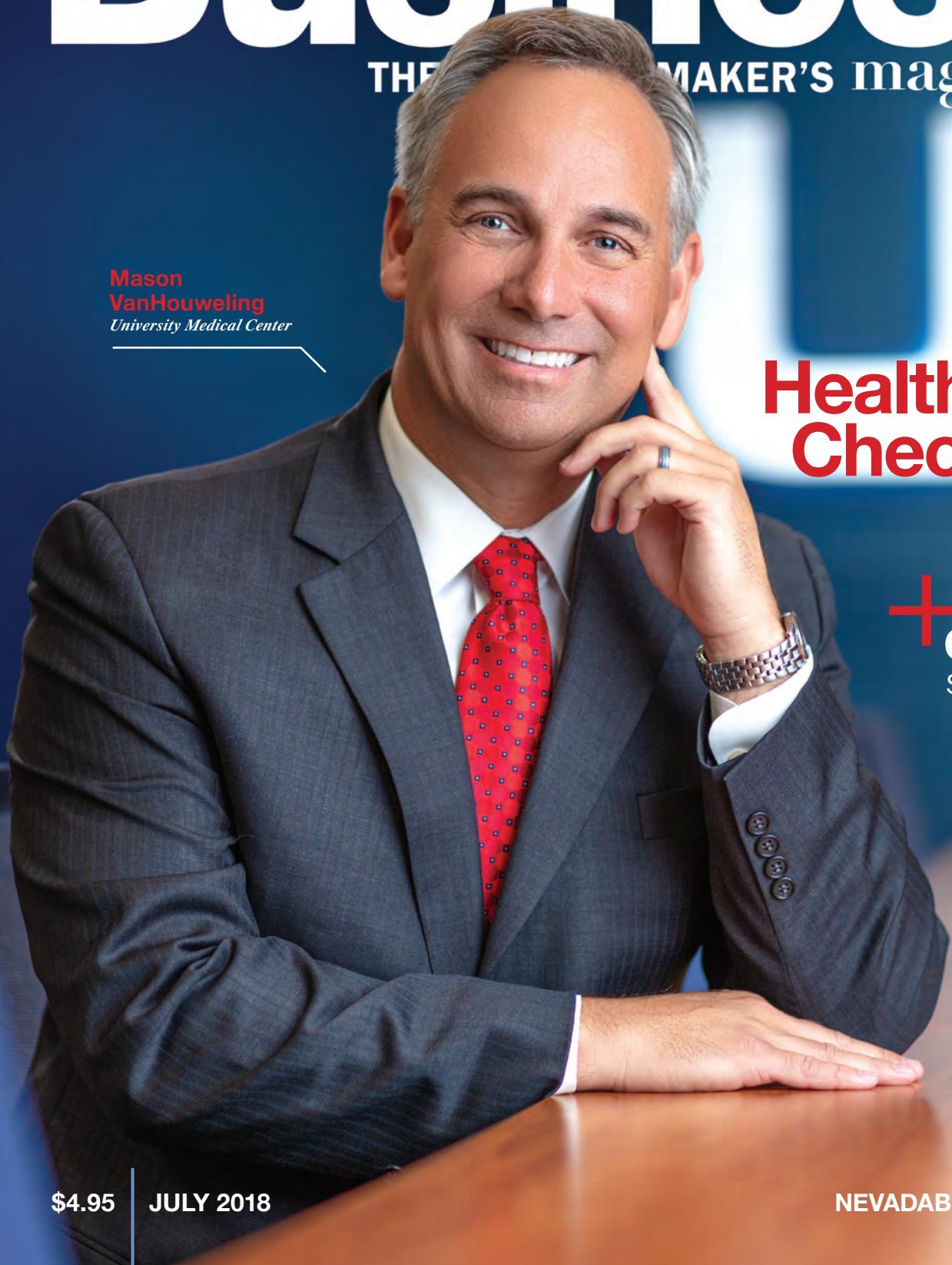


# Nevada Business

THE LEADER MAKER'S magazine

Mason  
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## Healthcare Check-Up

p8

+ CCIM p25  
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## > > The Commentary

# Theft Through Paperwork SOS Filings and Business Fraud

For the past several years, and for as little as \$150, you too could own the business of your dreams. Of course, you'll need to steal it and, if you're caught, it's a felony violation. However, the possibility of arrest for a category-C felony hasn't deterred criminals who contact Nevada's Secretary of State's (SOS) for nefarious reasons. Would-be business thieves, through a simple filing process, can change the ownership and officer information of Nevada-registered businesses, for just a small fee in many cases. From there, criminals can change a business' name, sell property or even borrow against the good credit of a company.

It's a huge issue that has recently come to light. Filing can be changed either online, through the SOS' "Silver Flume" program, which was instituted by former Secretary Ross Miller in 2012, or via paperwork submitted to the office. According to an article published by the *Las Vegas Review Journal* last month, the SOS received as many as 173 complaints about fake filings from 2015 to 2017, but only in one case did they find fraud. In 35 other cases, the secretary's office corrected records or ended investigations when they didn't receive a response to inquiries from possible scammers. And, another 46 complaints were dismissed because the victim knew the potential fraudster.

I reached out to Secretary of State Barbra Cegavske to find out what her office is doing to combat fraud. An official statement sent to the *Review Journal* in response to the articles published on this topic indicated that, while the Secretary of State takes the filing of false or forged documents very seriously, the agency's function is, "mainly ministerial, similar to that of a county clerk or recorder." The statement added that office has no statutory authority to "verify the validity of information contained in the filings or the identity of those filing at the time of the filing."

When asked for what, specifically, Cegavske would be doing to fix this issue, her agency responded with the following:

"The Secretary of State is in the midst of a 2-plus-year project to replace and modernize its aging commercial recordings systems. In addition to updating to new technology, we are enhancing the notification and monitoring capabilities where customers can elect to receive electronic notifications when a change is made to an entity on file with our office. Customers will also be able to order online copies of records so they may immediately review documents filed. We will continue to work with the Nevada Registered Agents Association, the Business Law Section of the State Bar Association, legislators and other interested parties to identify further system and process enhancements that benefit Nevada businesses and minimize (prevent) fraudulent filings."

In the past, legislators have been reluctant to give the SOS too much investigatory power because many feel it can be a barrier to commerce. While we want to ensure that Nevada remains business-friendly we also must protect those businesses from theft so simple, a child could easily do it.

**CALL TO ACTION:** This is a huge issue that must be addressed immediately. Reach out to your legislators and demand that they find a balance between pro-business needs and protecting those same businesses. For those concerned about fraud for their own business, the SOS has some advice: opt-in the email notifications and make sure you're actually receiving them, regularly check your business' activity through the website and file a complaint if anything is suspicious.

**2 Chronicles 7:14 (NKJV)** "If my people who are called by My name will humble themselves, and pray and seek My face, and turn from their wicked ways, then I will hear from heaven, and will forgive their sin and heal their land."



## Lyle E. Brennan

Publisher

### COMMENTS

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### By Whose Authority?

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

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**CORRECTION:** The June 2018 edition's Face to Face, which featured Katrina Loftin, incorrectly indicated Ms. Loftin is based in Las Vegas, NV. Ms. Loftin is based in Reno, NV. The editorial team apologizes for this error.



**Dr. Irene Lambiris**  
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# Healthcare Check-Up

A photograph of a hospital hallway. In the foreground, a female nurse in white scrubs and a stethoscope walks towards the camera. To her right, a female patient in blue scrubs walks away from the camera. In the background, another medical professional in blue scrubs is pushing a wheelchair with an elderly patient. The hallway has large windows on the left, a bed on the far left, and a door on the right.

## NEVADA'S HOSPITALS

*By Jennifer Rachel Baumer*

**NEVADA'S** population is growing as new businesses locate in the state, and existing businesses expand. As the population increases, it's also shifting. Along with the rest of the nation, the state's population is aging. At the same time, with the addition of new and startup businesses, millennials are locating within the state. To meet the different needs of varying groups, medical facilities across the state are expanding, new hospitals are being built, innovative technology is being brought in and new methodologies are being put to work.

Every healthcare system is looking for more doctors, and staffing is always a challenge for hospitals, which compete within a small, specific labor pool.

"We're doing everything we can at UMC to help promote the healthcare profession," said Mason VanHouweling, CEO, University Medical Center of Southern Nevada (UMC). "We're a clinical rotation site, doing internships to allow people an opportunity to service and take care of people with healthcare needs. We have nursing shortages and shortages in health informatics individuals and I think we're doing a good job of addressing those shortages."

UMC is the only hospital owned and operated by Clark County and overseen by the Clark County Commission. It's the anchor hospital for the University of Nevada, Las Vegas School of Medicine, and it's doing its part to bring in more physicians.

"Because we're affiliated with [UNLV] School of Medicine, we've got 215 residents and fellows at UMC, and we're striving to keep those doctors in the county after they graduate," said VanHouweling.



Helen  
**Lidholm**

St. Mary's Regional Medical Center

## Changing Population Needs

Doctor shortages aren't specific to Nevada. There's a need for more trained, licensed physicians nationwide.

One way the medical profession is working to meet the needs of more primary care physicians in Nevada is through telemedicine or telehealth.

"UMC is getting involved in telemedicine, to be able to care for patients and bring our skill and high level care to communities that may not have those services," said VanHouweling. "So we're reaching out to other communities, to be able to start the telehealth process, and

provide care to those people who aren't able to actually be on our main campus."

Telemedicine is a big advancement in the medical field and has been growing for the last 40 years. According to VanHouweling, the state has cleared the way, removing barriers for the practice of medicine to happen outside of traditional brick and mortar campuses. Five years ago legislation signed into law made it possible for doctors to establish a physician-patient relationship through telehealth communications, or even in a phone call, instead of insisting on a face-to-face visit.

To meet the needs of the growing population, and the different groups within it, healthcare networks are expanding their facilities.

## Millennials

Like most hospitals, St. Mary's Regional Medical Center continues to grow its primary care providers. Unlike some hospitals, St. Mary's doesn't have capital improvements underway for more buildings or more room for more beds.

"The need for new hospital beds other than new hospitals being built in this community is not what's needed," said Helen Lidholm, CEO. "If you look at many of the new residents, they're working for bigger companies established here and they're millennials. Millennials tend to utilize urgent care as primary care and go to the doctor when they have a sore throat, that kind of thing. We have five locations for our urgent care, and we are expanding the hours there because that really is where the biggest need is for some of the younger folks new to the community."

## Seniors

The other change in the population is the growing number of seniors. As the population ages, hospitals take steps to provide ease of access with care located closer to home. St. Mary's partners with Access to Healthcare, a non-profit that provides transportation for seniors to get to medical appointments, pick

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# CREATING A



## Business Marketing

101

*By Kay Foley*

>> **WHEN** starting a business many think coming up with a name, developing a logo or even crafting a slogan or catchphrase is the extent of branding. The reality is, there is so much more.

"It's a mistake to think, 'My brand is my graphic identity,'" said Flip Wright, executive vice president of strategy and innovation at Wide Awake. "That's a very small part of the overall mix. When people step inside your place of business, what does it look and feel like, how are

they greeted, how are employees dressed? Your brand includes all the experiences people have in their relationships with you. It's what they think about you as an organization and every touch point they have with you."

Mary Ann Mele, chief brand officer at R&R Partners (R&R), explained, "A brand is the relationship between a company and its consumers, an organization and its stakeholders or even a candidate and the voters."

Since marketing experts define branding as establishing and maintaining relationships, a company's graphic identity is only a small component in a never-ending interplay between the business and the people who use its products or services.

How important is branding? According to Jim Gentleman, chief strategy officer at SK+G, "In many cases, branding may be the key point of differentiation when people have so many different commodities to choose from." Therefore, it's important for any organization, even a well-established business, to take a close look at its branding strategy and search for ways to maximize and leverage its relationships with consumers.

