| 3 | Global Net Communications<br>8301 W. Charleston Blvd., Ste. 1053, LV 89117 | 702-338-0940 | DND | 100 | 0 | 50 | DND<br>DND | DND<br>1994 |
| 3 | Sprint PCS<br>3960 Howard Hughes Pkwy., Ste. 350, LV 89109 | 702-897-3621 | sprintpcs.com | 100 | 90 | 9 | Sprint<br>Kansas City, MO | John H. Bischoff<br>1998 |
| 5 | BearCom Wireless Worldwide<br>4720 S. Polaris, LV 89103 | 702-873-2489 | bearcom.com | 56 | 0 | 1 | BearCom Wireless Worldwide<br>Dallas, TX | Mike Hayford<br>1984 |
| 6 | Nevada Bell Wireless<br>1211 Town Center Dr., Ste. 100, LV 89144 | 702-768-0215 | pacbellwireless.com | 55 | DND | 2 | Pacific Bell Wireless<br>Pleasanton, CA | Bill Nalley<br>1997 |
| 6 | Nextel Communications<br>750 E. Warm Springs Rd., Ste. 120, LV 89119 | 702-614-5656 | nextel.com | 55 | 11 | 2 | NEXTEL<br>Reston, VA | Herb Hunter<br>1995 |
| 8 | Pacific Cellular<br>2600 S. Maryland Pkwy., LV 89109 | 702-732-2355 | DND | 43 | 10 | 7 | USTEL<br>Seattle, WA | Richard W. Young/Morris Fox<br>1991 |
| 9 | Sierra Electronics<br>690 E. Glendale Ave., Ste. 9B, Sparks 89431 | 775-359-1121 | sierraelectronics.com | 33 | 0 | 2 | Berry Enterprises<br>Sparks | Eucke Warren<br>1964 |
| 10 | Metrocall<br>4048 Kietzke Ln., Reno 89502 | 775-826-2269 | metrocall.com | 25 | 5 | 2 | Metrocall, Inc.<br>Alexandria, VA | Todd Morgan<br>DND |
| 11 | PageNet, Inc.<br>3800 Howard Hughes Pkwy., Ste. 110, LV 89109 | 702-880-5144 | pagenet.com | 22 | DND | DND | PageNet, Inc.<br>Plano, TX | DND<br>1992 |
| 12 | Let's Talk Cellular & Wireless<br>4581 W. Flamingo Rd., LV 89103 | 702-871-9807 | letstalk.com | 20 | N/A | 6 | Let's Talk Cellular & Wireless<br>Miami, FL | Duane Buchanan<br>DND |
| 12 | Metrocall<br>3763 Howard Hughes Pkwy., Ste. 100, LV 89109 | 702-734-2337 | metrocall.com | 20 | N/A | N/A | Metrocall, Inc.<br>Alexandria, VA | Steve Minkow<br>1964 |
| 14 | AirComm Inc.<br>320 E. Warm Springs Rd., Ste. 2-A, LV 89119 | 702-364-1100 | aircommlv.com | 8 | 18 | 2 | AirComm Inc.<br>DND | Rick Sabadin<br>1991 |
| 14 | Affordable Communications, Inc.<br>7225 Bermuda Rd., Ste. F, LV 89119 | 702-361-5330 | DND | 6 | DND | 3 | Affordable Communications, Inc.<br>Las Vegas | Babette Griffis<br>1992 |
| 16 | Integrated Communications<br>888 Deming Way, Sparks 89431 | 775-356-7767 | DND | 6 | 0 | 1 | Integrated Communications<br>Sparks | Paul Giese<br>1994 |
| 17 | Las Vegas Cellular Phone Repair, Inc.<br>2600 S. Maryland Pkwy., LV 89109 | 702-735-8277 | jamel@vegas.net | 3 | DND | 1 | Pacific Cellular<br>Las Vegas | Mel Towbin<br>1988 |
| 18 | Beeper Man<br>1195 E. Desert Inn Rd., LV 89109 | 702-369-7243 | DND | 2 | DND | DND | DND<br>DND | Doreet Hakman<br>DND |
| 18 | Fast Page, Inc.<br>57 Cheney St., Reno 89501 | 775-358-1100 | info@fastpage.net | 2 | 3 | 1 | DND<br>DND | Kent Steglich<br>1982 |
| 20 | ProCell<br>4865 E. Charleston Blvd., LV 89104 | 702-457-8111 | DND | 1 | 1 | 1 | DND<br>DND | DND<br>1991 |
| N/A | Let's Talk Cellular & Wireless<br>1216 Nellis Blvd., LV 89104 | 702-437-1400 | letstalk.com | DND | 6 | DND | Let's Talk Cellular & Wireless<br>Grand Prix, TX | DND<br>DND |

*DND = Did not disclose* **Includes local and national outlets*

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# Office Supply & Furniture Dealers