## Getting Started

An essential part of any business plan is conducting market research to determine whether it makes financial sense to establish a new enterprise. Who are the chief competitors? What's the target audience? If there's nearby competition where the business will be located – whether it's a bakery, a real estate agency or a dry cleaner – what will set the business apart? The answers to these questions can form the basis of branding strategy.

"The place to start in defining your brand is to determine what your values are," said Gentleman. "What do you stand for? Do you want to be known as the company with the best price, the friendliest employees, the best tasting food, etc.?" Mele calls this process "understanding your truth."

Once this identity crisis is solved, a business owner needs to think about the people who will be involved in the branding relationship. "Understand what your customer's truth is," said Mele. "What is going on in their lives? What do they need? Where the company truth and the consumer truth intersect is the sweet spot where the brand exists."



Flip  
**Wright**  
Wide Awake

Research is the key to finding out a customer's truth. Mele explained helping a client establish a brand starts with

mountains of data that is analyzed and boiled down to arrive at the essence of the brand.

"Simplifying is the hardest thing we do in the process of branding," she said. "The most important part is throwing out what doesn't matter and keeping only the thing that matters most. If your company can get to that essence – one word surrounded by five or six core values that

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Fifteen years ago, R&R boiled down its data to arrive at the essence of the Las Vegas brand for their client, the Las Vegas Convention and Visitors Authority (LVCVA). The brand they developed was "adult freedom," which came to life in their iconic "What Happens in Vegas, Stays in Vegas" campaign.

"For our Las Vegas tourism campaign, we market Las Vegas as the ultimate escape, the antidote to stress and routine," Mele said. "We're saying, 'We give you permission to have fun, we empower you, we welcome you.'"

The power of this brand is evidenced by the fact that R&R's campaign has survived 15 years of changing demographics and economic ups and downs, and remains as relevant and successful as ever.



Mary Ann  
Mele  
R&R Partners

The Abbi Agency recently used research to help the City of Henderson rebrand its economic development agency. The firm set up several focus groups to find out people's perceptions of Henderson, and to determine if they would want to start a small business there. The focus group feedback showed that a common perception for Henderson, especially among young people, was that it was a place people go to retire, rather than a place for dynamic or young businesses and entrepreneurs.

Armed with those research findings, the agency was able to tailor its rebranding efforts to position the city as an energetic, forward-thinking community.

## Changing Landscapes

Once a company has decided on a brand that reflects its core values and the message it wants to communicate to the public, the next step is to identify all the places where customers interact with the business: incoming phone calls, store locations, website, use of the product and more. Branding should be consistent throughout all these touch points, and uniform brand messaging must be communicated through all channels, including advertising, public relations and social media.

It's also vital to be true to the brand promise. A store whose brand promise is "quality for less" needs to shop its competitors regularly to make sure customers can't find the same goods cheaper elsewhere. Everyone in the company should know its brand promise and commit to delivering it. If an organization's brand is "great customer service," but people are not greeted by friendly team members committed to helping them, its marketing money has been wasted.

The basics of branding have remained the same for many years, but the way brands are communicated has changed dramatically over the past couple of decades, primarily because of the digital revolution, starting with the internet and moving on to social media.

"Getting your message out today is a lot more complicated than it was when you only had print, radio, TV and outdoor," said Mele, who has been in the business for nearly 40 years. "Technology changes create new opportunities, but that also means you have to educate

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# Your Resource for Affordable Health Insurance

Nevada Health Link is the online exchange operated by Nevada's Silver State Health Insurance Exchange (Exchange). Year-over-year Nevada Health Link has successfully connected Nevada consumers to affordable health insurance despite significant challenges.

## Benefitting Nevadans—the Proof is in the Numbers

Nevada Health Link has succeeded in reducing the underinsured and uninsured gap by vetting and offering qualified health plans (QHPs) through the Affordable Care Act (ACA).

Over 82% of the Exchange's 91,000 consumers receive financial assistance to help pay their monthly premiums, but many Nevadans who qualify for subsidy assistance don't use it. Using innovative and strategic marketing plans, the Exchange aims to educate uninsured Nevadans about low-cost and zero premium plans available. In fact, subsidy-eligible Nevadans pay an average of \$151 per month for their premium after subsidies are applied).

Annual growth in enrollment demonstrates the return on investment the Nevada Health Link yields from its efforts.

States that rely on the federal government to operate their exchange saw an average decrease in enrollment of 5.5% for plan year 2018 whereas Nevada Health Link saw an increase of 2%. The Nevada Exchange is entirely self-funded and is able to operate successfully while keeping fees lower than the federally facilitated exchange. According to Executive Director, Heather Korbulic: "Through the Exchange's prudent fiscal planning and projections, both Nevada consumers and insurance carriers can have confidence in the operations of the Exchange evidenced by the stability of our rates."

## What's Ahead

Nevada Health Link currently operates as a state-based marketplace utilizing HealthCare.gov for eligibility, enrollment, and some consumer assistance services. The fees to use HealthCare.gov are set to

increase to a level that will adversely impact the Exchange's continued fiscal solvency. The Exchange has therefore begun to seek private technology and consumer assistance platforms which will offer a net cost savings to Nevada versus continued use of HealthCare.gov's platform. "The Exchange is seeking proven and demonstrated products that will not only offer budget savings, but will also provide an improved user experience for consumers, insurance carriers, brokers, and non-profit partners," said Korbulic.

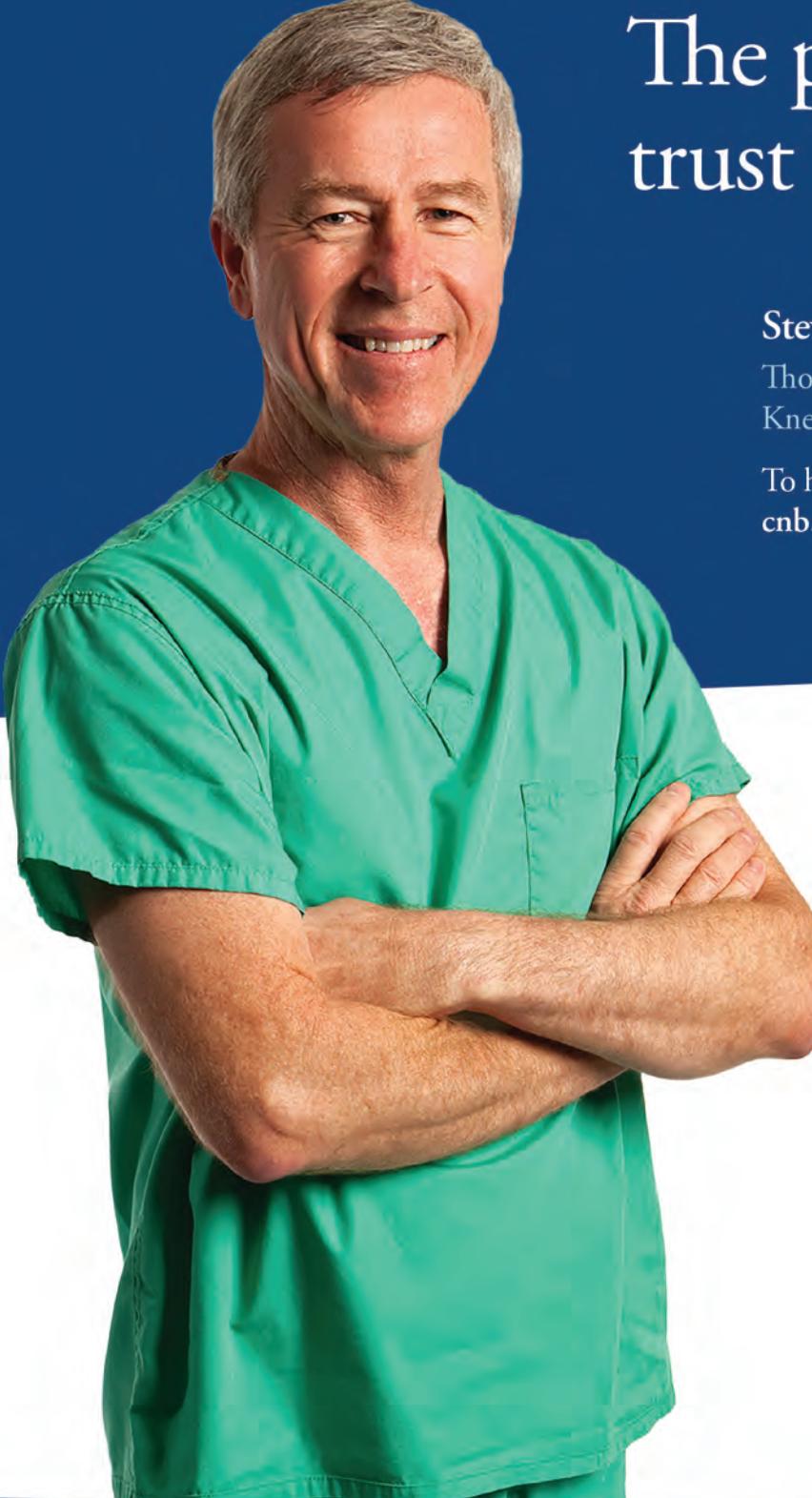
Despite on-going federal turbulence in the healthcare landscape, the Exchange remains diligently focused. Exchange staff work directly with state-wide partners and other state-based exchanges to gather insight, streamline best practices, and find efficiencies in an effort to continually stabilize health insurance premiums for Nevada Health Link enrollees.



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**F**rom volatile elections to legislative issues, public servants face a myriad of challenges when it comes to doing their jobs. To gain a little insight into work of a public servant, *Nevada Business Magazine* recently had a group of Nevada's elected officials gather at the Las Vegas office of City National Bank. Held less than a week before Nevada's primary elections, officials discussed everything from term limits to voter engagement. Their discussion was recorded and a condensed version is included in the following pages.

Connie Brennan, publisher and CEO of *Nevada Business Magazine*, served as moderator for the event. The magazine's monthly roundtables bring together leaders to discuss issues relevant to their industries.

## IS IT A CHALLENGE TO GET QUALITY CANDIDATES TO RUN FOR OFFICE?

**MARK HUTCHISON:** I think there's a lot of people who could serve the state of Nevada and the municipalities and the country very well who aren't serving and should seriously consider serving.

**DAN SCHWARTZ:** We hold the public sector above the private sector and getting people is a tough, tough job.

**TYRONE THOMPSON:** If they've gone through issues with law enforcement, in social services, business practices, those are voices we need at the table. Sometimes how we get really great public officials is when one topic has affected their life and they said, "I want to be a change agent for that."

**SCOTT HAMMOND:** The biggest challenge is managing time as a public servant. There's a hardship that happens with every family. You have to be able to balance your time. The whole family has to commit to public service, to giving back.

## ARE CONSTITUENTS ENGAGING ENOUGH IN POLITICS?

**RON KNECHT:** There's a thing called "rational ignorance". The idea [behind it] is, everybody has so many demands on their time, soccer games, family, church, business, etcetera, you can't do everything you'd like to. You have to very sensibly say, "What am I going to focus on?" The question for the average citizen becomes, "How much will I get out of

focusing on this? If I spend time on this, will I have any impact?" And, if they won't, it's very rational that they'll say, "Okay, I'll spend time on the things I can have an impact on."

**HUTCHISON:** When we're in the middle of a primary election, what's the turnout going to be? [It's going to be] 20 or 25 percent. If voters participated more in primaries and said, "We don't want partisanship. We want people who are solvers and are reaching across the aisle and getting things done. That's who we're voting for in primaries." [That would create] a different system and a different result in politics.

**THOMPSON:** I think we have constituents that don't understand the systems. It's incumbent upon us to educate them, to make them feel comfortable. [Even] if it's not even us physically, but someone from our teams.