## Ranked by Total Nevada Employees

| Rank | Office Supply & Furniture Dealer<br>Address<br>E-Mail / Website | Phone | Nevada Employees<br>Total Employees | Products/Services: Furniture | Rentals | Recycled Products | Filing Equipment | Catalog Delivery | Software | Business Machines | Office Supplies | Panel Systems | Janitorial Supplies | Other | Company Type<br>Year Est. in NV | Senior NV Exec<br>Headquarters |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | IKON Office Solutions<br>680 Pilot Rd., LV 89119<br>1301 Corporate Blvd., Reno 89502<br>ikon.com | 702-798-3366<br>775-858-5581 | 300<br>38,000 | | | | | | | • | | | | Scan to File, Print Svcs., Facilities Mgmt., Netwk. Printers | Distributor<br>1978 | Peter Cherubino<br>Malvern, PA |
| 2 | Office Depot<br>222 Fairview Dr., Carson City 89701<br>DND | 775-887-9006 | 160<br>DND | • | | • | • | • | • | • | • | • | • | | Retail<br>DND | DND<br>Delray Beach, FL |
| 3 | Skipco, Inc.<br>6029 W. Charleston Blvd., LV 89146<br>240 S. Rock, Reno 89502<br>DND | 702-878-9771<br>775-827-4444 | 77<br>89 | | | | | | | • | • | | | | Retail<br>1982 | Gary Harouff<br>Las Vegas |
| 4 | A. Carlisle & Co.<br>975 Terminal Way, Reno 89502<br>acarlisle.com | 775-323-4195 | 65<br>DND | • | | • | • | | | | • | | • | | Contract<br>1917 | Patrick Pettinari<br>Reno |
| 5 | Machabee Office Environments<br>130 S. Center St., Reno 89502<br>machabee.com | 775-329-3145 | 55<br>55 | • | • | • | • | • | | • | | • | | | Contract<br>1940 | Gary Machabee<br>Reno |
| 6 | TCM Digital Solutions<br>3200 S. Procyon Ave., LV 89102<br>DND | 702-871-3822 | 48<br>170 | | | | | | | • | • | | | Digital Solutions | Retail<br>DND | Jeff Lorenzen<br>Salt Lake City, UT |
| 7 | Boise Cascade Office Products<br>3950 W. Diablo Dr., LV 89118<br>bcop.com | 702-740-8200 | 41<br>12,000 | • | | • | • | | | | • | • | | Space Planning, installation Services, Computer Supplies | Contract/Distributor<br>1988 | Peggy A. Unruh<br>Itasca, IL |
| 8 | Goodmans, Inc.<br>5530 S. Valley View Bl., Ste. 105, LV 89118<br>goodmansinc.com | 702-795-0506 | 39<br>340 | • | • | | • | | | | | • | | | Contract/Retail<br>1982 | James G. Eckes<br>Phoenix, AZ |
| 9 | Custom Office Supply, Inc.<br>250 E. Glendale Ave., Sparks<br>1851 N. Carson St., Carson City 89701<br>customofficesupply.com | 775-359-7785 | 37<br>37 | • | | | • | | | • | • | • | • | | Contract/Retail<br>1973 | DND<br>Sparks |
| 10 | Custom Office Furniture<br>301 S. Martin Luther King Blvd., LV 89106<br>DND | 702-384-6996 | 30<br>30 | • | • | | • | • | | | | • | | | Retail<br>1985 | Mike Kreamer<br>Las Vegas |
| 10 | Hughes-Calihan Corp.<br>3101 W. Spring Mtn. Rd., Ste. 7, LV 89102<br>DND | 702-362-1537 | 30<br>190 | | | | | | • | • | | | | | Distributor<br>1982 | David A. Lundmark<br>Phoenix, AZ |
| 10 | Jeff's Office Supply<br>178 S. Maine St., Fallon 89406<br>jeffs@ailnc.com | 775-423-6078 | 30<br>DND | • | • | • | • | | | • | • | • | • | | Contract/Retail<br>1975 | Jeff Christiansen<br>Fallon |
| 13 | Las Vegas Office Furniture<br>3300 S. Highland Dr., LV 89109<br>lvofffurn@aol.com | 702-369-9401 | 29<br>29 | • | • | • | • | | | | • | | | Largest New/Used Selection in NV | Contract/Retail<br>1989 | Billy Conn<br>Las Vegas |
| 14 | Corporate Express<br>1375 Greg St., Ste. 103, Sparks 89431<br>keith_bauman@cexp.com<br>corporateexpress.com | 775-335-5920 | 28<br>30,000 | • | • | • | • | • | | | • | • | | | Contract<br>1982 | Keith Bauman<br>Ira Reisman<br>Broomfield, CO |
| 14 | Mountain Business Products-Pitney Bowes<br>6266 Sandhill Rd., LV 89120<br>DND | 702-436-4434 | 28<br>30,000 | | | | | | | • | | | | Office Furniture | Retail/Distributor<br>1994 | Robert Tatalovich<br>Stamford, CT |
| 16 | Cort Furniture Rental<br>320 S. Decatur Blvd., LV 89107<br>DND | 702-822-7368 | 25<br>2,500 | • | • | | | | | | | • | | | Retail<br>1997 | Mario Schuman<br>Fairfax, VA |
| 17 | Nevada Business Systems<br>4041 S. Industrial Rd., LV 89103<br>DND | 702-733-2679 | 24<br>DND | | | | | | | • | | | | | Retail<br>1992 | Gary Martin<br>Las Vegas |
| 17 | Office Plus<br>3201 Builders Ave., LV 89101<br>officeplus@earthlink.net | 702-457-3636 | 24<br>28 | • | | • | • | • | | • | • | • | • | Planning Svcs., Delivery, Installation | Wholesale<br>1988 | Trace Marrs<br>Las Vegas |
| 19 | Facilitec of Nevada, Inc.<br>7350 S. Industrial Rd., LV 89139<br>facilitec.nv.com | 702-795-8833 | 20<br>120 | • | | | | | | | | • | | | Contract<br>DND | Linda Hopton<br>DND |
| 20 | Hogue<br>4077 S. Industrial Rd., LV 89103<br>hoguenv.com | 702-737-1005 | 12<br>12 | • | | | • | | | | | • | | Fine Pens, Maps/Globes, Drafting, Engineering/Surveying Supplies, Gifts/Collectibles | Contract<br>1996 | Wayne Hogue<br>Las Vegas |
| 20 | Oakmans, a div. of Reno Bldrs. Exchange, Inc.<br>634 Ryland St., Reno 89502<br>DND | 775-786-4466 | 12<br>DND | • | | | • | • | | • | • | | • | | Retail<br>1957 | Rowland Oakes<br>Reno |
| 22 | Aaron Rents & Sells Office Furniture<br>4345 S. Industrial Rd., Ste. 2, LV 89103<br>aaronrentsoffice@mindspring.com | 702-798-6134 | 11<br>+2,500 | • | • | | • | • | | • | | • | | | Retail<br>1986 | Kahlil Guinn<br>Atlanta |
| 23 | Brook Furniture Rental<br>4850 W. Flamingo Rd., Ste. 45, LV 89103<br>bfr.com | 702-871-3844 | 10<br>DND | | • | | | | | | | • | | | DND<br>1979 | Angel DiBellonia<br>Chicago, IL |
| 23 | Ideal Office Equipment<br>1200 S. 3rd St., LV 89104<br>idealofc@aol.com | 702-384-3814 | 10<br>10 | • | • | | • | • | | • | • | • | • | | Distributor<br>1947 | Ivan Eisenberg<br>Las Vegas |
| 23 | Office Furniture Outlet Inc.<br>5585 S. Valley View Blvd., LV 89118<br>officefurniturelv.com | 702-740-4484 | 10<br>16 | • | | | • | | | | | • | | Space Planning | Contract/Retail<br>1996 | Steve Poehiro<br>Phoenix, AZ |
| 23 | Sarret's<br>5230 S. Valley Blvd., Ste. D, LV 89118<br>sarret.com | 702-384-6175 | 10<br>10 | • | | | • | • | | | • | • | • | | Contract<br>1948 | Jan M. Richardson<br>Las Vegas |
| 27 | Advance Marketing Corporation<br>3261 S. Highland Dr., Ste. 603, LV 89109<br>advancemlv@compuserve.com | 702-735-0213 | 9<br>35 | • | | | • | • | | • | • | • | • | | Contract/Distributor<br>1985 | Lisa Burchard<br>San Clemente, CA |
| 28 | Carl's Used Office Furniture<br>2675 Mill St., Reno 89502<br>carlsoffice.com | 775-324-2228 | 8<br>8 | • | • | • | • | • | | • | • | • | | | Retail/Wholesale<br>1995 | Carl Giufurta<br>Reno |
| 28 | Executive Office Installations, Inc.<br>1982 N. Rainbow Blvd., Ste. 136, LV 89108<br>producttou | 702-648-7683 | 8<br>20 | • | • | • | • | • | | | | • | | | Contract/Retail/<br>Distributor<br>1995 | Dwain Bishop<br>Las Vegas |