**CRESENT HARDY:** This is a citizen government, people have an obligation to look beyond just what [an elected official] is telling them.

**SCHWARTZ:** It's not so much that people are lazy, they don't care. They're apathetic.

**HUTCHISON:** I think people expect their government to go do the right thing and then they go take care of their private life. I don't think they say, "I just don't care about that. I'm going to ignore it." I think [they say], "I've got to take the kids to the soccer game." Everybody's going to say [politics] should be important enough. I agree with that. It should also be important enough to exercise and not smoke. It should be important enough to do a lot of things that are good for us as people. Is it because we're apathetic about our health or is it because we get tied up in other areas? I think we need to be more engaged, but I don't know if it's always just apathy.

## HOW IMPORTANT ARE TERM LIMITS FOR PUBLIC SERVANTS?

**HAMMOND:** I believe in term limits but I think that, sometimes, the term limits are self-imposed. You only have a certain amount of energy and time that you can give and you

do your best. I'm sometimes torn because there's things I need to be doing with my family, but also things I need to be doing for my constituency. When public servants find that balance, then you have really good public servants. They can give everything they need to. When you have that sweet spot, you're not going to be in public service too long. You've got to give and then get out.

**HUTCHISON:** I'm a big believer in term limits. If George Washington did it, it's good enough for him, there's nobody that's not good enough for. There's a real challenge in terms of, some don't want to serve in public service because people have served for 30 years and suck the oxygen out of the room. [They may think] special interests are going to give them the money because they're the incumbents. As leaders, there's also a need to go back and do what's even more important and that is to serve your family and communities outside of politics.

**THOMPSON:** I was a double public servant at one time because I worked through Clark County and I was a state legislature. It came to a point where I had to decide how I wanted to do this balance and I actually retired early. I made that decision within myself because I wanted to continue to be a more accessible public servant.

## IS THE GOVERNING PROCESS TRANSPARENT?

**KNECHT:** Absolutely not and I'll give you just one example. The Public Employees' Retirement System doesn't want anybody to see any numbers or facts. They hide all of it in their actuary's office. Dan (Schwartz) and I went to talk to them. They basically will do anything they can to evade any kind of scrutiny and to evade having the public know. They just want you to believe that it's all good and it's all taken care of. They may be the worst, but they're not the only. **MOISES DENIS:** I think there's a lot of things that are very transparent in the things we



do. It seems like we get some new thing and somebody wants a new audit done on something that we've done 40 times and we've got the information a million ways, right? Part of it is also political. Why do they want the information? To make a good decision or do they want it on their next campaign poster? Some people are leery, especially when trying to attract business and just trying to get things done.

**SCHWARTZ:** There was an article in the paper [recently] on the new land Las Vegas wants to add to its development plans. And there was absolutely no discussion of this plan. For some reason the leaders of this state, and maybe they have reasons best known to them, do not trust the public or the voters to make intelligent decisions.

**THOMPSON:** I think we have to commit to communicating with our constituency. Whether that's with newsletters, knocking on doors, a campaign or going to where people are and have those tough conversations at times and tell them, "This is what I know." When you build relationships with people, they're going to say, "You know what, I feel like Tyrone is telling me what he does know." And I think that's a part of it we have to take ownership of.

**SCHWARTZ:** But if we're not given this information, whether it's Faraday Future, whether it's the stadium, whether it's the public land of the new development plan, how can we make thoughtful, intelligent decisions? And why is it that people do not disclose this information?

**KNECHT:** I ran for controller specifically to exercise the statutory charge to provide transparency and accountability to the public. That's what we've been doing and it's a real challenge. It's a lot of work. It's time away from the family.

## HOW DOES MISINFORMATION AFFECT HOW THE PUBLIC VIEWS THOSE IN ELECTED OFFICE?

**HARDY:** I found out after my first term I was getting full-time insurance benefits for the rest of my life. I was getting retirement benefits for the rest of my life and all of these other benefits for serving one term, at least that's what I was told. It couldn't be further from the truth, but it's a narrative you hear, in the press, even. People just want to believe what they want to hear and hear what they believe.

**HAMMOND:** For many years I was teaching at the same time as I was a state senator, and I got different perspectives. Some people, I would knock on their door and they would say things like, "Oh, you guys have so much money and so much time" or "You have a staff. Just put your staff on this and get it done." I also had teenage [students] who would ask me questions all the time. Their understanding was, "You have a super sexy job." Oh yeah, it's really sexy. Nobody knows who I am. I walk around free of any harassment. I go home, take out the garbage. And, I had a young one at home, I was changing poopy diapers. There's nothing super sexy about it. It's public service.

**KNECHT:** Before becoming controller, I spent eight years on the Board of Regents.

One of my colleagues told the story that one of his wife's friends said, when he got elected to the Board of Regents, "You people really hit the big time now." [My colleague's] wife asked her, "How much do you think he makes on the board?" She responded saying, "Oh, \$600 thousand a year or something." You know how much we made on the Board of Regents? [We

made] \$80 per meeting day. When I would get my income tax form, it had something just over a \$1,000 to \$1,500 a year.

**HAMMOND:** When you talk about this, you can't really go into detail with people because you don't want their sympathy. You're doing it because you want to serve. I was a teacher and not making a lot of money and every time I go up to the legis-



lative session and take a leave of absence, I actually lost money. I can't talk about that because people are just going to go, "Well, that's what you asked for." Which is absolutely true.

**DENIS:** We have a lot of people that moved here from other places where perhaps they have a full-time legislature that have staffs. People always compare us to Texas. They meet every other year. They have full staffs, they get full salaries. And then they come here and, "Well, you can tell your staff." If we say, "We don't have staff," they just think we're not telling the truth.

## WHAT KIND OF PARTISAN DIVIDE EXISTS IN NEVADA?

**DENIS:** I would say probably 95 percent of everything we do, we vote in unison. Anything highly controversial is probably not going to make it out of committee or even to committee. For the majority of the things we do, we work together to come to a consensus on what's best for Nevada. But, there are things we're just not going to agree on. We try to figure out if there is a way to compromise, and if there isn't then that's where the partisanship comes in.

**KNECHT:** That's been my experience too, both in legislature, on the board and as controller. I think it's important to say the 90/10 rule applies. The 90 percent stuff we all agree on goes through real easy. Everybody knows I'm a limited-government, conservative and when people on the other side took over this time we didn't have trouble working with anybody at all. We came, sat respectfully, I showed up even when I was pushing a walker and I think some of the committee chairs appreciated that. What I see in partisanship is not between Democrat and Republican. It's between the limited-government conservatives and the tax-and spend people, people who want to grow government, of both parties.

**HARDY:** My Dad always told me, "You've got two ears and one mouth for a reason." When you listen you may find reasons to soften your views. At the end of the day, you're there at the state level to find solutions for your state. That's what state legislature is about.

**HUTCHISON:** If you're a "limited-government" Republican or you're an "increase public services" Democrat, you're going to clash. But I think the governor has done a very good job in threading that needle oftentimes. Many times it just starts with a tone and the way you address your fellow legislatures or those you are trying to work with. I may not agree, but I respect them as people and we're going to try to work together where we can work together. I think that's some of the challenges we have at the national level. The tone is, I'm not going to call it partisan, I'm just going to call it mean and visceral and just unprofessional.

**DENIS:** I used to think, when I got elected, I could just go over and get Mark to change his belief to what I believe. But we're there because of the beliefs we have and we all have our own beliefs. Where do we find the middle ground that we can find good things that will help Nevadans? In order to move forward as a state, we have to be able to work together. I hope we don't get to the national level where it's getting

really hard to get things done. Here we're still able to work together.

**HARDY:** We just have got to be better listeners. We've got to stop being partisan. We've got to start doing our jobs and stop being such ideologues about where we're headed and guess what? We'll fix things. I think there's good people that can do that and I think that's the direction we need to head.

## IN BRIEF

*According to recent WalletHub surveys, Las Vegas has been ranked amongst the best cities for gamers and hockey fans. The city ranked as the eighth best city overall for gamers and is the 18th best city for hockey fans.*

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# AMERICA'S REVOLUTION

## IT WASN'T ABOUT A TAX OR TARIFF – IT WAS ABOUT CONSENT

*Michael Schaus is communications director for the Nevada Policy Research Institute.*

The America Revolution was not about a tax or tariff. It was about the consent of the governed or, more precisely, the lack thereof.

Many Americans today seem to chalk the revolution up to years of oppressive government from a tyrannical English king. Punitive and unfair taxes, human rights abuses and crippling tariffs — so the simple story goes — led oppressed colonists to rise up and take on the world's strongest military force of the time.

But, how does that jibe with the fact that, at the time of the revolution, American colonists were some of the freest people on the planet? Moreover, the colonists enjoyed some of the highest living standards then imaginable.

Unlike the common folk of Britain itself, the "Americans," as colonists were beginning to be called, enjoyed much autonomy in their domestic affairs, more religious freedom and fewer taxes. They also were largely at liberty to build wealth as they saw fit.

Even then in America, economic standing was largely dependent on one's ingenuity, innovations and hard work — and not on family status.

In this regard, the colonies were already seen as a beacon of freedom for suffering people around the globe and a place to build a new life and pursue one's dreams free from oppressive government.

There was some link, people recognized, between American prosperity and the fact that American colonists were largely free of the burdens carried by British subjects in the old country.

But how did that dynamic operate? After all, despite the prosperity, and low taxes, Americans had a real thirst for independence.

At root, America and Americans — children of the Enlightenment — saw the unacceptable rot within a British government that held itself completely unaccountable to the very people it governed.

As Hamilton Alexander once noted, "A fondness for power is implanted in most men; and it is natural to abuse it, when acquired."

And indeed, the men of Britain's ruling class had certainly acquired such power.

Americans understood that unchecked power is far more dangerous than any single tax, tariff or law could ever be. England was holding over Americans' heads a Sword of Damocles in the form of additional, egregious abuses just waiting to happen.

Parliament and the Crown, holding themselves unaccountable, taught the nation's founders that further offences against America freedom were an inevitability.

So, the American desire for self-government was more than a rebellion against mistreatment. It was a rebellion against the very nature of empirical Europe. It was a demand that government acquire consent from citizens, rather than power over subjects.

That's why the volley fired at the Old North Bridge in Concord, Massachusetts in 1775 was the "shot heard round the world."

It was not merely a group of farmers rising up against the world's largest military machine. No, this was an assembly of individuals willing to stake their very lives on their right to hold their rulers to account.

The revolution crystallized a brave concept for the rest of the world: The sovereignty of the individual.

And this revolutionary view of self-government was contagious. It soon changed the way the entire western world looked at the nature of the common man. Soon, the individual, the citizen, was the true sovereign.

In the following decades, this principle swept the Western world. And not just in politics. From civil rights to economic theory, the supremacy of the individual became the primary beacon for activists, reformists and revolutionaries.

This focus on individual rights — political, economic and civil — has transformed humanity. More than 200 years of unmatched growth in prosperity followed the American Revolution. Looking back we can see that the founders' skepticism of unchecked power has created a world where poverty and suffering are increasingly rare, and the entire civilized world acknowledges the values of liberty and freedom.

And it all began with a handful of relatively free colonists — skeptical about a government that refused to first gain the consent of "we the people."

The American Revolution wasn't really about a tax or a tariff. It was a rebellion against the old world, where kings and unaccountable parliaments made the rules.

Let's make sure, as inheritors of this great nation, we maintain that traditionally American level of intolerance for unchecked government power.

# Face to Face

MOVERS & SHAKERS

“It’s the journey.”

## › MARY BETH SEWALD

President & CEO  
Las Vegas Metro Chamber of Commerce (107 years in Nevada)

Type of Business: Chamber | Hails from: St. Clair, Missouri  
Less than 1 year with company in Nevada | Based in: Las Vegas, NV

### What do you want your legacy to be?

I'd like my legacy to be servant leadership. I would like for people to say I was instrumental in their personal and career growth and that I made a positive difference in their life.

### What is an issue currently facing your industry an outside observer might not be aware of?

An issue facing the chamber, and almost every business, is the ongoing need to be relevant to our members and customers. With ever-changing economic pressures and technology changes, coupled with market changes and the vast options available to our consumers, it is an exhilarating challenge to stay ahead of what our members and customers need from their Las Vegas Metro Chamber of Commerce.

### What was your first job?

[I was a] radio station DJ.

### Who in your life has been instrumental to your success?

My Mother

### What is your motto?

I have several things I like to say, depending on the circumstances. I like to joke and say, “If you’re going to be a bear, be a grizzly.” I’m not sure that’s my motto but it helps remind me to do exactly what Chamber Chairman Mike Bolognini’s motto is, and that is... “Act now, be bold, stay true”. I also live by the phrase, “It’s the journey”. It’s never so much about the destination as it is the journey. That applies to everything, every day and the idea of making every moment count, because every moment is precious and we never get them back.

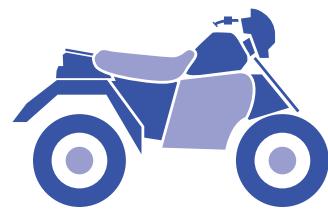
### What was the toughest lesson you've learned in your career?

The toughest lesson was to handle problems before they get out of control. I didn’t realize the severity of a personnel problem and it blew up. It was the hardest time in my career but the best lesson I ever had. Now I am an expert at seeing, predicting and fixing problems before they ever get started.

### What is your favorite thing about living in Nevada?

The diversity of the state. The beauty of Red Rock Canyon, Mount Charleston and Lake Tahoe. The small town rural communities that are rich in ranching and mining traditions and the robust thriving business community and excitement of Las Vegas. Nevada is a get-it-done state, and most people here are very accessible and willing to work together.

## >> Welcome to Nevada



### Axion Corporation

Axion Corporation, a provider of satellite broadband-based entertainment and smart home services, is planning to relocate their headquarters to Northern Nevada. The building will house the company's engineering, manufacturing, distribution and satellite support services. From there, Axion expects to reach the 34 million Americans who are underserved or lack broadband services. The company expects to bring in 205 jobs and \$30.6 million in capital investment to Reno.

### Sephora USA, Inc.

Sephora USA, Inc., a French chain of cosmetics operating in 33 countries worldwide, has announced plans to build a 715,000 square foot facility in Southern Nevada. The project will serve as a new regional distribution center that will ship products to stores and customers located in 11 western states. In addition, the facility will provide 460 jobs over a five year period. The retail company sells beauty products including make-up, skincare, body fragrance, nail color and haircare.

### Polaris Industries, Inc.

Polaris Industries, Inc. designs, engineers, manufactures and markets power sports vehicles worldwide. The company is planning a 500,000-square-foot facility in the greater Reno area. The proposed project will establish the company's first western U.S. distribution center, bringing 64 jobs to and \$47,625,545 in capital investment to Lyon County. In conjunction with direct jobs, the project will also have significant construction-related activities.



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## UNLV Awarded Grant to Advance Personalized Medicine

The University of Nevada, Las Vegas (UNLV) has been awarded an \$11.4 million federal grant from the National Institutes of Health (NIH). The five-year grant will institute a program intended to grow human genetics research and related infrastructure as well as mentor early career professionals in the field. This is the first time UNLV will lead a project funded through the NIH's Center of Biomedical Research Excellence (COBRE) program.

## NV Energy Announces Clean Energy Investments

NV Energy has contracted for over 1,000 megawatts of new renewable energy resources to be built in Nevada. In addition, the company has requested approval to build 100 megawatts of battery energy capacity. The six projects proposed are expected to double renewable energy by 2023. The company estimates the direct investment from the projects will be over \$2 billion and expects about 80 new, long-term, permanent jobs will be created. The projects are slated for completion by 2021.

## Lumina Foundation Designates Las Vegas as a "Talent Hub"

The Lumina Foundation, a private foundation that works to improve access to learning opportunities beyond high school, has designated Las Vegas as one of seven "Talent Hub" communities. The cities earned this designation by meeting rigorous standards for creating environments that attract, retain and cultivate talents. Las Vegas has been granted \$275,000 to support local efforts to increase education beyond high school with the goal of increasing the post-high school attainment level to 60 percent of working-age adults by 2025.

## Greater Nevada Credit Union Awards Scholarships

The Greater Nevada Credit Union (GNCU) has awarded \$56,000 in scholarships to 28 recipients, out of 108 scholarship applications. Each student pursuing post-secondary education in the 2018-2019 school year received \$2,000. The funds can be used for tuition, registration, special classes, laboratory fees, room and board, textbooks or class materials. Since GNCU's scholarship program was implemented in 1999, the credit union has awarded over \$320,000. Scholarships are awarded based on financial need, academic performance, community involvement and educational and career goals.



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# AI TECHNOLOGY IS AFFECTING BUSINESS' ONLINE PRESENCE

## GAIN A COMPETITIVE ADVANTAGE

*Kellen Kautzman is the owner of Send It Rising Internet Marketing.*

This year at Google I/O, the company's annual developers' conference, Google's CEO, Sundar Pichai unveiled a demo of its newly created Artificial Intelligence (AI) Assistant. The demo showcased the program's ability to schedule appointments and reservations. During the presentation, the AI Assistant called two actual small businesses – a salon and a restaurant – and completed entire conversations on the user's behalf. The examples illustrated how the assistant's tone and affectations are spectacularly human-like, and its capability to add conversation nuances like "ums" and "mm-hmms" when appropriate.

In simple terms, Google has created AI that is practically indistinguishable from a human. Can this type of AI revelation affect small businesses now? Impactful AI (machine-learning) may seem a long way off, however, in many ways it is already here. And, it has a tremendous impact on business today through the process Google uses to evaluate and rank websites.

RankBrain, Google's AI which released in 2015, thinks about, and then selects, which local companies receive good rankings, and which it shuns into obscurity. To appease this artificial mind requires business owners and marketers to perceive their online presence from the perspective of an intelligent machine.

Consider this: Google sees and understands the images on a website and social media. Photo recognition might be best understood by looking at the lengths Facebook took to teach its AI technology about images. During development, Facebook researchers and engineers used 3.5 billion Instagram images to achieve an 85.4 percent image recognition accuracy. The effects of Facebook's highly accurate image recognition can correlate to a company's bottom line, as this grants Facebook the ability to further parse demographics for advertisers and target ads with better specificity.

The ideal photo strategy in 2018 should be to choose images that align with the focus of your business, and to do this knowing AI will judge each image. For example, a car accident attorney in Las Vegas would benefit from a picture in front of a Nevada courthouse. A massage therapist would benefit from posting a photo of him or her giving a massage, with his or her face visible.



**Kellen  
Kautzman**

Send It Rising  
Internet Marketing

Stock photos, while relevant, are seen as duplicates. Often these photos have been used tens of thousands of times. Just as Google frowns upon duplicate written content (i.e. plagiarism), we now see image plagiarism having an effect on rankings.

RankBrain goes so far as to measure who calls a website from their smartphone, what keywords were entered to find the company's Google Maps listing, and whether or not they have called before. Therefore, building customer-first relationships and a stellar company culture are pivotal to appease the AI. The way customers are treated is reflected in the data AI uses to pass judgement.

Imagine a customer likes a Facebook post, subsequently Google searches the business, calls from their cell phone, remains on the line for two minutes, then requests driving directions to the business. Google is watching each of the moments along this path. The AI knows whether the customer requests directions, calls or revisits the website, and uses this information to help determine relevance.

Video is another helpful element to feed AI. Once a video is uploaded to YouTube, closed captions are auto-generated, which demonstrates that YouTube can decipher language. Written content, which has always been key to growing a business on the Internet, now also includes every word spoken into videos uploaded to YouTube. So, a YouTube video that includes 1,000 spoken words makes that post a 1,000-word blog. And if the AI's image recognition is already accurately identifying faces in photos, we can assume it is also being deployed on video. The location, people, and content of a business' videos are all being "seen" by the AI.

To succeed in the AI age, businesses must be conscious of the effect their online content can have, both from human and artificial perspectives. Utilizing unique imagery and videos with your marketing strategies are key components. As AI continues to develop we will move into an increasingly sci-fi world of robots who can fool us into thinking they are people. It's the job of businesses to convince current AI of their relevance, while remaining human and authentic for customers and clients. Remain current, original and available. Both the machines and people will appreciate it.



# GAME ON

The Business  
of Sports in  
Nevada

Next month, *Nevada Business Magazine* will launch a new sports section featuring the business aspect of the sporting industry.

Led by former professional hockey player, Brian Nugent, *Game On* will provide readers with exclusive sports content.

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## NEVADA HEALTHCARE STATS\* | AT A GLANCE

### SOUTHERN NEVADA

#### University Medical Center

- Adding 18 beds to the emergency department
- Adding 12 beds to the patient care lounge

#### Valley Health System

- Seven hospitals in Southern Nevada
- Summerlin Hospital: 485 beds, new medical/surgical unit for cancer patients
- Valley Hospital: 306 beds, new 18 bed medical/surgical unit
- Henderson Hospital: Opening 130 bed Neonatal Intensive Care Unit summer 2018

#### Sunrise Hospital and Medical center

- Busiest emergency department in the state
- Largest acute care facility and Level II Trauma Center
- 690 beds and 3,000 physicians

\* This is not a comprehensive list as some of Nevada's healthcare systems did not participate.

### NORTHERN NEVADA

#### St. Mary's Regional Medical Center

- 380 beds, acute care hospital
- Center for Cancer, a cardiology program dedicated to long-term wellness
- Comprehensive Stroke and Neurovascular program

#### Carson Tahoe Medical Center

- 240 beds, acute care hospital
- 27 beds for long-term care
- Typically runs at 80 to 85 percent capacity

#### Northern Nevada Medical Center

- 108 private beds
- A subsidiary of Universal Health Services, Inc.
- Expanding original location and building a new facility in South Reno

◀ CONTINUED FROM PAGE 10

up prescriptions, go shopping for food and to meet other transportation needs.

They're also resurrecting the senior emergency room, implementing changes to make it easier for seniors to navigate with lowered lighting, step stools to get up onto gurneys, and everything in the rooms larger and easier to see, like clocks with bigger faces.

### Children

Most hospitals have dedicated pediatric wards. Located in Southern Nevada, Sunrise Hospital's is the largest and most comprehensive in Nevada, and works in partnership with Children's Heart Center of Nevada to provide pediatric cardiovascular services for children.

"We provide all the interventional cardiology, all the open heart and surgical repairs on children in the entire region," said

Todd Sklamberg, CEO, Sunrise Hospital and Medical Center.

### Construction Ahead

Healthcare networks are expanding to meet general and specific population needs.

In the last 12 months UMC added three outpatient sites in Southern Nevada, and are looking at further exploration of their primary and urgent care offerings in the community, said VanHouweling.

Multiple sites for urgent care and primary care clinics mean that access to medical care can be located closer to home.

Sunrise Hospital recently initiated a \$130 million expansion for Sunrise Hospital and Sunrise Children's Hospital to include approximately 250,000 square feet of new clinical space. As the state's largest provider of emergency care services, there's a need to expand the emergency room, adding 72 additional beds, bringing capacity to 762 beds. The emergency room will move into the new tower expansion, and the children's emergency room will expand.

Sunrise will also expand with a dedicated pediatric cardiovascular ICU with 14 beds, which is set to open summer 2018.

UMC is also in the midst of master planning its hospital campus for the next 20 to 30 years.

"We're looking at bed expansion, growing with the city and the county. As the population grows, our market share has been growing at a good pace. We're adding beds to the emergency department and the main hospital," said VanHouweling.