CONTINUED

# Office Supply & Furniture Dealers *(continued)*

## Ranked by Total Nevada Employees

| Rank | Office Supply & Furniture Dealer<br>Address | Phone | Nevada Employees / Total Employees | Products/Services: Furniture | Rentals | Recycled Products | Filing Equipment | Catalog Delivery | Software | Business Machines | Office Supplies | Panel Systems | Janitorial Supplies | Other | Company Type<br>Year Established | Senior NV Exec<br>Headquarters |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 28 | Lundberg's Downtown<br>369 5th St., Elko 89801<br>lundbergs-downtown.com | 775-738-8449 | 8<br>8 | • | | • | • | • | | | | • | | Accessories/Art<br>(17,000-Sq.-Ft. Showroom) | Contract/Retail<br>1990 | Richard Hank James<br>Elko |
| 28 | Office Furniture Concepts<br>4325 W. Tropicana Ave., LV 89103<br>DND | 702-873-8555 | 8<br>8 | • | | | • | | | | | • | | | Contract/Retail<br>1998 | Mark Slotta<br>Rich Munson<br>Las Vegas |
| 32 | Dundas Office Interiors/Office Pavilion<br>770 Smithridge Dr., Ste. 700, Reno 89502<br>opreno@intexcomm.com | 775-827-1331 | 6<br>30 | • | | | • | | | | | • | | Specialized Bus. Recording Eqpt. | Contract<br>1993 | Dan Bess<br>Boise, ID |
| 32 | Superior Business Communications<br>1610 Montclair Ave., Ste. B, Reno 89509<br>3305 W. Spring Mtn. Rd., Ste. 68, LV 89102<br>dictateit.com | 775-323-5161<br>702-364-2060 | 6<br>6 | | | | | | | | | | | | Retail<br>1979 | Don Whittaker<br>Reno |
| 34 | B&C Printing Inc.<br>201 S. Frontage Rd., Pahrump 89048<br>DND | 775-727-8155 | 4<br>4 | | | | | | | • | | | | | Retail<br>1992 | Bruce Paskvan<br>Pahrump |
| 34 | Discount Desks Etc.<br>955 S. McCarran, Ste. 101, Sparks 89431<br>riplon@aol.com | 775-359-4440 | 4<br>4 | • | • | • | • | • | | | | | | | Contract/Retail<br>1979 | Rip Lonergan<br>Reno |
| 36 | Laser Savers Inc.<br>4069 E. Karen Ave., LV 89121<br>rdderrick@juno.com | 702-791-3974 | 2<br>2 | | | • | | | • | • | • | | | | Retail<br>1990 | Dale Derrick<br>Las Vegas |
| 36 | The Salix Group Nevada Inc.<br>1810 E. Sahara Ave., Ste. 103, LV 89104<br>salixgroupnv@aol.com | 702-650-3335 | 2<br>40 | • | | | • | | | | | • | | | Contract<br>1997 | Lue Smith<br>Toronto, Can. |
| 38 | Ezquerro y Catala<br>1980 S. Rainbow Blvd., Ste. 103, LV 89102<br>ezquerro.com.mx | 702-220-8840 | 1<br>DND | • | | | | | | | | • | | | Retail<br>1998 | Geraldine E. Farina<br>DND |
| N/A | Globe Instant Office<br>4755 W. Flamingo Rd., Ste. A-D, LV 89103<br>DND | 702-871-5553 | DND<br>DND | • | • | | • | | | | | • | | Computer Supplies, Bus. Mach., Printing/Engraving | Retail<br>1974 | Paul O'Brien<br>Cincinnati, OH |
| N/A | Lincoln Office Solutions<br>3305 Spring Mtn. Rd., Ste. 48, LV 89102<br>lincolnusa@aol.com | 702-252-7000 | DND<br>DND | • | | | • | • | | | • | • | | | Contract<br>1998 | Perry Brown<br>New York, NY |
| N/A | Nevada Oak Outlet<br>4480 E. Charleston Blvd., LV 89104<br>sprintfirstsource.com / nevadaoakoutlet | 702-437-2092 | DND<br>DND | • | | | | | | | | | | | Retail<br>1998 | Chris Conrad<br>Las Vegas |

*DND = Did not disclose*

BOOK OF LISTS 01-00 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.


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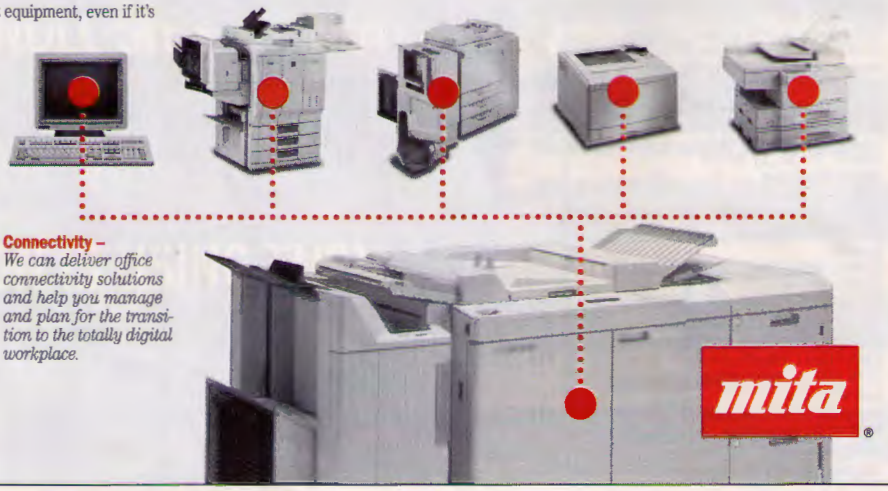
**Network Printers –** *The answer for fast and reliable high volume workgroup printing. New output technology delivers a cost-effective solution for integrated workgroups.*

**Multi-Function –** *Streamline your office processes by integrating fax, printing and even scanning capabilities in one convenient unit.*

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# Radio & Television Stations