In the North, Northern Nevada Medical Center (NNMC) is the only hospital in Washoe County with 100 percent private beds, and the first to achieve gold seal approval certificates for hip, knee and back pain, and advanced certifications in lower extremities. The only hospital in Sparks, NNMC is in the process of building a second hospital in South Reno, at McCarran and Longley.

"We need to grow with the market," said Alan Olive, CEO, NNMC. "The market is growing busier, and we're 48th in the nation in primary care physicians [per capita]. We'll be expanding that dramatically, providing



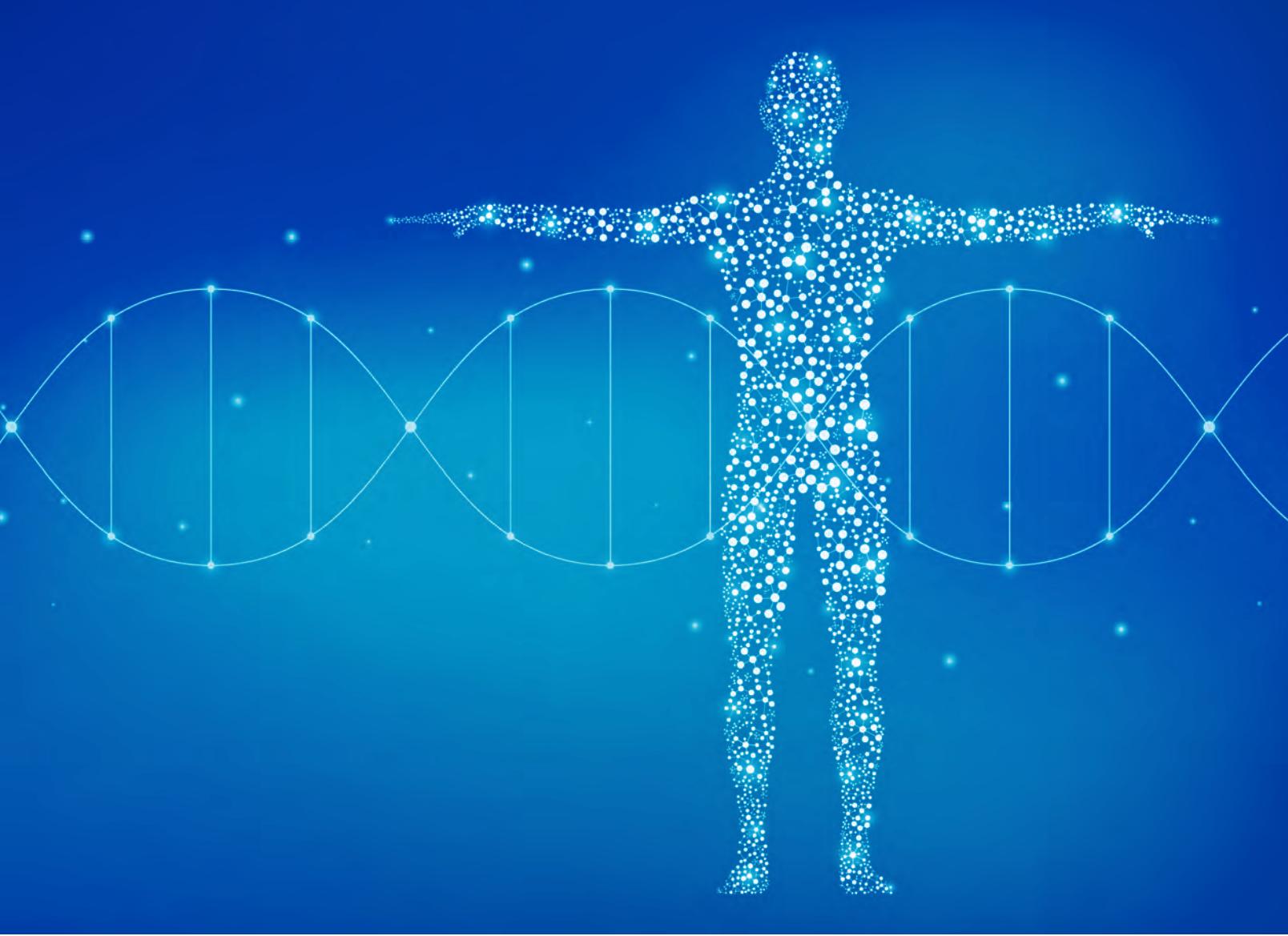
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## NEW AND IMPROVED

Technology across the board is exploding and technology in healthcare is no exception, both in medical and surgical applications and in IT infrastructure.

UMC has invested heavily in technology, including a state-of-the-art electronic health records system called EPIC. In addition, the hospital recently introduced the state's first and only pediatric robotic surgery program. UMC is also using the ExcelsiusGPS robotic guidance and navigation platform to perform minimally invasive spine surgery. And, 3 Tesla (3T) MRI technology, which provides higher-quality imaging of soft tissue structures will be introduced soon.

At St. Mary's new technology is changing the way things are done and changing the physical landscaping of healthcare facilities, said Lidholm. Some of the new technology in use includes the Transcatheter Aortic Valve Replacement (TAVR), a minimally invasive procedure to replace narrowed aortic valves, which essentially means open heart surgery doesn't have to come with cracked open ribs anymore.

In addition to robotic surgical technology and various types of telemedicine-related technology, Northern Nevada Medical Center is also looking into new applications of pharmacogenetics, the branch of pharmacology that studies the effect of genetic factors on reactions to various medications. It's not new but it hasn't been in use much in Nevada. "It tailors the use of pharmaceuticals to the genetics of a person based on that person's DNA," said Olive. "It's a better way to administer medication."

Sunrise Hospital's CT scanner is among the most advanced technology in Southern Nevada and allows doctors to take video CT images in a matter of seconds rather than minutes.

"That may not sound significant, but it allows us to have the most pristine and clear CT images possible while reducing radiation exposure, and reducing the need for anesthesia in children," Sklamborg said.

more resources, a new hospital to address the growth and give people more options for private beds, new technologies and new locations."

In addition to the new hospital, NNMC is expanding the existing hospital.

"It's will be more of an interior expansion versus a new wing," said Olive. "That will be phase one, adding operating room capacity as well as patient room capacity, all private rooms again, and provide additional resources for our facility as we consider next steps."

Rather than a need for more beds, what Lidholm sees is a need for inpatient psychiatric resources.

"We are adding to our already existing service line an inpatient psychiatric unit that will be for adults and geriatric disease, and we are planning to open that in a few weeks," said Lidholm in late May. The 24-bed unit is a resource the community needs.

In addition to the new St. Mary's psychiatric center, there's a freestanding psychiatric

hospital, Reno Behavioral Health, that opened in April, owned by Universal Health. According to Lidholm, there's the state mental hospital, Northern Nevada Adult Mental Health, which has difficulty keeping itself staffed because the pay scale can't compete with hospitals that aren't state-run. The recent closure of a community triage center and mental health clinic for Native Americans with severe mental illness left the community with fewer options for treatment.

"The biggest need in our area overall is behavioral health, mental health, because, as we lose the ability to discharge patients with good outpatient follow-up, it makes it more and more difficult to send patients out and be confident that they are going to continue to receive care," said Lidholm. "We see that in our emergency room on a daily basis, where we're holding anywhere from 12 to 18 patients who are medically cleared but they need a mental health consult and follow-up in the community and that's where we're lack-

ing. So that's our biggest need, along with continued access to care for the uninsured and under-insured, because they're here and we need to make sure that we provide care for them."

Lidholm added, "If you look at what's changed and what's closed, even though we are adding 24 beds in inpatient psychiatric unit, it's not enough to fit everything that's closed and that's just this year."

Twelve years ago Carson Tahoe Regional Medical Center moved from a small building to a much larger, completely new campus near downtown Carson City.

"It was, and still is, the largest construction project in Carson City," said Ed Epperson, president, CEO. "We still manage that facility as part of our system and do our psychiatric inpatient there and also long-term acute care, and a lot of outpatient services."

A year and a half ago the older campus became home to a crisis triage treatment

center for patients and people with behavior health issues and they've ensured it's well-known in the community.

"The Sheriff knows, the community knows, the ambulance folks know, the patients know," said Epperson. "It's a better alternative than occupying an emergency department bed, which is a national crisis."

The facility is open 24/7 and takes the pressure off the emergency department because psychiatric patients occupy beds longer than strictly medical patients. Added to that, they don't receive the right treatment in ER, because ER doctors aren't psychiatrists, explained Epperson. The facility is continuously in use and, a year and a half after opening, Carson Tahoe is looking at what it will take to expand.

## Trending: Mini Hospitals

Nationwide, mini or micro hospitals are designed as freestanding emergency rooms with beds, or micro hospitals that can offer inpatient services. There's some question as to whether or not the trend will catch on in Nevada.

"It's an interesting trend, and it will be interesting to see how successful they really are," said Lidholm. The challenge, she said, is that most function on the idea of a freestanding emergency room with beds, and for patients coming from outside the region, there's a need to have credentialed physicians on staff, including specialties such as cardiology, not just ER doctors.

"As a health system, our goal is to provide care as close to home in the most expert environment possible," said Sklamberg. Southern Hills Hospital, which is part of Hospital Corporation of America, the same as Sunrise, has introduced a hospital-based freestanding emergency department off West Desert Inn Road and Fort Apache Road in Las Vegas, which allows expert emergency care to be provided in an environment close to home for many residents.

"We have not, as a health system or as Sunrise Hospital, embarked on mini or micro

hospitals," said Sklamberg. "We believe the provision of inpatient care is best provided in acute care facilities that have access to all the necessary sub-specialties and equipment to ensure the highest outcomes and quality."

"We're seeing some growth in neighborhood hospitals in our community," said VanHouweling. "Dignity Health has done a good job of providing their services on a smaller scale."

Dignity Health, which operates three acute-care hospitals in Southern Nevada, refers to the smaller facilities as neighborhood hospitals and has opened several in recent years. Some believe that, for lower income patients and seniors, adding healthcare closer to home makes access easier.

"The challenges [to mini-hospitals] are there's a lot of transfers from those types



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of situations to larger hospitals," said Oive. "That just doesn't fit into our model at this point."

## It's All About People

In addition to the ongoing shortage of physicians, hospitals have to find qualified staff, with every facility competing with every other facility for a limited number of people.

St. Mary's recently gave out longevity awards to team members who had been on staff for 30, 35 and 40 years. "You come to St. Mary's, you stay at St. Mary's," Lidholm said. "I believe it's the culture of caring we have that makes people want to stay, even if someone across the street pays a couple more bucks."

"While I wouldn't say we have any shortages per se, we do have to continuously recruit to be able to fill clinical positions," said Epperson; that's in addition to the physician shortage. "One indicator for hospitals, for how well they're filling their staff positions is how much use they have



**Ed Epperson**

Carson Tahoe Regional Medical Center

of traveler or short-term staff. We aren't using any and haven't for a while, so we're doing pretty well, but that's because of nonstop work."

Access to healthcare is critical for a healthy population, but access can be difficult in Nevada, which ranks 50th in the United States for physicians per capita, and has a critical need of nurses and psychiatrists. To continue to grow and provide quality care, recruitment of physicians is mandatory. Without enough internship and residency opportunities, medical school graduates will leave the state.

"Data shows if a student goes to medical school in the state and has residency

opportunities in the state, there's a greater than 80 percent likelihood they'll remain in the state," said Sklamborg. So there has been significant commitment by the state of Nevada to help fund graduate medical education, including at Mountain View and Southern Hills Hospitals in the Hospital Corporation of America system, which have expanded their residency opportunities.

It's clear hospitals are significant contributors to their state and local economies. They're generally one of the largest employers in a community. In Southern Nevada, UMC has an impact on the economy with 8,567 jobs and a total economic output of \$1.18 billion including net operating revenues. In addition, in the past five years, St. Mary's has paid more than \$17 million in taxes and provided more than 2,500 jobs in Northern Nevada. Improving recruitment opportunities and quality of care to support the hospital system is important for the state moving forward.



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**Entrepreneurs and business owners may know all about their own industry, but if they lack experience in branding, there's plenty of opportunity for error.**

**Below are what experts see as business' biggest mistake when it comes to branding.**

**Mary Ann Mele, R&R Partners:** "The biggest mistake people make is not stopping long enough to really define what their brand is. The second mistake is thinking that a brand is a product, a logo or a tagline. It's so much more than that."

**Jim Gentleman, SK+G:** "[Businesses make a mistake] trying to be like somebody else. Don't mimic what they do. [It's also a mistake to] try and be something to everybody, when people have different tastes, preferences and desires. The most successful brands meet a specific need. Not delivering on your brand promise [is also a mistake]. This involves not only delivery of the product or service but also follow-up afterwards."

**Abbi Whitaker, The Abbi Agency:** "It's a big mistake to skimp on research. For any brand campaign, you should have some type of research. Pay attention to online review sites like Yelp. What you like may not be what your potential customers like."

**Flip Wright, Wide Awake:** "The biggest mistake is not spending the time it takes to really define why what you do or sell is better than your competition. Many business owners don't take the time to think through their brand because they're so eager to just get down to business."

◀ CONTINUED FROM PAGE 14

everyone involved and the learning curve has been amazing. In the last 30 years we've moved from communicating to the masses to developing a piece of communication that follows you around on different digital platforms. Another thing about tech is that it's now both push and pull – you not only send your message out, but you also receive feedback in return."

Wright encourages his clients to pay attention to online reviews and social

media. "Some of my clients have frustrations with online review sites because they're often negative, but they also present an opportunity to get real-time feedback about where your product or service might be missing the mark, allowing you to make it better," he said. "Reviewers may even mention something valuable or positive about your product that you hadn't been leveraging. Listening to feedback and acting accordingly is the sign of a very in-tune business owner."

## Social Shifts

Besides the technological changes that have taken place over the last decades, social changes have created new branding opportunities and challenges. Consumers have grown to expect brands will do something for society at large, so cause marketing or purpose-based mar-

keting is another way to stand out from the competition.

Abbi Whitaker, co-founder and president of The Abbi Agency, noted, "The millennial audience is more likely to do business with a company they believe is giving back to their community, so we sometimes build a campaign around cause marketing."

She mentioned Toms Shoes as a classic example. The company has achieved great success by advertising that for every pair of shoes sold, it donates a pair to a child in need. Some companies tap into



Jim  
Gentleman  
SK+G



Abbi  
Whitaker  
The Abbi Agency

concerns for the environment by advertising zero-landfill factories or low-waste packaging. Restaurants and food suppliers promote free-range poultry or ethical sourcing of coffee beans.

"The challenge is not just saying it, but doing it," warned Whitaker. "Make sure you do what you say and deliver on your promise, or you'll be exposed quickly. You have to be authentic. If not, people will sniff you out." One of the dangers of being exposed is that it's likely to go viral, erasing any good will a company may have built up.

Another way to engage with prospective customers is to align a brand with its community, whether it's sponsoring a Little League team, partnering with a local non-profit or having employees volunteer at community events. One organization that has achieved success through its

community efforts is the Vegas Golden Knights.

SK+G provided creative and media services to help the Knights launch their brand. "It was important to communicate that the team was of Vegas and from Vegas. They didn't move here from another city," said Gentleman. "They've done a tremendous job embracing the community. After the October 1 tragedy, the team became a source of pride, recovery and healing."

The Knights also focus on off-ice experiences, working with local schools and charities, and their foundation raises funds for charitable giving by holding raffles at each home game.

## Ask an Expert

With the ever-changing tech landscape, and the need to keep up with

social and demographic changes, it's important to ask for help with branding, especially when first starting out.

"It's good to get an outside perspective," said Wright. "An impartial observer may be able to tell you that your messaging is not that unique or that your brand lacks broad appeal. If you can't afford a marketing firm to help you, at least enlist some people you trust to give you their unbiased opinions."

Mele concluded, "The world is changing so fast that very few businesses are not at some kind of crossroads. The amount of pressure on CEOs and their executive teams is monumental. Find someone to guide you in branding. You need a specialist to help you stay current with what's going on in the outside landscape, while you're concentrating on building your business."



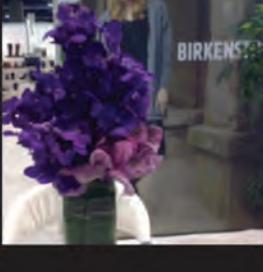












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# BUILDING NEVADA

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Nevada  
**Business**  
THE DECISION MAKER'S magazine

Photo By Digiman Studio

# BALANCING THE BOOM

## HOW UTILITIES STRIVE TO KEEP UP WITH DEVELOPERS

*By John Seelmeyer*

**NEVADA'S** utility providers, facing a wave of requests from developers who need water, power and natural gas service for their projects, increasingly rely on digital solutions to help move applications along.

At the same time, utilities emphasize one of the oldest strategies in the book to reduce the possibilities of delay. They encourage development teams to meet face-to-face with utility engineering staffs as early in the process as possible. Problems often can be solved easily if they're identified early, utility engineers say. Problems that crop up later may require expensive, lengthy solutions.

Utility providers say they're busy these days with requests for service from developers in Las Vegas, Reno and outlying areas, and developers universally want to get their projects moving quickly.

### Staffing Growth

"It's busy on both ends of the state, and everyone is in a hurry nowadays," said Jeff Brigger, director of business development in the economic development unit of NV Energy. NV Energy has added staff and, what Brigger called, "a significant amount of contractor resources" to handle the upsurge.

"Many times developers ask if we need to just hire more people to satisfy all the work. They are understanding when

I explain that, in many areas, employees already work extended days and weekends in addition to the high volume of work that's contracted out," he said.

It's not just new projects creating more work for employees of the state's largest electric utility. Pressure also comes from shifts in the way power is generated and distributed.

In the next year, for instance, NV Energy will add three engineers, as well as new planning techniques, to strengthen its analysis of the growing use of distributed energy resources on its grid. Distributed energy resources — which range from energy-efficiency systems to solar generation — often are proposed by developers seeking to capture incentives as well as long-term savings in utility costs.



Doa  
Meade

Las Vegas Valley  
Water District

### Digital Advancements

Technology, too, helps utilities meet developers' hopes for speedy approval.

Digital systems have empowered the engineering service staff at Las Vegas Valley Water District (LVVWD), for instance, to meet what the district calls a "4-1-1" program for timely approval of service application. Doa Meade, engineering services manager for LVVWD said the program calls for turnaround of initial review of applications within four weeks, turnaround of revised applications within one week and turnaround of final approval within a week.

Despite the surge of applications that's accompanying new development, Meade said the water district staff is able to meet those standards.

During 2017, it took an average of less than four weeks — 18.6 working days, to be precise — to review 744 new applications. Revised applications (which totaled 2,336)



Ramon  
**Abueg**  
Valley Electric Association

took an average of 5.7 days and final approvals (which totaled 846 during the year) took an average of 4.22 days.

"We're trying," said Meade. "We're really trying."

Technology helps. The district's engineering submissions are digitized, allowing for multiple reviews which can be conducted simultaneously. No longer does one review await the completion of another.

A results-oriented management philosophy helps, too.

"Our staff is empowered to get things done," explained Meade. "They stay in touch with the developers' engineers in real time to resolve questions quickly."

### Meeting Early

Among the ways developers and their engineers can move projects through the process quickly is investment of time early in the process.

"We strongly encourage a pre-submittal meeting," said Meade. That meeting gets water district staff up to speed on a proposal and allows potential problems to be identified and resolved before the application itself is submitted.

Information about sanitary sewers and storm sewers on the site are particularly critical, the water district engineering chief says. That information will influence decisions about water service. Failure to provide that information up front might mean that a water service plan has to be re-worked later on.

In some cases, Meade said, meetings with water district staff members even earlier can pay benefits.

In fact, a developer looking at a piece of land, no matter how small, might want to

talk with district engineers about potential water service issues long before closing on the purchase. An urban redevelopment site, for instance, might provide limited space for the installation of water-related infrastructure, and those questions may need to be resolved before the purchase is completed.

Valley Electric Association (VEA), the Pahrump-based cooperative that serves more than 6,800 square miles in Southern Nevada and small parts of California, also seeks to meet as early as possible with developers, said Ramon Abueg, the cooperative's chief operating officer. That way VEA staff can work with the developer to create conceptual plans to serve the development.

In that process, the architect for the developer defines the requirements for electric service and estimates the property's consumption of electricity. From there, Abueg explained, VEA's engineering staff can design the service infrastructure — the transformers, cables, electric panels — needed to get electric service to the property.

The costs vary, depending on the amount of infrastructure the cooperative needs to build and the distance of the property from existing power lines. One cost, however, is small. Applicants pay \$10 to become a member of the cooperative.

"Common stumbling blocks could be incomplete applications or, in some instances, being unable to execute right-of-way easements from adjacent properties," said Abueg.

By getting an early start, VEA can meet its goal of completing energy infrastructure before the developer's go-live schedule, added Abueg.

It's not just electric service that's designed by the VEA team. Through its subsidiary, Valley Communications Association, the cooperative also provides high-speed broadband service to commercial developers.



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Shortridge is a native Nevadan and graduated from the University of Nevada, Reno with a master's degree in business administration. As a resident of Las Vegas for the past 14 years, he enjoys giving back to the community, and currently serves on the Board of Directors for the Boys & Girls Clubs of Southern Nevada.

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## Partnering with Developers

Brigger added that early meetings with developers sometimes create opportunities to improve the marketability of new real estate projects. For instance, utility executives often provide information about financial incentives for energy efficiency and use of renewable energy sources to developers — information that developers can share with the companies that are the end users of new buildings.

"We can help developers close deals with their customers," Brigger says. "We want to be a strong partner with the development community."

In its initial discovery sessions, NV Energy works with developers to get an overview of the project and its energy requirements. The utility also provides materials that detail application and construction requirements.

"That initial conversation is vital for us to understand the scope of the project and the project's timeline," says Brigger.

The state's Public Utilities Commission (PUC) establishes the rules that determine what parts of the costs of new service are to be paid by the developer and what parts are to be paid by the utility.

## The Waiting Game

For all of the good intentions of utility providers, the complexity of the approvals process sometimes leaves developers waiting.

"We are responsible only for a small part of this. There are a lot of utilities and agencies involved," said Scott Estes, director of systems planning and engineering for Truckee Meadows Water Authority (TMWA), which serves the Reno-Sparks metropolitan area.

TMWA's agreement to provide water is necessary before the Washoe Health District will give its approval to a building permit application. Estes explained that,

because of this, savvy developers get water service in place before they file for a building permit. That doesn't always happen and some building permits get hung up as a result.

TMWA's goal is 30-day turnaround of at least three-quarters of the applications it receives, and 60-day turnaround on all applications. ("Turnaround" is the time between the receipt of a completed application for new construction and review of engineering documents.) Despite the upsurge in development, TMWA has managed to maintain an approximately 10-day turnaround, Estes said.

When developers begin working with TMWA, they pay a \$300 application fee as well as fees to cover the costs of engineering and health department reviews, inspections and installation of meters. Developers also face a set of connection fees designed to ensure that the demands of growth pay their own way. Those fees, Estes said, help recoup the costs of the water treatment, storage and delivery infrastructure that's needed to serve new development.

For developers in the Reno-Sparks area, however, the costs and paperwork involved with an application for TMWA service is only a small part of the process of getting water service to a project. The purchase of water rights is a bigger requirement.

A court decree in 1944 established the number of water rights available in the Truckee River system. No new water rights can be created.