## Alphabetical Order

| Station<br>Address | Phone | No. Employees<br>Network Affiliate | Audience<br>Age Group | Radio: Format<br>Television: Highest Rated Programs | Parent Company<br>General Manager |
|---|---|---|---|---|---|
| **RADIO** | | | | | |
| FM 98/99<br>101 Convention Center Dr., Las Vegas 89109 | 702-737-9899 | DND<br>DND | Male/Female<br>12+ | Adult Contemporary | KHWY, Inc.<br>Tim Anderson |
| Highway Country<br>101 Convention Center Dr., Las Vegas 89109 | 702-737-9899 | DND<br>DND | Male/Female<br>12+ | Country/Western | KHWY, Inc.<br>Tim Anderson |
| KBUL 98 FM<br>595 E. Plumb Ln., Reno 89502 | 775-789-6700 | 85<br>DND | Female<br>25-54 | Country/Western | Citadel Communications<br>Scott Souhrada |
| KDOX 1280 AM<br>5000 W. Oakey, Ste. B-2, Las Vegas 89146 | 702-258-0039 | 10<br>N/A | Male/Female<br>18-34 | Spanish | Summit Media LP<br>Scott Gentry |
| KDSS FM<br>501 Aultman, Ste. 208, Ely 89301 | 775-289-6474 | 3<br>Jones Network | Male/Female<br>12 to 64 | Country/Western | DND<br>Patrick Coates |
| KDWN AM 720<br>1 Main St., Las Vegas 89125 | 702-385-7212 | DND<br>AP/LA Dodgers | DND<br>35+ | News/Talk, Sports | Radio Nevada<br>Claire Reis |
| KELK AM<br>1800 Idaho St., Elko 89801 | 775-738-1240 | 20<br>ABC | Male/Female<br>18-69 | Adult Contemporary | Elko Broadcasting Co.<br>Paul G. Gardner |
| KHWK FM<br>PO Box 1667, Tonopah 89049 | 775-482-5724 | 7<br>Jones Radio Network | Male/Female<br>25-54 | Adult Contemporary | Slatauski & Kaminski Inc.<br>Don Kaminski |
| KIHM Catholic Radio<br>3550 Barron Way, Ste. 3B, Reno 89511 | 775-828-4228 | 4<br>EWTN | Male/Female<br>20+ | Catholic Radio | Immaculate Heart Radio<br>Steve Moffitt |
| KKVV<br>3185 S. Highland Dr., Ste. 13, LV 89109 | 702-731-5588 | 14<br>Salem Radio Network | Male/Female<br>25-54 | Christian | Broadcast Communications Group / Bill Ball |
| KLAV 1230 AM<br>1810 Weldon Pl., Las Vegas 89104 | 702-796-1230 | 10<br>Business News Network | Male/Female<br>35+ | News/Talk | Gore-Overgaard Broadcasting<br>Lisa Lupo |
| KLKO FM<br>1800 Idaho St., Elko 89801 | 775-738-1240 | DND<br>DND | Male/Female<br>25-64 | Classic Hits | Elko Broadcasting Co.<br>Paul G. Gardner |
| KLUC FM<br>6655 W. Sahara Ave., Ste. D208, LV 89146 | 702-253-9800 | 30<br>N/A | Female<br>18-49 | Rhythmic CHR | Infinity Radio<br>Alan Gray |
| KNUU/K-NEWS<br>1455 E. Tropicana Ave., Ste. 550, LV 89119 | 702-735-8644 | 15<br>AP, Bloomberg, Wall St. Jour. | Male/Female<br>35+ | News/Talk | CRC Broadcasting-NV Media Group, Inc. / Ron Cohen |
| KQLO<br>600 N. Center St., Reno 89501 | 775-322-0847 | DND<br>DND | DND<br>DND | Spanish Top 40 | DND<br>Lee Chavez |
| KSFN AM<br>6655 W. Sahara Ave., Ste. D208, LV 89146 | 702-257-1140 | 3<br>DND | Male/Female<br>35-64 | Oldies | Infinity Radio<br>Alan Gray |
| KTHX<br>2395 Tampa St., Reno 89512 | 775-333-0123 | 28<br>DND | Male/Female<br>35-55 | Adult Alternative | Salt Broadcasting<br>Scott Siedenstricker |
| KXNT AM 840<br>6655 W. Sahara Ave., Ste. D208, LV 89146 | 702-364-8400 | 30<br>CBS, Westwood One | Male/Female<br>25-54/35-64 | News/Talk | CBS-Infinity<br>Jackie Landry |
| KXTE FM<br>6655 W. Sahara Ave., Ste. C202, LV 89146 | 702-257-1075 | 20<br>N/A | Male<br>18-49 | Alternative | Infinity Radio<br>Alan Gray |
| **TELEVISION** | | | | | |
| KAME UPN 21<br>4920 Brookside Ct., Reno 89502 | 775-861-1102 | 50+<br>UPN | Adults<br>18-49 | *WWF Wrestling, Home Improvement, Voyager* | KTVU Partners Inc.<br>Marty Ozer |
| KBLR TV 39<br>5000 W. Oakey, Ste. B-2, Las Vegas 89146 | 702-258-0039 | 38<br>Telemundo | Adults<br>25-54 | *Padre Alberto, El y Ella, Catalina y Sebastian, Futbol Mexicano, Sevcec, Senora* | Summit Media LP<br>Scott Gentry |
| KEEN TV 17<br>PO Box 28760, Las Vegas 89126 | 702-798-6646 | 3<br>America One TV | Adults<br>45+ | *Gun Talk, Bingo, Gold Fever, Hopalong Cassidy, Hunting, Movies* | Innovative Technologies, Inc.<br>Carol Mulanax |
| KINC TV 15<br>500 Pilot Rd., Ste. D, Las Vegas 89119 | 702-434-0015 | 20<br>Univision | Spanish Speaking | *Usurpadora, La Mentira, Gotita De Amor, Camila* | Entravision Communications<br>Gabriel Quiroz |
| KLAS TV<br>3228 Channel 8 Dr., Las Vegas 89014 | 702-792-8888 | 167<br>CBS | Adults<br>25-64 | *Everybody Loves Raymond, 60 Minutes, Touched by an Angel, Judge Judy, Nash Bridges, Family Law* | Landmark Communications<br>Dick Fraim |
| KLVX TV<br>4210 Channel 10 Dr., Las Vegas 89119 | 702-799-1010 | 60<br>PBS | DND<br>DND | *Antiques Roadshow, This Old House, Keeping Up Appearances, Are You Being Served?, Life of Birds, Nova* | Clark Co. School District<br>Tom Axtell |
| KNPB TV 5<br>1670 N. Virginia St., Reno 89503 | 775-784-4555 | DND<br>PBS | DND<br>DND | *DND* | Community-Owned<br>Rick Schneider |
| KOLO TV<br>4850 Ampere Dr., Reno 89502 | 775-858-8888 | 90+<br>ABC | Adults<br>25-54 | *Monday Night Football* | Stephens Group Inc.<br>Bill Hall |
| KPVM TV 41<br>PO Box 2075, Pahrump 89041 | 775-727-8750 | 20<br>America One TV | General<br>DND | *News Brief, Morning Show, Hot Topic, Lee Tate Show, Totally Useless Show, One Man's Faith* | N/A<br>Vernon Van Winkle |
| KRNV<br>1790 Vassar St., Reno 89502 | 775-322-4444 | 110<br>NBC | DND<br>DND | *DND* | Sunbelt Communications<br>Ralph Toddre |
| KRXI Fox 11<br>4920 Brookside Ct., Reno 89502 | 775-861-1102 | 50+<br>Fox | Adults<br>18-49 | *NFL Football, 10 p.m. News, Seinfeld* | KTVU Partners Inc.<br>Marty Ozer |
| KTNV TV 13<br>3355 S. Valley View Blvd., Las Vegas 89102 | 702-876-1313 | 152<br>ABC | Adults<br>25-54 | *Dharma & Greg, Spin City, 20/20, Drew Carey, Who Wants to Be a Millionnaire?, Whose Line Is It Anyway?* | Journal Broadcast Group<br>Kris Foate |
| KTVN<br>4925 Energy Way, Reno 89501 | 775-858-2222 | 75<br>CBS | Adults<br>25-54 | *60 Minutes, Touched by an Angel, JAG, Everybody Loves Raymond, NFL Football, News* | Sarkes-Tarzian, Inc.<br>Lawson Fox |
| KTVY<br>4480 W. Spring Mtn. Rd., Ste. 400, LV 89102 | 702-431-6363 | 30<br>N/A | DND<br>DND | *TV Bingo, The 19th Hole, Love University* | Media Broadcast Network<br>Darwin Paustian |
| KVBC TV 3<br>1500 Foremaster Ln., Las Vegas 89101 | 702-642-3333 | 200<br>NBC | Adults<br>25-54 | *ER, Friends, News 3 Nightside at 11, Jeopardy!, Wheel of Fortune, Frasier* | Sunbelt Communications<br>Gene Greenberg |
| KVVU TV<br>25 TV 5 Dr., Henderson 89014 | 702-435-5555 | 112<br>Fox | Male/Female<br>18-49 | *Ally McBeal, Beverly Hills 90210, Party of Five, Futurama, The Simpsons, King of the Hill* | Meredith Corp.<br>Rusty Durante |

*DND = Did not disclose*



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# Accounting Firms

## Ranked by Total Nevada Staff

| Rank | Accounting Firm<br>Address<br>E-Mail / Website | Phone | NV Staff<br>CPAs | Industries Served | Accounting Services | Senior NV Exec(s)<br>Year Est. in NV<br>Nevada Offices |
|---|---|---|---|---|---|---|
| 1 | Kafoury, Armstrong & Co.<br>6140 Plumas St., Reno 89509<br>kafoury.com | 775-689-9100 | 140<br>90 | Gaming, Constr., Local Govt., Med., Legal, Non-Profit | Auditing, Taxation, Bookkeeping, Payroll, Gaming Contractors, Casino | DND<br>1941<br>7 |
| 2 | Arthur Andersen<br>3773 Howard Hughes Pkwy., Ste. 500S, LV 89109<br>arthurandersen.com | 702-836-8600 | 133<br>28 | Gaming/Hospitality, Healthcare, Real Estate Developers, E-Commerce/High-Tech | Assurance/Bus. Advisory, Tax, Bus. Consulting, Internal Audit/Compliance/Operational, Tech./E-Bus. Consulting, Strategic Consulting | Steve Comer<br>1985<br>1 |
| 3 | Deloitte & Touche<br>3773 Howard Hughes Pkwy., Ste. 490N, LV 89109<br>us.deloitte.com | 702-893-3100 | 113<br>36 | Gaming, Mfg., Real Estate, Constr., Public Sector, Healthcare | Audit, Tax Mgmt., Consulting, SEC Filings | William R. Hartman<br>1968<br>2 |
| 4 | McGladrey & Pullen<br>300 S. 4th St., Ste. 900, LV 89101<br>mcgladrey.com | 702-386-5800 | 80<br>40 | Fin. Inst., Constr., Mfg., Not-for-Profit/Govt., Wholesale/Retail, Real Estate Developers | Fin. Audit, Review Compilations, Fin. Cash Mgmt., Budget Prep., IPOs, Bus. Valuations, Mergers/Acquisitions, Strategic Planning | William Wells<br>1953<br>1 |
| 5 | PriceWaterhouse Coopers, LLP<br>3800 Howard Hughes Pkwy., Ste. 550, LV 89109<br>DND | 702-691-5400 | 33<br>16 | Gaming/Entertainment, Real Estate/Constr., Retail, Mfg. | Auditing, Internal Control, Gaming Regulatory, Internal Audits, SEC Reporting | Randal S. Vallen<br>1988<br>1 |
| 6 | Freeman & Williams, LLP<br>3470 GS Richards Blvd., Carson City 89703<br>fwcpas.com | 775-882-3201 | 31<br>11 | Waste Mgmt., Med., Constr., Golf Course Privatization, Mfg., Small Bus. | Bus. Planning, Forecasting, Auditing, Acctng. Sys. Design, Corp./Personal Taxation, Bill Paying Svcs. | Roger Williams, CPA<br>1958<br>2 |
| 7 | Fair, Anderson & Langerman<br>3811 W. Charleston Blvd., Ste. 110, LV 89102<br>DND | 702-870-7999 | 30<br>8 | Constr., Med., Gaming, Real Estate Development, Retail/Wholesale, Non-Profit | Audits/Reviews, Tax Planning/Prep., Internal Acctng. Controls, Bookkeeping, Recruitment of Acctng. Personnel | Curtis Anderson<br>Jill Langerman<br>1986 / 1 |
| 8 | L.L. Bradford & Co.<br>3441 Eastern Ave., LV 89109<br>llbcpas.com | 702-735-5030 | 24<br>5 | Constr., Real Estate Developers, Mortgage Banking, Non-Profit, Medical, Startup Cos. | Attest Engagements, Tax Planning/Prep., Mgmt. Consulting, SEC Regist./Filing, Bus. Valuation, Write-Up | Lance Bradford<br>1994<br>2 |
| 9 | McMullen, McPhee & Co., LLC<br>215 Bluffs Ave., Ste. 300, Elko 89801<br>mcmullen-mcphee.com | 775-738-7157 | 21<br>10 | Local Govts., Restaurants, Non-Profit, Constr., Individuals, Retail/Wholesale | Audits/Reviews/Comp., Tax Prep./Planning, Estate Planning, Small Bus. Acctng., Payroll Svcs/CAS | DND<br>1982<br>2 |
| 10 | Barnard Vogler & Co.<br>350 S. Center St., Ste. 500, Reno 89501<br>barnardvoglerco.com | 775-786-6141 | 20<br>10 | Small Bus., Not-for-Profit, Indian Tribes, Franchise Rest., Credit Unions, Auto Dealers | Auditing/Acctng., Tax Planning/Prep., Healthcare, Bus. Valuation, Acctng. Software Consulting, Bus. Transition Consulting | J. Richard Barnard<br>1969<br>1 |
| 10 | Strong McPherson & Co.<br>5865 Tyrone Rd., Reno 89523<br>nevadacpa.com | 775-826-9400 | 20<br>6 | Small Bus., Individuals, Non-Profits | Audit/Review/Compilation, MAS | Danny B. Strong<br>1987<br>2 |
| 12 | Chavez & Koch, CPAs, Ltd.<br>2920 N. Green Valley Pkwy., Ste. 722, Hdn 89014<br>chavezandkoch.com | 702-433-7075 | 18<br>5 | Casinos, Mfg., Constr., Developers, Professionals, Svc. Industries | Cash Mgmt., Fin. Statements/Audits, Tax Planning/Compliance, Acctng. Sys./Controls, Bus. Advisory Svcs., Litigation Support | David Chavez, CPA<br>1996<br>2 |
| 13 | Johnson, Jacobson & Wilcox, PC<br>6425 W. Sahara Ave., Ste. 250, LV 89146<br>jjwcpa.com | 702-362-4442 | 15<br>10 | Constr., Gaming, Retail, Real Estate, Auto Dealers | Tax Prep./Planning, Est. Planning, Audits, Reviews/Compilations, Bookkeeping | Gary Johnson<br>1981<br>1 |
| 14 | O'Bannon Wallace Langlands & Neumann, LLP<br>624 S. 10th St., LV 89101<br>owln.com | 702-382-7910 | 14<br>10 | Real Estate, Constr., Med., Legal, Mfg., E-Commerce | Tax Return Prep./Planning, Retirement Plan Consulting, Aid in Fin. | Keith Langlands<br>1997<br>1 |
| 15 | Layton Layton & Tobler LLP CPAs<br>606 S. Ninth St., LV 89101<br>nvcpallt@aol.com | 702-384-1995 | 13<br>6 | Constr., Retail/Wholesale, Non-Profit, Employee Benefit Plans, Credit Unions, Prof. Svcs. | Bus. Startup, Acctng./Payroll, Fin. Statements, Audits, Fraud Invest., Contractors Statements | Don Layton, CPA<br>1971<br>1 |
| 15 | Ovist & Howard, CPAs<br>7 Commerce Center Dr., Ste. A, LV 89014<br>ohcpas@skylink.net | 702-456-1300 | 13<br>5 | Constr., Homeowners, Small Bus. | Audit, Review, Compilations, Bookkeeping, Valuation, Fin. Planning | <br>1982<br>1 |
| 15 | Pangborn & Co., Ltd.<br>924 S. Virginia St., Reno 89502<br>pangborncpa.com | 775-328-1040 | 13<br>7 | Constr., Farming/Ranching, Legal, Travel, Non-Profit, Med., Real Estate, Insurance | Income Taxes, Audits, Estates/Trusts, Bookkeeping, Fin. Planning/Statements | David J. Morgan, CPA<br>1953<br>1 |
| 15 | Robert Ashworth, CPAs<br>4625 S. Polaris, Ste. 212, LV 89103<br>DND | 702-734-0084 | 13<br>3 | Casino, Constr., Restaurants, Wholesalers, Retailers, Professionals | Tax Prep., Bookkeeping, Compilations, Reviews, Audits, Fin./Est. Planning, Mgmt./Bus. Consulting | Robert Ashworth<br>DND<br>1 |
| 15 | Solari & Sturmer, LLC<br>500 Damonte Ranch Pkwy., Ste. 1008, Reno 89511<br>solariandsturmer.com | 775-827-3550 | 13<br>5 | Constr., Med., Real Estate Development, Small Bus. | Bus. Consulting, Audit, Fin. Statements, Corp. Consulting | John A. Solari<br>DND<br>DND |
| 20 | Melanson & Murray, CPAs<br>2655 S. Rainbow Blvd., Ste. 310, LV 89120<br>DND | 702-367-8111 | 12<br>4 | Small Bus., Conv. Stores, Med., Contractors, Attorneys | Fin. Statements, Tax Return Prep., Tax Planning, Litigation Support Svcs., Small Bus. Mgmt. Planning | Rea M. Melanson, CPA<br>1992<br>1 |
| 21 | Farmer & Tompkins CPAs Ltd.<br>3834 Silvestri Ln., Ste. A, LV 89120<br>farmerandtompkinscpas.com | 702-456-4272 | 11<br>4 | Constr., Non-Profits, Retail, Homeowners Assns., Prof. Svcs. | Audits, Reviews, Compilations, Bookkeeping/Payroll, Tax Return Prep./Planning, Bus. Valuations | Dana L. Tompkins<br>1987<br>2 |
| 21 | McNair & Associates<br>333 N. Rancho Dr., LV 89106<br>mcnaircpas.com | 702-646-0888 | 11<br>6 | Retail, Constr., Personal Svc., Wholesale | Review/Compilation, Taxation, Auditing, Litigation Support, Arbitration/Mediation | Sharon J. McNair<br>1998<br>1 |
| 23 | Garrett, Marrs & Associates, Ltd.<br>2578 Belcastro St., LV 89117<br>lorimarrs@aol.com | 702-796-0052 | 10<br>3 | Constr., Retail, Real Estate, Medical, Non-Profit Svc. | Auditing, Tax Prep./Planning, Est. Planning, Bookkeeping, Consulting | Russell Garrett/Lori Marrs<br>1992<br>1 |
| 23 | Patton & Petersen, CPAs, Chtd.<br>2001 S. Jones Blvd., Ste. H, LV 89146<br>bpatton@lvcpa.com | 702-367-1375 | 10<br>5 | Constr., Real Estate, Professionals, Retail/Wholesale, Startup Bus. | Fin. Reporting, Acctng./Bookkeeping, Profitability Analysis, Software Install./Integration, Control Sys. Assessment | Bruce L. Patton<br>1986<br>1 |
| 23 | Wilson & Company, CPAs<br>2688 S. Rainbow Blvd., Ste. A, LV 89146<br>DND | 702-227-6090 | 10<br>3 | Med., Real Estate., Constr., Retail/Wholesale, Consulting | Tax Prep., Fin. Statements, Auditing, Org. Start-up, Bus. Valuation, Pension/Profit-Sharing Plans | Edward A. Wilson, CPA<br>1972<br>1 |
| 26 | Bullis, Crossley & Heimark CPAs<br>206 S. Division St., Carson City 89703<br>bch@sierra.net | 775-882-4459 | 9<br>4 | High Net Worth Indiv., Family-Owned Bus., Mfg., Non-Profit Orgs., Real Estate | Bus. Valuations, Litigation Support, Est./Trust Planning, Trust Acctng., QuickBooks Advisor, Personal Tax/Fin. Planning, Eldercare Svcs. | John R. Bullis<br>1965<br>1 |
| 26 | L.A. Salo, CPA, Ltd.<br>2625 Wigwam Pkwy., Henderson 89014<br>DND | 702-898-1280 | 9<br>4 | Doctors/Dentists, Attorneys, Auto Repair, Real Estate, Retail, Prof. Svcs. | Bookkeeping, Fin. Statement Prep., Trust Acctng. | Lydia Salo<br>1998<br>1 |
| 28 | Sanford & Company<br>801 S. Rancho, Ste. B-1, LV 89106<br>sanfordcpa@aol.com | 702-382-1141 | 8<br>4 | Constr., Transp., Non-Profit, Med./Prof., Restaurants, Retail | Computer Consulting, Auditing, Fin. Statements, Tax Planning/Prep., Est./Trust Prep., Bus. Startup Reviews | John Sanford<br>1983<br>1 |
| 29 | Nelson Thorne, CPAs<br>3841 W. Charleston Blvd., Ste. 201, LV 89102<br>DND | 702-878-0588 | 7<br>4 | Gaming, Constr., Healthcare, Retail/Wholesale, Hospitality/Restaurant, Homeowners Assns. | Bookkeeping, Small Bus. Acctng., Audit, Tax Planning/Prep., Bankruptcy Svcs. | Dennis Nelson<br>Patrice Thorne<br>1991 / 2 |
| 30 | Rogers & Halderman Ltd. CPAs<br>1100 E. Sahara Ave., Ste. 106, LV 89104<br>DND | 702-732-4302 | 6<br>2 | Small Business | Monthly Acctng., Bookkeeping, Payroll Svc. | Paul S. Rogers<br>1974<br>1 |