That means a developer must purchase water rights for a project on the open mar-

ket, often buying water rights that once served agricultural land and converting them for use in urban developments.

At last count, about 45,000 acre-feet of water — enough to serve roughly 90,000 homes — remain to be converted from agricultural to urban uses in the Truckee River area.

The price of water rights sold on the open market in Northern Nevada varies widely, depending on the type of rights and their limitations, explained Chris Facque, water rights manager at Farr West Engineering in Reno.

A commonly used yardstick maintained by TMWA is currently set at about \$7,000 an acre-foot, roughly the amount of water needed to serve two homes. That compares with rates as high as \$35,000 in the boom year of 2006 — and it's up a bit from the low of \$5,500 in 2009.

The cost of water rights themselves is only part of the equation, Facque notes. Developers need to factor in time — and the costs related to time — to ensure water rights are properly permitted.

## Attention to Detail

The most important factor in speeding applications along, utility executives say, is careful attention to application details and the underlying rules. Even a few square feet of inappropriately placed grass can slow things down.

Las Vegas Water District engineers, for instance, encourage residential developers to pay close attention to their planned use of turf in common areas. While a limited amount of turf is allowed in community spaces where it can be used for recreation, the district's engineers often encounter plans that include turf on medians in the middle of busy streets — hardly a place for children to play. If turf isn't used appropriately, developers face delays to redraw plans — and new construction reaches the market more slowly.



Scott  
Estes

Truckee Meadows  
Water Authority

# healthcareheroes2018

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# RETAIL SUMMARY

## FIRST QUARTER 2018

### NORTHERN NEVADA

By NAI Alliance

The Reno/Sparks retail market saw continued improvements in the first quarter of 2018. The total gross absorption was 141,799 square feet during the quarter with 31 tenants opening stores. The largest tenant opening was the 40,000 square foot Burlington in the Legends Center.

Net absorption was a healthy 95,159 square feet. The overall retail vacancy rate in the market is 13.1 percent, down from 13.5 percent the previous quarter. The anchor vacancy rate is 13.4 percent and the line shop vacancy rate is 12.7 percent.

There were 46,640 square feet of space vacated during the quarter from 16 tenants. The largest space vacated during the quarter came from the closing of Famous Footwear in the Sparks Crossing in Spanish Springs which was approximately 7,020 square feet.

Retail investment sales continue at a healthy clip in Reno/Sparks with numerous transactions in the first quarter. Two of the more notable transactions include the sale of the Mira Loma Shopping Center, anchored by Scolari's, at a 7 percent cap rate for \$16,350,000 or approximately \$160 per square foot. The other sale was the Shops at Bartley Ranch, an unanchored shopping center, for \$5.1 million or approximately \$148 per square foot.

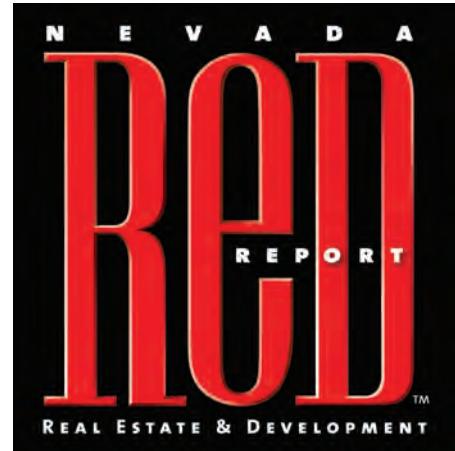
### SOUTHERN NEVADA

By Logic Commercial Real Estate

In the first quarter of 2018, the Las Vegas Valley retail market experienced both expansion and stabilization, as well as closure from a few major retailers. The current vacancy rate is 6.8 percent, 20 basis point higher than last quarter. The average lease rates were \$1.48 per square foot, triple net. The lease rate for power centers was \$1.55 per square foot, community centers were at \$1.30 per square foot, neighborhood centers were at \$1.40 per square foot and strip centers were at \$1.25 per square foot.

The current average sale price is about \$180 per square foot, although that number changes dramatically depending on the submarket. The cap rate is 7.1 percent. In the first quarter, 2.4 million square feet traded, 0.7 million square feet more than Q1, 2017.

There was 157,000 square feet of projects delivered in the first quarter with 400,000 square feet still under construction and 1.9 million square feet planned. Significant projects include Mountains Edge Marketplace, a 130,000 square feet community center, a 500,000 square feet power center being developed along St. Rose with Costco as its anchor retailer and a 165,000 square foot community center anchored by Galaxy Theater in the Southwest. There are a couple new development projects specifically targeting diverse ethnic demographics located in the Chinatown area, west of the 15 Freeway.



### BC

#### Sale, Multi-Family

**ADDRESS** 110 Ville Dr., 89005  
**BUYER** OM Sun Property LLC  
**SELLER** HPY Holdings, LLC  
**DETAILS** 70 units; \$45,000 per unit  
**APN** 186-04-501-003  
**SELLER REP** Brett S. Beck of Virtus Commercial

### E

#### Sale, Multi-Family

**ADDRESS** 7055 Lake Mead Blvd., 89156  
**BUYER** OpenPath Investment, LLC  
**SELLER** Sundance Bay  
**DETAILS** 304 units; \$101,151 per unit  
**APN** 140-23-203-001  
**SELLER REP** Brian Anderson and Angela Powers of Berkadia

#### Lease, Industrial

**ADDRESS** 4405 Colton Ave., Suite 101-103, 89115  
**TENANT** Supreme Baller Univer-City LLC  
**LANDLORD** Colton Business Park  
**DETAILS** 9,600 SF; \$317,568 for 5 years  
**TENANT REP** Century 21 Americana  
**LANDLORD REP** Sun Commercial Real Estate

#### Lease, Industrial

**ADDRESS** 4490 Nexus Wy., 89115  
**TENANT** Art Guild of Philadelphia, Inc.  
**LANDLORD** GLP US Management, LLC  
**DETAILS** 87,007 SF; \$2,494,433 for 62 months  
**LANDLORD REP** Kevin Higgins, SIOR, of CBRE, Inc.

H

## Sale, Office

**ADDRESS** 405-429 Max Crt., 89011  
**BUYER** RSA Avanti Max LLC  
**SELLER** Dragon and Phoenix Comm, LLC  
**DETAILS** 39,313 SF; \$2.7 million  
**APN** 178-01-413-003  
**SELLER REP** Lisa Hauger and Timothy Erickson of Sun Commercial Real Estate

N

## Sale, Retail

**ADDRESS** 6400 & 6454 Sky Point Dr., 89131  
**BUYER** Centennial Crossroads LLC  
**SELLER** Excel Centennial LLC  
**DETAILS** 105,414 SF; \$21.5 million  
**APN** 125-21-813-002  
**BUYER REP** Al Twainy, CCIM and Amelia Henry of Colliers International

## Sale, Multi-Family

**ADDRESS** 412 Monroe Ave., 89106  
**BUYER** Hugo Holdings, LLC  
**SELLER** Castro-Barrera Celia

**DETAILS** 24 unit; \$65,208 per unit  
**APN** 139-27-110-121  
**BUYER REP** Salina Ramirez, CCIM of Commercial Executives Real Estate Services

NW

## Loan, Retail

**ADDRESS** 7083 Craig Rd., 89129  
**LOAN OFFICER** Jordan Johnson and Jerry Peterson of NorthMarq Capital  
**DETAILS** A \$3.7 million refinance of Craig Plaza, a 15,955 square feet retail property, was completed by NorthMarq Capital's Las Vegas office. The transaction was structured with a 10-year term followed by a 30-year amortization schedule.

S

## Lease, Industrial

**ADDRESS** 751 Pilot Rd., 89119  
**TENANT** Sunkist Graphics, Inc.  
**LANDLORD** BKM HAC 222, LLC  
**DETAILS** 13,872 SF; \$447,636 for 3 years  
**LANDLORD REP** Zac Zaher of CBRE, Inc.

## Lease, Industrial

**ADDRESS** 2875 Patrick Ln., 89120  
**TENANT** Lightning Tree Tech, Ltd.  
**LANDLORD** Harsch Investment Properties  
**DETAILS** 8,485 SF; \$386,512 for 63.5 months  
**SELLER REP** Jake Higgins of CBRE, Inc.



2121 Warm Springs Rd.

## Loan, Multi-Family

**ADDRESS** 2121 Warm Springs Rd., 89119  
**LOAN OFFICER** Scott Monroe and Jordan Johnson of NorthMarq Capital  
**DETAILS** A \$28.6 million refinance of Aviata Luxury Apartments was arranged by NorthMarq Capital's Las Vegas office. The loan was for a 456-unit multi-family property and structured with a 15-year term and a 5-years interest only followed by a 30-year amortization schedule.

**10.84 ACRES**  
 — FOR SALE —  
**\$3,794,000**



**CHEYENNE NEAR DECATUR**

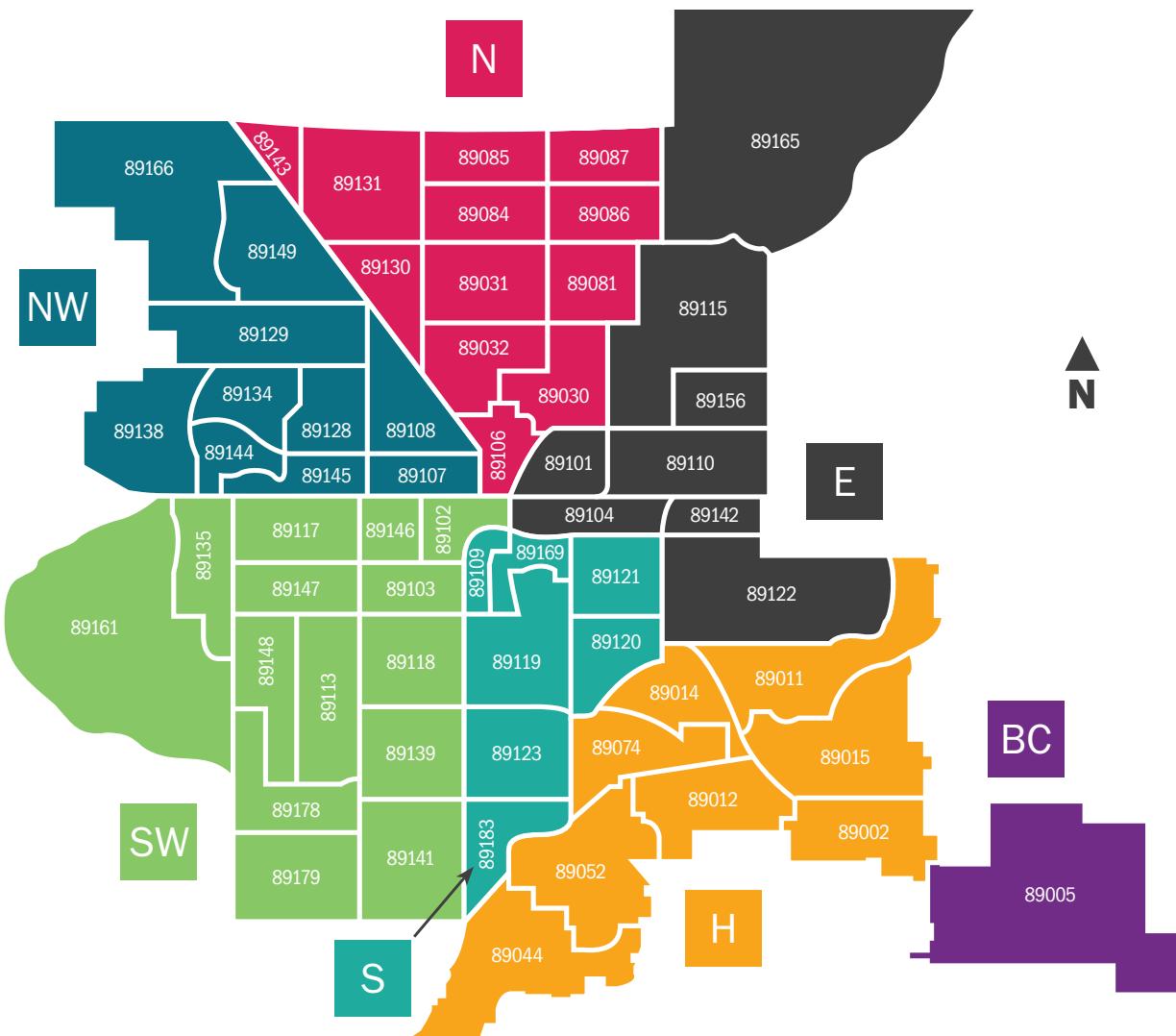
### Zoned Land Available

- Highly visible location Cheyenne Technology Corridor
- PUD — Retail/Industrial/Office (Other zoning possible)
- Easy Access to all Las Vegas freeways
- Central to all of Las Vegas
- Minutes from Downtown
- Traffic Counts: 35,000+ daily

**PROVIDENCE**  
 COMMERCIAL  
LIC: #B.0143707.LLC

**Mike Montandon, Broker**  
**(702) 327-5957**  
 mike@providencecommercialre.com

The information furnished has been obtained from sources we deem reliable and is submitted subject to errors, omissions, and changes. Although Providence Commercial LLC has no reason to doubt its accuracy, we do not guarantee it. All information should be verified for purchase, exchange, or execution of legal documents.