CONTINUED

# Accounting Firms *(Continued)*

## Ranked by Total Nevada Staff

| Rank | Accounting Firm<br>Address<br>E-Mail / Website | Phone | NV Staff<br>CPAs | Industries Served | Accounting Services | Senior NV Exec(s)<br>Year Est. in NV<br>Nevada Offices |
|---|---|---|---|---|---|---|
| 30 | Steven T. Giorgione CPA, Ltd.<br>3910 Pecos-McLeod, Ste. C-100, LV 89121<br>DND | 702-898-2800 | 6<br>2 | Medical/Dental, Legal, Professionals, Small Bus. | Bookkeeping, Compiled Fin. Statements | Steven T. Giorgione<br>1988<br>1 |
| 30 | Widmer & Associates<br>585 Williams Ave., Fallon 89406<br>widmermills.com | 775-423-6024 | 6<br>2 | Agriculture, Casinos, Retail, Constr. | Bus. Setup, Bus. Computer Acctng. | DND<br>DND<br>1 |
| 33 | Gough & Carry, APC<br>4755 Caughlin Pkwy., Ste. A, Reno 89509<br>goughcarry@aol.com | 775-827-8889 | 5<br>2 | Real Estate, Family Bus., Restaurants | Tax Planning, Bus. Structuring, Bookkeeping/Payroll, Tax Prep., IRS Rep., Est. Planning | Greg Gough<br>1993<br>1 |
| 33 | Houldsworth, Russo & Co., PC<br>1909 N. Green Valley Pkwy., Ste. B, Hdn 89014<br>hrcpc.com | 702-269-9992 | 5<br>2 | Mortgage Cos., Non-Profit, Constr. | Fin./Compliance Audits, Bookkeeping, All Taxes, Reviews, Compilations | Bonnie Houldsworth<br>1986<br>1 |
| 33 | John C. Cowee, CPA<br>13 Affonso Dr., Ste. D, Carson City 89706<br>DND | 775-246-3215 | 5<br>1 | Small Bus., Constr., Real Estate, Individuals-Gen. Public, Retail/Wholesale | Tax Prep./Planning, Bus. Fin. Statements, Mgmt. Advisory Svcs., Forensic Acctng., Acctng. Sys. Design | John C. Cowee, CPA<br>1980<br>1 |
| 36 | Barbara C. Burrer, CPA<br>8086 Wishing Well, LV 89123<br>burrercpa@lvcm.com | 702-361-2600 | 4<br>1 | Constr., Conv. Stores, Real Estate, Professionals, Investment Cos., Retail | Review, Compilation, Monthly Bookkeeping, QuickBooks Cleanup, Payroll Calculation | Barbara C. Burrer, CPA<br>1981<br>1 |
| 36 | Lentz-Lentz CPAs<br>375 Vassar St., Reno 89502<br>lentz-lentz.com | 775-323-1990 | 4<br>3 | Real Estate, All Forms/Bus. | Full Svc. | DND<br>1981<br>2 |
| 38 | Curtis E. Olhauser, CPA<br>1325 Airmotive Way, Ste. 276, Reno 89502<br>ceocpa2@aol.com | 775-786-2555 | 3<br>1 | Constr., Personal Svcs. | Tax Return Prep., Fin. Statements | Curtis E. Olhauser, CPA<br>1991<br>1 |
| 38 | Kemp Burdick CPAs & Advisors<br>590 W. Mesquite Blvd., Ste. 201, Mesquite 89027<br>Kbhhnevada@sisna.com | 702-346-3462 | 3<br>1 | Constr., Gaming, Real Estate, Healthcare, Local Govt., Retail | Tax Planning, Internal Audit Replacements, Compilations/Reviews, Audits, Bookkeeping/Payroll, Consulting | Mark E. Tichner, CPA<br>1996<br>1 |
| 40 | Mary K. Mangione, CPA<br>114 S. Division St., Carson City 89703<br>mkm2121@aol.com | 775-884-2121 | 2<br>1 | Small Bus., Contractors | QuickBooks Support, Litigation Support, Tax, Consulting | Mary K. Mangione, CPA<br>DND<br>DND |
| 41 | Bruce L. Cable, CPA<br>298 Kingsbury Grade, Stateline 89449<br>brucecable@jps.net | 775-588-9050 | 1<br>1 | Variety of Small Mom-and-Pop Bus. | Bookkeeping/Writeup, Payroll, Compiled Fin. Statements | Bruce L. Cable, CPA<br>1991<br>1 |
| N/A | Complete Business Services<br>4270 S. Decatur Blvd., B-4 Ste. 109, LV 89103<br>DND | 702-968-8040 | DND<br>DND | Small Bus., Corps. | Incorps., Fin. Reporting, Tax Consulting/Prep., Notary | DND<br>DND<br>DND |

*DND = Did not disclose*

BOOK NBJ OF LISTS 01-00 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.


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## Nevada district office of SBA sets lending records

A record 461 loans and $132 million in U.S. Small Business Administratiom guaranteed capital was loaned to Nevada small business owners in fiscal year 1999 (October 1, 1998 to September 30, 1999). "Every year the Nevada SBA helps more people realize their dream of starting or expanding a small business," said Jerry Stephens, deputy district director of the SBA's Nevada district office. "This year was no exception, with a 6.5 percent increase in the number of loans made to Nevadans and a 5.6 percent increase in the amount of money loaned to small business owners to build buildings, buy equipment, purchase supplies and hire workers." In Nevada, the SBA's loan volume has more than doubled in the last 10 years.

## Margaret Rose Assisted Living Center expands

Margaret Rose Assisted Living Center in Las Vegas expanded its facility to include apartments for senior independent living. Nineteen units adjacent to the main building have been completely renovated, and provide the option of taking advantage of such Margaret Rose services as main dining room meals. Caretaking staff is available at all times at the center, an 88-room assisted-living facility that has positioned itself to address the needs of medium income seniors.

## Community Bank opens Summerlin branch

Community Bank of Nevada opened its first Summerlin branch, increasing the bank's total number of active Southern Nevada branches to three. The 9,200-square-foot branch is located at 7676 West Lake Mead Boulevard, and offers two drive-through windows, one drive-through ATM window, four teller windows and a merchant window. Branch customers can also access a full range of banking products, including checking accounts, investment accounts and consumer, commercial and real estate loans. Also situated in the Summerlin branch are the bank's real estate lending, marketing, retail services and note departments.

## Southwest Gas customers now number more than 1.25 million

Southwest Gas Corp. recently reached the 1,250,000 million mark in the number of customers it serves, a number that includes 370,000 customers in Southern Nevada. For the last six years, the company has experienced a 5 percent annual growth rate, more than triple the national average. "Southwest's dramatic growth rate can best be put into perspective by considering it took the company 64 years to reach one million customers, and only four more years to add an additional 250,000 customers," said Warren Rustad, Southern Nevada division vice president.

## IT Strategies awarded Henderson land development contract

IT Strategies International Corp. was awarded a contract with the city of ➤

## Name change between Lucky, Albertson's complete

*Albertson's, Inc. completed a name change for more than 400 Lucky stores in California and Las Vegas. The grocery stores have assumed the Albertson's name, in the process making Albertson's the largest supermarket brand name in California and one of the largest nationally. Along with the name change announcement, Albertson's publicized the establishment of its Best Neighbor Policy, in which the company plans to contribute about $25 million annually to various programs to help improve the health and well being of the communities it serves. The first Las Vegas recipients of $5,000 checks included the Salvation Army, the Nevada Association of Latin Americans, the Healthy Family Project, Variety Day Care Home and the Philippine Chamber of Commerce.*

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Henderson for work on the city's one-stop Development Center, a facility designed to provide a convenient source for Henderson residents and developers to obtain building permits. The objective of the one-year project is to integrate the city of Henderson's current land development and permit systems with new software provided by KIVA Development Management Solutions. IT Strategies, a Las Vegas-based computer consulting firm, will work on GAP analysis and all the necessary data conversions to make sure the new system matches the city's needs. Once completed, the system will automate the project review, permit and inspection processes, eliminating the need to visit several city offices during the permit process.

## Las Vegas cost of living up in October

The overall Las Vegas cost of living rose 0.3 percent in October, compared to a 0.2 percent increase nationally, according to the First Security Las Vegas Area Cost of Living Report. Spurring the increase were local transportation costs, which rose 2.8 percent. The rest of the nation saw a 0.5 percent increase in transportation costs. In addition to transportation costs, rises in the cost of dining out, clothing and other goods and services offset decreases in groceries and housing expenses.

## Swamp Rhino Advertising merges with top Hawaiian firm

Swamp Rhino Advertising in Las Vegas merged with Starr Seigle Communications (SSC), the largest marketing firm in Hawaii. Swamp Rhino Advertising and its public relations division, SRPR, will now operate as Swamp Rhino Advertising and SRPR, a division of Starr Seigle Communications. Owners of the two agencies say the merger enhances the resources, technologies and creative capabilities of both companies. Their offices in Honolulu and Las Vegas will continue to operate independently and will retain their own employees. Last year, SSC also announced its affiliation with Young & Rubicam San Francisco, a division of the nation's largest advertising agency.

## Philips Supper House changes ownership, begins renovation

Philips Supper House, a popular Las Vegas restaurant for more than 21 years, will soon undergo extensive renovations under the new ownership of Martin W. Herbert *(above)*. Herbert dropped "supper house" from the name of the eatery to reflect expansion of its dining options to lunchtime. Restaurant renovations will include an upgraded and expanded bar and new wall coverings, flooring, lighting fixtures and upholstery in the dining area. The restaurant will also feature original artwork on the walls, all for sale, and lithographs from Miro, Chagall, Calder, Whistler and Warhol.

## Carpet Barn launches carpet cleaning division

Las Vegas-based Carpet Barn, Inc. the largest floor covering retailer in Nevada, expanded its full-service carpet cleaning division. The expanded division, Carpet Barn Carpet Cleaning, provides carpet and upholstery cleaning, carpet and vinyl repair, grout cleaning and sealing and water damage restoration for residential and commercial clients. Carpet Barn Carpet Cleaning has earned the Institute of Inspection, Cleaning and Restoration certification (IICRC). The division also offers 24-hour flood service with a guaranteed one-hour response time.

# Business Indicators

## ANALYSIS

September brought a pleasant surprise – a large jump in Nevada's gaming revenue collections. The state of Nevada posted a 23.17 percent gain in September's gross gaming revenue collections measured over the same month a year ago. Southern Nevada (Clark County) experienced a terrific month, recording a 29.45 percent increase.

Northern Nevada (Washoe County), on the other hand, did not show a similar pattern. Reno's gaming revenue grew at a more measured 4.72 percent rate. All in all, one month's activity, though highly welcomed for the recently increased capacity of the Nevada tourism sector, does not establish a trend. Slower and more modest growth rates are expected in the months ahead.

Taxable sales collections for August complemented the strong growth in gaming revenue, although collections grew at smaller rates. Sales tax collections grew at 6.77 percent (state of Nevada), 8.35 percent (Clark County), and 4.72 percent (Washoe County) in August.

With inflation remaining in check – the consumer price index is increasing at about 2.5 percent during 1999-sales adjusted for inflation continue to grow at a steady rate. U.S. retail sales collections, though reported for September, were up 10.49 percent. Thus, confident consumers remain the backbone of the current expansion.

As Nevada indicators point to strength, the indicators of other western states are more mixed, with the exception of California, which has returned from the economic doldrums of the early 1990s, and Hawaii, which has perhaps begun to recover from the sharp decline that has hampered its tourism-based economy for some time.

The recovery of Asian economies has relieved the Federal Reserve (Fed) of supporting international financial markets. At its November Federal Open Market Committee, the federal funds rate, the rate that banks charge each other for overnight borrowing, and the discount rate, the rate that member banks pay the Fed for discounting loans, were increased. These two key rates have now returned to previous levels before the Asian financial crisis occurred. In short, the Fed now finds it easier to focus more on domestic issues.

Forecasting the direction and future policy actions of the Fed remains a speculative endeavor, but as the next presidential election nears, the Fed will want to avoid policy changes that might be reported as signals, either correctly or not, before an election. Thus, one might speculate if the Fed makes changes, it is likely to occur sooner than later. In the meantime, overall economic performance, both nationally and in Nevada remains at high levels.