**SW**

### Sale, Land

**ADDRESS** Decatur Blvd. and Russell Rd.,  
89118  
**BUYER** Ahlulbayt Center Nevada Inc.  
**SELLER** Alan Seidman 1985 Trust  
**DETAILS** 2.5 acre; \$349,000  
**APN** 163-36-501-015  
**SELLER REP** Steven Haynes of Colliers International

**WC**



### Sale, Land

**ADDRESS** Redwood St. and Gary Ave.,  
89139  
**BUYER** DLJ Express Inc.  
**SELLER** Redwood & Gary LLC  
**DETAILS** 2.5 acre; \$900,000  
**APN** 176-23-401-006  
**BUYER REP** Dean Willmore, SIOR and Alex Stanisic of Colliers International

### Sale, Office

**ADDRESS** 236 6th St., 89503  
**BUYER** St. Mary's Medical Building LLC  
**SELLER** St. Mary's Medical Plaza LLC  
**DETAILS** 38,456 SF; \$5.5 million  
**APN** 007-256-09  
**SELLER REP** Melissa Molyneaux, SIOR, CCIM and Ted Stoever of Colliers International

### Sale, Office

**ADDRESS** 500 Damonte Ranch Pkwy., 89521  
**BUYER** Leviculus LLC  
**SELLER** RVW Holdings LLC  
**DETAILS** 6,674 SF; \$950,000  
**APN** 140-173-14

### Sale, Office

**ADDRESS** 5190 Neil Rd., 89502  
**BUYER** REO Disposition LLC  
**SELLER** LBA Realty Fund II WBP IV LLC  
**DETAILS** 106,823 SF; \$14.875 million  
**APN** 025-374-06

### Sale, Industrial

**ADDRESS** 750 5th St., 89512  
**BUYER** Applied Insights LLC  
**SELLER** Stonepine Properties I LLC  
**DETAILS** 21,636 SF; \$1.65 million  
**APN** 008-243-10

The “second” estimate for U.S. real gross domestic product (GDP) for the first quarter of 2018 showed growth at an annual rate of 2.2 percent, down by 0.1 percentage point from the previous estimate of 2.3 percent. The downward revisions reflected smaller private inventory investment, residential fixed investment, and net exports, which were partly offset by a larger nonresidential fixed investment than previously reported. The unemployment rate dropped for the second consecutive month to 3.8 percent, the lowest since April 2000. Retail sales in April posted the second straight monthly rise, up by 0.2 percent, which shows consumer spending rebounding from weak growth earlier this year. April housing starts increased strongly by 10.5 percent year-over-year, and seasonally adjusted housing prices in the United States also continued to increase. The above target inflation and a tightening labor market may signal four interest rate hikes by the Fed in 2018.

The Nevada economy posted robust economic activity based on the most recent data. Seasonally adjusted statewide employment added 4,300 jobs in April. Taxable sales in March gained slightly, up by 0.4 percent, year-over-year, but up 24.3 percent month-over-month. Gasoline sales (in gallons) decreased by 1.6 percent during the same period. April gaming revenue robustly rose by 7.6 percent year-over-year. Total air passengers climbed by 1.8 percent year-over-year.

Clark County experienced favorable signals in local economic activity. Seasonally adjusted employment added 1,600 new jobs from March to April. April visitor volume to Clark County was relatively flat compared to last year with only a 0.03 percentage point decline. Las Vegas, however, experienced a 0.1 percent increase, ending the 10 consecutive months of year-over-year losses. Total McCarran Airport passengers and gaming revenue rose by 3.1 and 8.1 percent, respectively, during the same period. Clark County taxable sales in March experienced a yearly gain of 2.3 percent, while gasoline sales for March dropped by 2.4 percent year-over-year. November residential housing permits rose strongly by 40.8 percent year-over-year.

Washoe County posted mixed signals. The Reno-Sparks seasonally adjusted employment gained 800 jobs from March to April and was up by 4.1 percent from last year. The unemployment rate edged down to 3.8 percent in April. March taxable sales for Washoe and Storey Counties continued a yearly loss of 8.8 percent due to a weak performance in Storey County. April visitor volume fell by 3.3 percent compared to a year ago. Residential housing permits in April declined slightly by 1.8 percent compared to last year.

**Stephen M. Miller**, Director

**Jinju Lee**, Economic Analyst

UNLV Center for Business  
and Economic Research

*The views expressed are those of the authors and do not necessarily represent those of the University of Nevada, Las Vegas or the Nevada System of Higher Education.*

NEVADA	DATE	UNITS	DATA		GROWTH		COMMENTS
			LATEST	PREVIOUS	YEAR AGO	RECENT	
Employment	2018M04	000s, SA	1376.0	1371.7	1330.7	0.3%	3.4%
Unemployment Rate*	2018M04	%, SA	4.9	4.9	5.1	0.0%	-0.2%
Taxable Sales	2018M03	\$billion	5.413	4.355	5.394	24.3%	0.4%
Gaming Revenue	2018M04	\$million	953.70	1024.32	886.53	-6.9%	7.6%
Passengers	2018M03	million persons	4.679	3.886	4.596	20.4%	1.8%
Gasoline Sales	2018M03	million gallons	101.62	91.18	103.24	11.5%	-1.6%
<b>CLARK COUNTY</b>							
Employment	2018M04	000s, SA	998.4	996.8	967.9	0.2%	3.2%
Unemployment Rate*	2018M04	%, Smoothed SA	5.1	5.2	5.4	-0.1%	-0.3%
Taxable Sales	2018M03	\$billion	3.940	3.203	3.851	23.0%	2.3%
Gaming Revenue	2018M04	\$million	825.33	888.31	763.20	-7.1%	8.1%
Residential Permits	2017M11	units permitted	1659	908	1178	82.7%	40.8%
Commercial Permits	2017M11	permits	33	34	41	-2.9%	-19.5%
Passengers	2018M04	million persons	4.188	4.298	4.062	-2.6%	3.1%
Gasoline Sales	2018M03	million gallons	70.65	63.21	72.38	11.8%	-2.4%
Visitor Volume	2018M04	million persons	3.838	4.063	3.839	-5.5%	-0.03%
<b>WASHOE COUNTY</b>							
Employment **	2018M04	000s, SA	238.5	237.7	229.0	0.3%	4.1%
Unemployment Rate*	2018M04	%, Smoothed SA	3.8	3.9	4.3	-0.1%	-0.5%
Taxable Sales	2018M03	\$billion	0.903	0.696	0.990	29.7%	-8.8%
Gaming Revenue	2018M04	\$million	65.40	70.46	64.19	-7.2%	1.9%
Residential Permits	2018M04	units permitted	478	172	487	177.9%	-1.8%
Commercial Permits	2018M04	permits	42	66	32	-36.4%	31.3%
Passengers	2018M03	million persons	0.356	0.297	0.354	20.0%	0.7%
Gasoline Sales	2018M03	million gallons	14.85	14.00	14.86	6.1%	-0.02%
Visitor Volume	2018M04	million persons	0.398	0.422	0.411	-5.8%	-3.3%
<b>UNITED STATES</b>							
Employment	2018M05	million, SA	148.662	148.439	146.299	0.2%	1.6%
Unemployment Rate	2018M05	%, SA	3.8	3.9	4.3	-0.1%	-0.5%
Consumer Price Index	2018M04	82-84=100, SA	250.0	249.5	244.1	0.2%	2.4%
Core CPI	2018M04	82-84=100, SA	256.5	256.2	251.1	0.1%	2.1%
Employment Cost Index	2018Q1	05.12=100, SA	132.0	130.7	128.3	1.0%	2.9%
Productivity Index	2018Q1	2009=100, SA	109.0	108.7	107.5	0.3%	1.4%
Retail Sales Growth	2018M04	\$billion, SA	497.1	496.0	475.1	0.2%	4.6%
Auto and Truck Sales	2018M04	million, SA	17.08	17.37	16.97	-1.6%	0.7%
Housing Starts	2018M04	million, SA	1.287	1.336	1.165	-3.7%	10.5%
Real GDP Growth***	2018Q1	2009\$billion, SA	17379.7	17286.5	16903.2	2.2%	2.8%
U.S. Dollar	2018M05	97.01=100	121.302	118.173	123.659	2.6%	-1.9%
Trade Balance	2018M04	\$billion, SA	-46.199	-47.210	-46.074	-2.1%	0.3%
S and P 500	2018M05	monthly close	2705.27	2648.05	2411.80	2.2%	12.2%
Real Short-term Rates*	2018M05	%, NSA	-0.94	-0.94	-1.71	0.0%	0.8%
Treasury Yield Spread	2018M05	%, NSA	1.12	1.11	1.41	0.01%	-0.3%

\*Growth data represent change in the percentage rate, \*\*Reflects the Reno-Sparks MSA which includes Washoe and Storey Counties, \*\*\*Recent growth is an annualized rate

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

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

## >> Last Word

What area do you think Nevada could improve?



**Dawn Houlf**

Owner/Real Estate Coach and Mentor  
EXIT Realty Number One

"[Nevada could improve at] bringing in more businesses that are non-gaming related to generate more salaried positions. We have brought in Amazon, Switch and Tesla. We definitely need more."



**Jay Aldean**

Executive Director | Truckee River Flood Management Authority

"In Nevada, it's water - either lack of, or abundance of. In Northern Nevada, it's flooding. Flooding endangers lives and property, impacts safety, tourism, business and economic development. We must improve infrastructure. We must be prepared."



**Soozi Jones Walker, ccIM, SIOR**

President and Broker | Commercial Executives Real Estate Services

"Nevada needs to look at their fees and tax situation. We market our cooperative business atmosphere when in reality it appears our existing and new companies are charged fees and taxed from many sources, old and new and those fees keep going up."

**Andrea Cantlon**

Surety Sales Executive  
LP Insurance Services, Inc.

"Our services regarding mental health as well as homelessness in Nevada - and across our nation - could be enhanced. After all, societies are measured on how we care for vulnerable members."



# LET'S ROCK 2018

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**Lana Dawood, MD**  
Mother of two,  
Family Physician,  
HealthCare Partner

A woman with dark hair, wearing a red top, is laughing heartily with a young girl in a playroom. The woman is holding a pink straw. The girl, wearing a striped top and a yellow and pink skirt, is pointing towards the woman. They are surrounded by children's toys and furniture.

# We're moms. We're HealthCare Partners.

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