*Keith Schwer, UNLV Cemter for Business and Economic Research*

| | DATE | LATEST PERIOD | PREVIOUS PERIOD | YEAR AGO | YEARLY % CHG |
|---|---|---|---|---|---|
| **UNEMPLOYMENT** | | | | | |
| Nevada | 09/99 | 4.1 | 4.3 | 3.9 | 5.13 |
| Las Vegas MSA | 09/99 | 4.4 | 4.5 | 4.0 | 10.00 |
| Reno MSA | 09/99 | 2.8 | 3.0 | 3.2 | -12.50 |
| U.S. (SEASONALLY ADJUSTED) | 10/99 | 4.1 | 4.2 | 4.5 | -8.89 |
| **RETAIL ACTIVITY** | | | | | |
| Nevada Taxable Sales ($ 000) | 08/99 | 2,369,123 | 2,303,629 | 2,218,983 | 6.77 |
| Clark County | 08/99 | 1,654,410 | 1,584,737 | 1,526,917 | 8.35 |
| Washoe County | 08/99 | 406,527 | 404,267 | 387,855 | 4.81 |
| U.S. Retail Sales ($ MILLION) | 09/99 | 253,431 | 253,136 | 229,361 | 10.49 |
| **GROSS GAMING REVENUE** | | | | | |
| Nevada ($) | 09/99 | 819,557,629 | 762,821,573 | 665,403,577 | 23.17 |
| Clark County | 09/99 | 655,590,308 | 592,234,569 | 506,429,946 | 29.45 |
| Washoe County | 09/99 | 98,229,327 | 101,182,081 | 93,798,274 | 4.72 |
| **CONSTRUCTION ACTIVITY** | | | | | |
| Las Vegas Area Permits | | | | | |
| New Residences | 2Q99 | 5,640 | 5,205 | 5,879 | -4.07 |
| New Commercial | 2Q99 | 279 | 263 | 296 | -5.74 |
| Reno Area Permits | | | | | |
| New Residences | 2Q99 | 877 | 666 | 953 | -7.97 |
| U.S. | | | | | |
| Housing Starts (000) | 09/99 | 1,618 | 1,672 | 1,576 | 2.66 |
| Total Construction ($ BILLION) | 09/99 | 700,114 | 696,784 | 672,053 | 4.18 |
| **HOUSING SALES** | | | | | |
| U.S. Home Sales (000) | 09/99 | 811 | 930 | 861 | -5.81 |
| **TRANSPORTATION** | | | | | |
| Total Passengers (3) | | | | | |
| McCarran Int. Airport, LV | 3Q99 | 8,713,041 | 8,433,790 | 7,529,705 | 15.72 |
| Reno/Tahoe Int. Airport | 3Q99 | 1,613,988 | 1,550,252 | 1,702,192 | -5.18 |
| State Taxable Gasoline Sales (GALS) | 08/99 | 82,453,031 | 82,195,537 | 80,020,386 | 3.04 |
| **POPULATION ESTIMATES** | | | | | |
| Nevada | 07/98 | 1,852,650 | | 1,779,850 | 4.09 |
| Clark County | 07/98 | 1,255,200 | | 1,192,200 | 5.28 |
| Washoe County | 07/98 | 311,350 | | 308,700 | 0.86 |
| **NATIONAL ECONOMY** | | | | | |
| Consumer Price Index (4) | 09/99 | 167.90 | 167.10 | 163.60 | 2.63 |
| Money Supply–M1 ($ BILLION) | 09/99 | 1,093.40 | 1,102.40 | 1,074.70 | 1.74 |
| Prime Rate | 10/99 | 8.25 | 8.25 | 8.12 | 1.60 |
| Three-Month U.S. T-Bill | 10/99 | 4.88 | 4.73 | 4.08 | 19.61 |
| Gross Domestic Product ($ BILLION) | 3Q99 | 9,276.30 | 9,146.20 | 8,797.90 | 5.44 |

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

First Person

# PATTY WADE Owner, Wade Development

## *Industrial developer looks toward a residential future*

**What's on the plate for your company in the coming year?**

We have some very exciting projects on some very hot burners. We're continuing development at our 5,000-acre Nevada Pacific Industrial Park in Fernley. We have commitments on 3.5 million square feet at the park, with commitments on several million more square feet pending. Some of these commitments are in the million-square-foot range and involve name-brand companies. Also, three manufacturers with hundreds of thousands of square feet of space will be going in, so we'll have several large buildings under construction in the coming year.

**What are some of the new companies coming online this year at Nevada Pacific?**

Trident Industries, a copper-tubing manufacturer, is coming in. They'll hire about 100 people to start and will grow very rapidly. We're also building an expansion warehouse for Trex, our newest manufacturer.

**You've acquired almost 3,000 acres in Dayton. What are your plans for that property?**

We have a very exciting master plan called Lakes at Dayton Valley Country Club, which will include numerous developments and have a look similar to that of Scottsdale. A lot of people in Nevada associate us with industrial development, but Wade Development actually started as a residential master planner in California. With the property in Dayton, we're building a true master plan about 10 miles east of Carson City. It has an award-winning PGA qualifying Arnold Palmer course. We'll also build a minimum of 2,300 lots. They'll be very nice homes – we have some top builders coming in – and they'll start in the $115,000 price range and go up to $1 million. There'll be an active adult component of about 1,800 units, and a second golf course is planned to accompany that neighborhood. Twelve to 15 model homes will be ready mid-Spring. Overall, the master plan will be very affordable for its amenities, which will include a community center with a pool and tennis courts, a luxury RV resort, 18 lakes, a gated entrance, the Dayton Valley Airport, which we own, and the Dayton Valley Business Park.

**Talk a little bit more about the Dayton Valley Business Park.**

The park has 250 acres to develop. Several companies are already in, including Amway, Sherwin Williams, Bruce Industries and Sylvan Light Bulbs. We're also working fast and furiously on a high-tech center, for which we are working with several companies from Silicon Valley.

**Do you have plans to acquire additional land in Nevada?**

We have some deals in the works, but they're the kinds of things we can't talk about until they're done. The deals have to meet tough criteria; we see 15 deals a month, and 14 don't make sense to us. We also have a deal we're considering that's out-of-state.

**What are your predictions for the health of commercial real estate in Northern Nevada in the coming year?**

I think we're going to continue our very healthy environment. That's one of the reasons we were attracted to Nevada in the first place. I won't say the state is recession-proof. But if you study markets as thoroughly as we do, you'd see that during the two national recessions over the last two decades, Nevada didn't really see major fluctuations in its economy. It's really been a steady market, even through recessionary times. We're recession-resistant, partly because of our pro-business government, and partly because of the strong economy statewide.

**Is there anything about Nevada's business community that you'd change if you had the chance?**

I'd like to see us be more aggressive in the company recruiting process. I'd like to see a statewide, concerted effort on the part of private industry, including companies like ours, to pursue businesses in a manner where they just can't say no. Our attractiveness as a state for business has allowed many of our business and government leaders to be reactive to inquiries rather than taking a proactive stance in bringing businesses here. Also, I think it's critical that we continue to enhance our labor skill set so we can compete with the most coveted companies nationwide.

**What about our state do you think not enough businesses outside of Nevada know? Is there anything your clients new to the state are continually surprised to learn?**

Many of the companies we work with are very surprised once they get to know the state. But that surprise goes back to whether we're effectively selling our virtues. The general perception of Western Nevada is that of a place that is gambling-based. Most prospective new firms don't understand the quality of life here, the level of sophistication we have. They don't realize the cultural events we have. This is a darn good place to work and live. We don't sell that well enough. We could enhance our success by bettering those perceptions, and reaching out to other communities so they understand the depth of what we have to offer.

# preview the future

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Tuesday, January 25, 2000 / Thomas & Mack Center

7:30am - 8:30am / Free networking breakfast, exhibits open

8:30am - 11:55am / Preview 2000 program

11:55am / Exhibits remain open

### Tickets

$50 in advance for members of the Las Vegas Chamber of Commerce and the Nevada Development Authority

$70 for non-members and day of the event

Tickets available now at the Las Vegas Chamber of Commerce Visitor Center, 3720 Howard Hughes Parkway or at the Thomas & Mack Center ticket office.

Orders received before January 7 will be mailed starting the week of January 3rd. After January 7, tickets must be purchased at the Las Vegas Chamber of Commerce or the Thomas & Mack Center.

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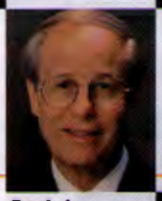
## speakers

Jim Robbins, President and CEO of Cox Communications, Inc.

Richard Lee, Director of Public Relations, First American Title Company of Nevada



Frank J. Fahrenkopf, Jr., President and CEO of the American Gaming Association

Wayne Hulzenga, Chairman, Republic Industries, and founder, Blockbuster Entertainment Corporation

Professor Keith R. Schwer, Director of UNLV's Center for Business and Economic Research

Dr. Carol C. Harter, President of UNLV, Las Vegas

Professor Donald Marinelli, Co-director of the Entertainment Technology Center, Carnegie Mellon University

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